

UNIVERSITY OF KWAZULU- NATAL

**CHALLENGES TOWARDS SUCCESSION PLANNING THAT PHARMACISTS
ARE FACING IN PUBLIC HOSPITALS IN THE GREATER DURBAN AREA,
KWAZULU-NATAL, SOUTH AFRICA.**

By

Muzaffar Saib

209510913

**A dissertation submitted in partial fulfilment of the requirements for
the degree of Master of Commerce in Leadership**

Graduate School of Business & Leadership

College of Law and Management Studies

Supervisor: Prathana Amrithlal

2016

DECLARATION

I, Muzaffar Saib declare the dissertation entitled: 'Challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa. ', is as a result of my own research and that it has not been submitted in part for any other degree or to any other university.

Muzaffar Saib

Date

ACKNOWLEDGEMENTS

-) I sincerely thank Allah for granting me the knowledge, perseverance and guidance to undertake and complete this study.

-) My appreciation and thanks goes out to my family for their encouragement, patience and support throughout this project.

-) I would like to thank the Department of Health for their assistance and all the individuals who responded to the questionnaire.

-) I would like to thank Ms. Prathana Amrithlal for her guidance. Your support has been encouraging throughout my thesis.

ABSTRACT

Succession planning is crucial for an organisation's survival. Succession planning involves identifying, mentoring and retaining talented individuals for future key positions. The healthcare sector is faced with the challenge of retaining pharmacists. The high staff turnover in the public sector leads to increase in recruitment and training costs, poor healthcare services and adversely affects the implementation of innovative programmes such as the National Health Insurance. The study investigated the challenges that pharmacists are facing towards succession planning in the public hospital sector in the greater-Durban area, KwaZulu-Natal. The study utilised quantitative approach to collect data. An electronic survey was utilised to gather data in this study. Data was analysed to (1) identify the challenges that affect implementation of succession planning; (2) to establish the employee selection criteria; (3) to evaluate the impact of succession planning in pharmacy departments. The finding of the study indicated that majority of the pharmacists are not aware of succession planning programs in the public hospital sector. Furthermore, the results indicated that the institutions did not invest in training and mentoring of pharmacists. Majority of pharmacists in this study express a positive desire to be a part of succession planning programs expressing a positive attitude towards the program. The results indicate that retention will be enhanced. Furthermore, the impact of succession planning will enhance motivation, increase job satisfaction, develop and retain talented employees. The intangible characteristics of succession planning programs may deter investments. However, the positive impact on institutional productivity and sustainability are certainly worthwhile. Recommendations for the Department of Health were suggested including future research.

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CHAPTER ONE

INTRODUCTION

1.1 Introduction

South Africa's fragile healthcare system is undergoing a revolutionary and innovative transformation towards the National Health Insurance (NHI) model. To welcome a change in the health sector setting, it will require planning, mentoring and investing time into succession planning. To sow the seeds of success, succession planning is required which will provide continuous development of individuals that will help ensure a competent reserve of future talent. Thus, it is essential to develop a plan to identify future leaders who will ensure the success of the Department of Health's (DOH) organisational goals and guide through unforeseen challenges.

Organisations need to review their human resource strategies to ensure the retention of highly talented employees. When resignations are high, it negatively effects the organisation. Thus, an organisational productivity, sustainability and competitive advantage experiences a huge impact (Allen, Campbell, Griffeth and Maertz, 2007). Succession planning is the process of identifying and mentoring talented individuals to assume positions for future critical roles (Judge, Odendaal, Robbins and Roodt, 2009). In other words, these individuals are mentored and given special projects to help them develop competencies for another level of responsibility and will strengthen retention.

1.2 Motivation for the study

The study was conducted to help benefit the Department of Health Ethekwini District to help identify challenges towards succession planning that pharmacists are currently facing. The employees within the DoH will benefit from suggested recommendations that can be implemented and eliminate challenges that negatively impacts DoH employees and management. Other districts within the Provincial Department of Health will also benefit since they may be experiencing challenges with succession

planning procedures and could implement recommended strategies which will intensify employee development and enhance retention rates. Finally, the patient and communities will similarly benefit. The finding and recommendations of this research may reduce the number of resignations and strengthen retention. This will result in a positive impact on service delivery and on the quality and variety of services provided. The research can be a valuable source of literature that policy makers can utilise to create informed policies to strengthen retention and integrate the impact of succession planning.

1.3 Problem statement

The DoH has a high pharmacist turnover rate since there is shortage of pharmacists. (Department of Health, 2016). Pharmacists are an essential part of a dynamic team of health care providers that are the backbone of the South African health care system. The public sector is familiar with talented employees leaving the organisation (Department of Health, 2016). This negatively impacts service delivery. The loss of highly skilled pharmacists for more lucrative opportunities overseas is known as a brain-drain.

The competition for talented employees between the public and private sector results in talent wars (Mthembu, 2012). Due to the shortage of pharmacists in the public sector, the remaining pharmacists must shoulder the burden of performing extra duties which leads to high levels of attrition of employees' morale. Furthermore, this results in uncooperative behaviour, poor relationships with colleagues, disloyalty to the organisation and reluctance to perform extra-duties. This hampers and adversely affects service delivery (Bruce and Respeli, 2015). The loss of pharmaceutical candidates which have essential knowledge and skills is detrimental to the long-term vision of the DoH. The DoH should prepare for unforeseeable crises by developing future leaders that would ensure there are no voids in leadership in case of unexpected departures and for the future needs of the organisation. However, when a key position becomes vacant, the DoH prefers to appoint a person from the private sector or other

government departments which leads to the loss of institutional memory. The new people still must be trained and integrated in the culture of the Department (Kraai, 2015). To create a competent workforce to fulfil the objectives of the DoH, senior management needs to align succession planning strategies that would address talent retention and enhance motivation.

Succession planning within the health care industry is a familiar concept (Mthembu, 2012). However, succession planning is established in some institutions more prominently than others. For an organisation to function efficiently, it is important to identify talent at all levels and utilise them to their fullest potential. The public health system needs to investigate if there are any challenges that affect succession planning so the process of identifying and grooming future leader is more efficient. The main research question is: What are the challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa.

1.4 Aim of the study

The aim of the study is to investigate the challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area. The study explores the need for succession planning, succession planning challenges, the selection criteria that is used to identify talented individuals and the impact of succession planning in the pharmaceutical public hospital sector.

1.5 Objectives of the study

The study seeks to explore the following objectives:

-) To identify if there are any challenges that affect the implementation of succession planning in the pharmacy department of the public hospital sector.
-) To identify the employee selection criteria for succession planning programmes.
-) To evaluate the impact of succession planning in the long-term vision of pharmacy departments in the Department of Health- Ethekewini

1.6 Research Questions

The research question investigated by this study was: what challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa?

To achieve clarity on the research question, each study objective will be achieved by answering sub questions of the objective:

Research sub-questions for Objective One:

1. Are you made aware of the succession planning process in the pharmaceutical public hospital sector?
2. Do you feel senior management is involved in the succession planning program?
3. Do you feel your organisational culture supports learning and development?
4. Do you feel adequate time is invested in maintaining the succession planning process?

5. Do you feel the increased complexity in medical healthcare in the public sector is preventing ongoing skills development?

Research sub-questions for Objective Two:

1. Does management allow talented employees to be involved in the decision-making?
2. Do you feel talented employees are selected by management based on good performance?
3. Does management invite talented employees to apply to be on the succession planning program?
4. Would you express to your management your desire to be on this succession planning program?
5. Would you undergo structured interviews to go this program?

Research sub-questions for Objective Three:

1. Do you agree valuable knowledge in your organisation can be retained if you were on this program?
2. Would you agree succession planning will build a culture of competency development in your organisation?
3. Do you feel career advancement opportunities would increase if you on this program?

4. In implementing succession planning would your confidence in the vision of your organisation increase if you were on this program?
5. Do you agree succession planning is required to retain highly skilled individuals in the pharmaceutical public sector?

1.7 Limitations of the study

The challenges and limitations of the study were as follows:

-) Sample size of the population: 170 pharmacists were invited to participate in the study which only 38 participants responded.
-) Administrating the questionnaire: Majority of the participants were not allowed to have work emails in their institutions.
-) The researcher was not allowed to engage with the participants without permission from three different gatekeepers. Obtaining permission was time consuming.

1.8 Summary

Succession planning should be the crux of organisation strategy and vision for progression. An organisation cannot survive without human capital. The intellectual property of every organisation is developed through capacity building. Chapter one discussed the motivation for the study, the aim of the study, the problem statement, the objectives of the study, the research questions and the limitations of the study. The next chapter will be an extensive review of the relevant literature regarding succession planning and relevant theories.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Chapter two focuses on the definition of succession planning. Thereafter, the succession planning process is examined. The selection criteria for selecting employees is articulated and examined. Additionally, factors that prompt organisations to embark on succession planning are examined. Several barriers that hinder succession planning would also be articulated and analysed. Finally, the literature review would analyse and articulate the impact of succession planning in terms of employee development and employee motivation which are factors that enhance retention rate.

2.2. Definition of Succession Planning

“Succession planning is a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual capital for the future, and encourage individual advancement” (Rothwell, 2010, pp.6). In terms of the public health pharmacy sector, the implementation of succession planning could identify talented employees from a talent pool of employees who have performed exceptionally well compared to the rest. These employees should be groomed and nurtured into the future leaders and assume key positions when the need arises. Since “the best way to pass the baton smoothly, is to choose successors carefully and groom them thoroughly over an extended period of time, meaning years” (Taylor, 2013, pp.17).

Augustine and Kanemoto (2009) points out that one of the goals of succession planning is to preserve the institutional memory to achieve continuous improvement within the organisation. Thus, the DoH will ensure that available present talent is

developed to match the needs of the organisation in the future which will subsequently groom and nurture future leaders in healthcare. However, succession planning has often been confused with replacement planning. In terms of replacement planning, the position is replaced as currently structured while succession planning anticipates the future needs or roles of the organization and develops individuals to meet those needs and demands of the role.

2.3 Succession Planning Process

Deuter, Hampel and Procter (2010) report succession planning involves a systematic process of identifying key positions; required competencies for the position; selecting potential candidates; targeted training and development and selecting an appropriate successor. Additionally, the goal of succession planning is to ensure institutional continuity and identify the need for a new culture for professional growth and advancement. However, since threats to institutional continuity cannot always be projected it is imperative that institutions prepare for the future.

Carr Hill and Currie (2010) notes that succession planning encompasses identifying linchpin positions within an organization and supports the continuous development of individuals who will eventually assume future roles when ready, thus ensuring continuity of the service. Furthermore, Bechet (2008) in almost every succession planning case, the process will include some version of the following:

-) Identifying linchpin positions in either executive positions, managerial positions, or key functional jobs.
-) Defining the competencies and skills that required for each of these positions in the future.
-) Using the competencies guide to identify possible talented individuals for these positions.

-) Providing ongoing training and development to these candidates that are focused towards strengthening and building competencies that will prepare them to assume these future linchpin positions.
-) Involvement of senior management in reviewing and approving of the appropriateness of development plans.

Additionally, Berchermann (2005) acknowledges that certain key components are required for successful succession plans such as visible support from top management and the CEO; clearly identified leadership criteria, a systematic plan to recruit, retain and motivate future leaders; simple measurable processes; the integration of succession planning in the organisation culture; processes that primarily focuses on training and development of talented employees and a process of that is a real institutional priority.

2.4 Selecting High Potential Employees

Selecting an individual to be a part of the program is an important component in succession planning. In an organisation, it is important not to confused a high potential employee with high performers.

According to Dries, Pepermans and Vantilborgh (2012) not all higher performers are high potentials. Furthermore, Schumacher (2009) notes high performers have various limitations in their abilities such as a lack of aspiration that prevents them to be considered high potentials. He further argues that high potential employees have a strong internal motivation to take on additional responsibilities within the organisation that are consistently producing results. These high potentials are role model employees for the organisation.

However, Tiffan (2009) points out that employees are not considered high potentials if the individual lacked any of the following skills: “ability to influence others”, “proactive mind-set”, “results oriented”, “energetic” and “understands and practices collaboration”

(p.76). According to Edward and Philips (2008) competency models can be used to identify competencies for attracting talent. Furthermore, the selection of talent is the most critical component to avoid the wrong people for the positions (Edward and Philips, 2008).

2.5 Factors prompting South Africa's public health sector to embark on Succession Planning Programs

South Africa's health outcomes are set back by the incorrect implementation of policy tools, poor working conditions and shortage of skilled health workers (Department of Health, 2016). Thus, impacting the health care services rendered to patients. Since pharmacists in the public sector have a high turnover, strategic action must be flexible and take in consideration the technical changes within the health environment and health workforce (Department of Health, 2011). Furthermore, in achieving good health outcomes, developing countries rely on their health workforce. It is important that the DoH priorities should be steered towards ensuring the development of an appropriate, skilled and sustainable healthcare workforce to achieve the long-term organisational goals.

The DoH long term objectives are detailed in the National Development Plan (NDP). The NDP aims to achieve nine long term health goals for South Africa by 2030. According to the NDP, five of these goals relate to improving the health and well-being of the population, and the other four will strengthen aspects of the health systems (Department of Health, 2016). Since succession planning is a systemic tool that can be utilised to identify current workforce and anticipated workforce challenges. In terms of the pharmacy sector in the DoH, succession planning should be implemented as a strategic tool that an organisation can utilise to form leadership development and transitions (Deuter, Hampel and Procter, 2010).

There are numerous factors that prompt organisations to embark on succession planning programs such as the aging workforce phenomenon, migration of health workers, the impact of HIV and Aids, competition for talented employees and high staff turnover. According to Anderson (2010), sudden changes such as unexpected departures, related retirements, health issues of key employees, an aging workforce and the loss interest in management of key positions can leave an organisation extremely vulnerable if there failed to build succession plans.

2.5.1 An Aging Workforce

The retirement of Baby Boomers is expected to reduce the public service workforce considerably over the next decade (Kochanowski, 2011). Furthermore, DeGraaf, Heidkamp and Mabe (2012) report that in 2016, one third of the United States workforce will be 50 or older. By 2020, it is predicted that the number will rise to 115 million people. This highlights that the aging workforce phenomenon has major implications in the healthcare industry. The loss of experienced and talented employees due to retirement, medical complications or death shall result in a loss of valuable institutional knowledge.

Succession planning aids in retaining valuable organisational knowledge. Along the way, talented employee gains valuable knowledge and critical skills to ensure the smooth running off their organisations. When a talented employee retires, or leaves the DoH unexpectedly valuable knowledge and experience is lost (Mthembu, 2012). This can spread waves of insecurity throughout the organisation.

However, succession planning will help prevent the loss of valuable knowledge and will ensure a competent pool talented employees are in reserve to ensure smooth transition of a successor. Furthermore, to ensure the success of the transfer of business knowledge to future generations, it is critical to effectively implement and manage succession planning programs. The management and implementation of a succession planning program will impact the culture, productivity and competitiveness of an organisation.

2.5.2 Migration of Health workers

By 2030, South Africa aims to achieve to fill health care vacancies with skilled, talented and competent individuals (Department of Health, 2016) but like many countries in Africa, South Africa has a shortage of skilled health workers. It is estimated that 25% of South Africa health workforce do not enter the health care system due to factors such as an unfavourable working environments, lack of opportunities and change in profession (Department of Health, 2011).

According to Bourgeault, Chikanda, Crush, Dambisya, Labonté, MacKenzie, Mathole, Murphy, Packer, Runnels and Sanders (2015), there has been little change in the density of health workers between 2004 and 2013 in South Africa. “The number of physicians per 1000 population was essentially unchanged at 0.77, the ratio for nurses and midwives experienced a rise from 4.08 to 5.114 and dentists showed a slight increase from 0.13 to 0.2, while pharmaceutical personnel rose from 0.28 to 0.41.” (Bourgeault et al., 2015, p.1).

The health care industry in South Africa is familiar with highly skilled workers migrating to greener pastures abroad. According to Bourgeault et al., (2015) there was an initial surge of pharmacists leaving the country post 1994 for more lucrative opportunities. Iheriohanma and Nwokocha (2012) reports that there is an increase in the rate of employee resignation due to increased globalised mobility of labour.

Furthermore, Bourgeault et al., (2015) pointed that the migration of skilled health care workers can be explained by using a simplistic pull/push dichotomy. The following table adapted from Buchan (2006) illustrates the push and factors that influence the migration of healthcare workers:

Table 2.1: Summary of key push and pull factors in migration of health workers.

Push factors	Pull factors
Low pay (absolute and/or relative)	Higher pay & opportunities for remittances
Poor working conditions	Better working conditions
Lack of resources to work effectively	Better resources health systems
Limited career opportunities	Career opportunities
Limited educational opportunities	Provision of post-basic education
Impact of HIV and AIDS	Political stability
Unstable/dangerous working environment	Travel opportunities
Economic instability	Aid work

Adapted from James Buchan. 2006. Human Resources for Health in Europe.

Table 2.1 indicated that push factors contribute to the migration of healthcare workers and these include low remuneration, limited career development opportunities, impact of HIV, Aids and MDR-TB and poor working conditions. Pull factors that that attract the migration of healthcare workers are higher remuneration, career development opportunities, better working conditions and promise of safety and security. The DoH should focus on strengthening the pull factors to retain healthcare workers.

The loss of skilled healthcare workers will create voids in leadership. That is why it is imperative that the DoH revisit their retention strategies and identify challenges that that hinder succession planning. Bourgeault et al., (2015) notes vacancies for physicians rose from 30% in 2006 to 49% in 2010. The shortage of healthcare workers in the public sector will have a direct effect on the quality of healthcare rendered to the patients.

However, to minimise the migration of healthcare workers, Bourgeault et al., (2015) reports that changes in the domestic policy has slowed down migration of healthcare workers. By introducing Occupation Specific Dispensation (OSD) policy, it has slowed down the migration of healthcare workers from the public sector into the private sector. “OSD is a financial incentive strategy to attract and retain skilled healthcare workers in the public health sector” (Bourgeault et al., 2015, pp.12). However, in 2007 only nurses benefited. Other health professionals’ salaries were adjusted in 2008-2009

(Bourgeault et al., 2015). Billsberry, Coldwell, Marsh and Van Meurs (2008) reports that the high demand for health care professionals provide professionals an opportunity to apply for other employment opportunities in public, private and overseas.

Figure 2.1 illustrates the percentage of healthcare workers who have expressed desire to immigrate if challenges in the working environments in the DoH are not addressed.

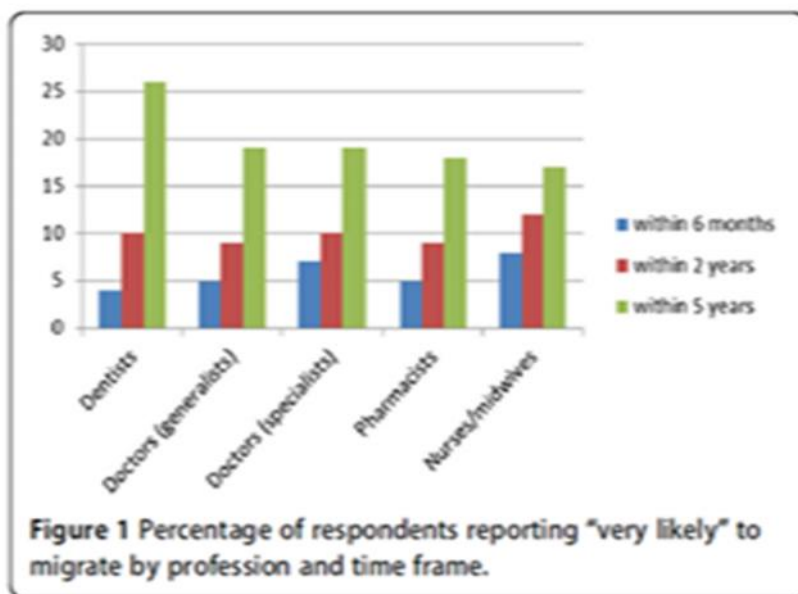


Figure 2.1: Percentage of health workers willing to immigrate.

Adapted from Bourgeault et al. 2015. Health worker migration from South Africa: causes, consequences and policy responses. Human Resources for Health

Figure 2.1 illustrates the percentage of health workers who have expressed a desire to migrate within the next five years. According to Bourgeault et al., (2015) survey conducted in 2013 showed that half of the doctors, dentists and pharmacist will consider to leave the country in the next five years if dissatisfaction continues in the workplace. Additionally, another push factor highlighted is the lack of transparency and uncertainty with the implementation of the National Health Insurance which may contribute to South Africa brain drain (Bourgeault et al., 2015).

2.5.3 Competition for Talented Employees

The intense competition for pharmacists between the private and public sector due to the high availability of vacancies results in talent wars. According to Sinha and Sinha (2012), career decisions of employees are based on financial security and marketability, where the most lucrative offers gets the service of the employees. Furthermore, Sinha et al., (2012) points out that the most critical workforce management challenge, of the immediate future, is employee retention issues. Additionally, Sinha et al., (2012) notes that an organisation will face the threat of being understaffed which will contribute to an organisation remaining uncompetitive if the organisation fails to retain their high performers.

According to Beechler and Woodward (2009) four factors impact significantly on the competition for talent, namely:

- 1) Due to the advancements of medical care and improved economic conditions, life expectancy has improved. This has resulted in older employees remaining in the labour force for longer, making it difficult for the younger generations to migrate to higher positions.
- 2) Globalisation has given highly skilled workers the opportunity to relocate outside their home countries for more lucrative offers. The movement of highly skilled workers can result in a brain drain.
- 3) Transformational changes in the business environment impacts the international talent war. According to Beechler et al., (2009) the movement from product-based to knowledge-based economies results in transformational changes in skills and culture that impacts business transformation.
- 4) Diversity in a globalised environment is increasing within a single organisation. The result of cultural, ethnic, gender and generational diversity impacts the

employee populations, markets and modes of work. This results in an impact in competition for talent.

There is an unequal distribution of pharmacist between the public and private sector. Generally, there are more pharmacists per 10,000 population in the private sector than in the public sector (Figure 2.2) thus prompting the public sector to revisit retention strategies.

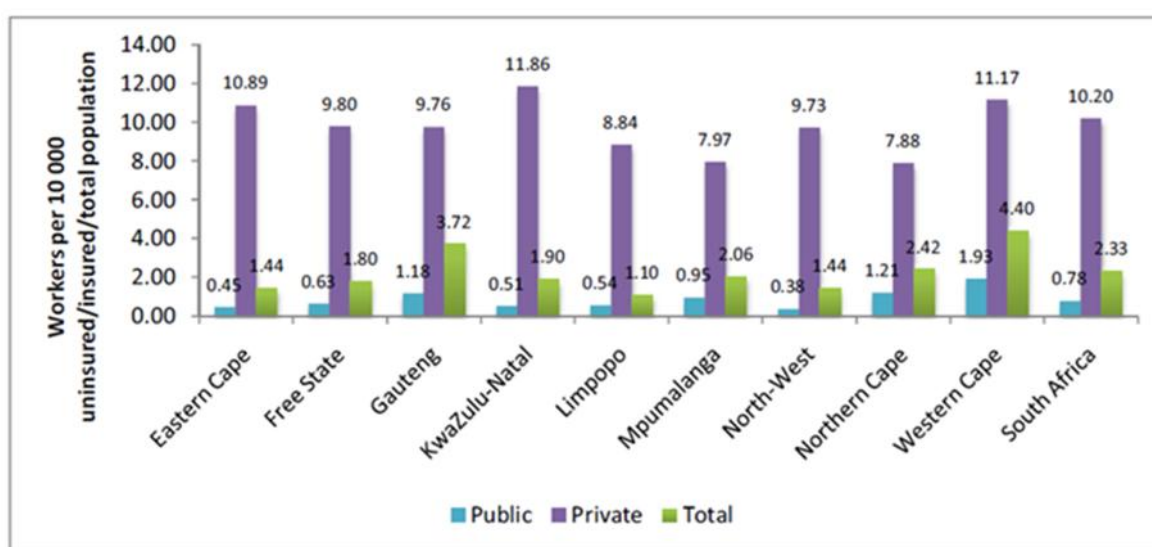


Figure 2.2: Number of pharmacists per 10,000 population in each sector, by province, 2010.

Adapted from Human Resource for Health South Africa. 2011. HRH Strategy for the Health Sector: 2012/13 – 2016/17.

The public/private split of pharmacists in Figure 2.2 illustrates where the private sector has 11.86 pharmacists per 10 000 population as opposed to 0.51 pharmacists per 10 000 population in the public sector in KwaZulu-Natal. The unequal distribution of pharmacists between the private and public sector has a negative impact on the public sector. Fewer pharmacists in the public sector will result in poor service delivery, low productivity and high attrition of the employees.

2.5.4 High Employee Resignations

High employee resignations are a financial burden to the DoH. According to Chisholm, Humphreys and Russell (2011), the cost to replace an employee is much higher than to implement strategies to retain employees. In terms of replacing an employee additional cost include advertisement, interviews, orientation and training. Furthermore, when an organisation loses key employees, plans and projects can be delayed in accordance with timelines which may result in financial loss for an organisation (Nwokocha et al., 2012). In terms of the healthcare industry, health care workers have a mission to commit to providing quality services. If an organisation has a high turnover, the quality of services is adversely affected. Pillay (2009) supports this view by stating the quality of nurses' care is affected by high levels of resignations. Furthermore, he argues that this leads to a shrinkage in the morale of the remaining nurses which eventually leads to a rise in errors that could potentially increase the death rates amongst patients.

Retention of skilled and talented employees is a huge problem in public health care. According to Campbell and Ebuehi, (2011) the shortage of medical professionals and specialists in the health care sector forces staff members to execute certain duties that are supposed to be performed only by specialists. Furthermore, this additional work stress impacts negatively on employee motivation and exposes the patient to an enormous health risk (Campbell and Ebuehi, 2011).

The rewards reaped by the implementation of succession planning can be utilised to motivate and retain highly skilled and talented employees. Training and developmental programs can be utilised as a tool for enhancing employees' job satisfaction within the DoH. However, Gberevbie (2010) notes that an organisation who experience frequent and high staff turnover is mainly due to employees experiencing job dissatisfaction. Job dissatisfaction is identified as one on the major characteristics of resignation which poses huge performance challenges for organisations (Gberevbie, 2010). Chan and Chew (2008) supports this view by reporting that job dissatisfaction is created when

an organisation fails to provide challenging work opportunities such as training and development. However, Carr Hill and Currie (2012) acknowledges that by exposing health care workers to more learning and development opportunities, employees will be motivated and stay for longer.

Kinicki and Kreitner (2008) identified that autocratic leadership styles are most likely to destroy employees' job satisfaction. However, Carr Hill and Currie (2012) notes to strengthen retention and improve job satisfaction of health care workers transformational or relational leadership styles should be reinforced. According to George and Jones (2009) organisational human resource departments acknowledge after attracting the right talent, it is essential to develop different and effective approaches to motivate recruited employees to be retained within the organisation for longer.

2.5.5 Lack of Implementation of Employment Equity Act

Succession planning can be utilised to strengthen the implementation of employment equity. One of the challenges against addressing the social imbalances of the past, is ensuring the equality of access and distribution of health care workers.

According Booyesen (2007), there are two key external challenges that prevent Employment Equity (EE) implementation. Firstly, there are a limited number of black females available in talents pools to recruit from. Second, Black managers are poached by external organisations and offered lucrative packages which are difficult to match. According to Booyesen (2007), a number of factors resulted in the slow progression of employment equity (EE) namely:

(a) Low commitment from top management to implement employment equity.

- (b) Ineffective communication around employment equity progress and implementation.
- (c) New employees are expected to conform to the current organisational culture resulting in a lack of culture sensitivity.
- (d) Organisations lacks cultural awareness programs that value diversity.
- (e) The lack of effective talent management programs to develop black staff resulting in black staff not being systematically developed.
- (f) The persistence of stereotypes has resulted in black people not been fully integrated into organisational positions of real responsibility and authority. There are been selected as tokens.
- (g) A limited number of black mentors.

The Employment Equity Act outcomes can be successfully achieved by integrating succession planning programs and talent management programs within South Africa's public healthcare sector (Mthembu, 2012).

2.6 Barriers hindering the implementation of Succession Planning Programs

Factors that hinder the implementation of succession planning programs include finance; time and resources; support from upper management; ineffective communication about the program and lack of understanding of succession planning programs.

2.6.1 Insufficient Finance

In terms of finance, over time one off the most significant barriers in succession planning that was identified is funding. The lack of funding in the medical industry is a significant barrier to succession planning programs (Crenshaw and Trepanier, 2013).

Additionally, Crenshaw et al., (2013) pointed out that the plan must be “aligned with specific quantifiable outcomes that are embedded into the organisation’s strategic plan” (pp. 984). The DoH may experience difficulty to quantify the return on investments in succession planning programs in government hospitals since the investment display intangible characteristics.

2.6.2 Time and Resources

Crenshaw et al., (2013) states that time and resources are barriers to effective succession planning programs. In terms of resources, Crenshaw and Trepanier, (2013) notes mentors are limited to coach high potential employees. Additionally, mentors could feel threaten that the high potential employee are more competent and desirable within the organisation thus leading to the reduced number of mentors willing to coach high potential employees. In terms of time, scheduling adequate time with the mentor and the candidate is difficult which creates a barrier in the succession planning program. With scarce resources and limited time, organisations would be reluctant to invest in a succession planning program since a high potential employee can be recruited by another employer.

2.6.3 Lack of Support from Upper Management

Atwood (2007) identifies several challenges and difficulties with regards to implementing effective succession planning. Firstly, it is imperative to get upper management support and involvement in the succession planning process. Since future competencies for the key position are been identified and not current, it is imperative that Human Resources engage with several individuals from top management to develop a plan (Atwood, 2007). Furthermore, Atwood (2007) notes that to ensure the success of the plan it has to developed and treated like any other business plan. It will require a project plan to implement, which included meetings, action items, assignments and accountability to be successful (Atwood, 2007).

However, Kochanowski (2011) reports that in the public institutions employees who cultivate talent have little incentive because of the system of senior management appointments. Thus, talent management and succession planning in the private sector lack direct applicability in the public sector (Kochanowshi, 2011).

2.6.4 Ineffective Communication

Atwood (2007) notes that if an organisation has ineffective communication, it will be a contributing factor that will lead to the failure of the succession planning program. Communication of the progress of the succession planning program must be a priority to upper management of the organisation. The success of the program will be influenced by the demeanour in which it is communicated. To create a higher success rate of the program, it should be openly communicated and in a positive way. This would prevent employees developing negativity about the program.

Additionally, Pillay (2009) notes autocratic organisational structures with closed communication and that fail to involve employees in decision making processes struggle to retain employees. However, one of the fundamental principles in medical care is that health care professionals support each other by sharing experiences and effective communication. Therefore, organisations that have employees who are struggling with communication struggle to retain employees. Employees tend to feel insignificant and push them to look for better employment opportunities. This has adverse effect in attracting newly graduated health care professionals.

2.6.5 Lack of Understanding

Another pitfall identified by Atwood (2007) is a lack of understanding of the succession planning program. All levels of staff and management including new employees need to be aware about the succession planning program and are needed understand the

purpose of the program. The succession plan is created for the whole organization and the entire employee population (Atwood, 2007).

An effective strategy Atwood (2007) pointed out is that managers take time to discuss the employee's future vision of their career along with sharing opportunities within the organization. Furthermore, Atwood (2007) suggests managers must have written succession plans documentation appropriate to each position. Once written the plan needs to be reviewed at least on an annual basis and have appropriate changes made and communicated to all involved (Atwood, 2007).

2.7 The Effects of Succession Planning Programs

Succession planning is a process of addressing the institutional and individual learning needs for future critical roles whereby talented employees are mentored and undergo training to assist them to grow (Deuter, Hampel and Procter, 2010 and Mthembu, 2012). The impact of succession planning programs is often difficult to assess as some characteristics are intangible. According to Boudreau and Cascio (2008) the cost of implementing effective talent-decision frameworks are beyond tangible value and investments as showed in Figure 2.3:

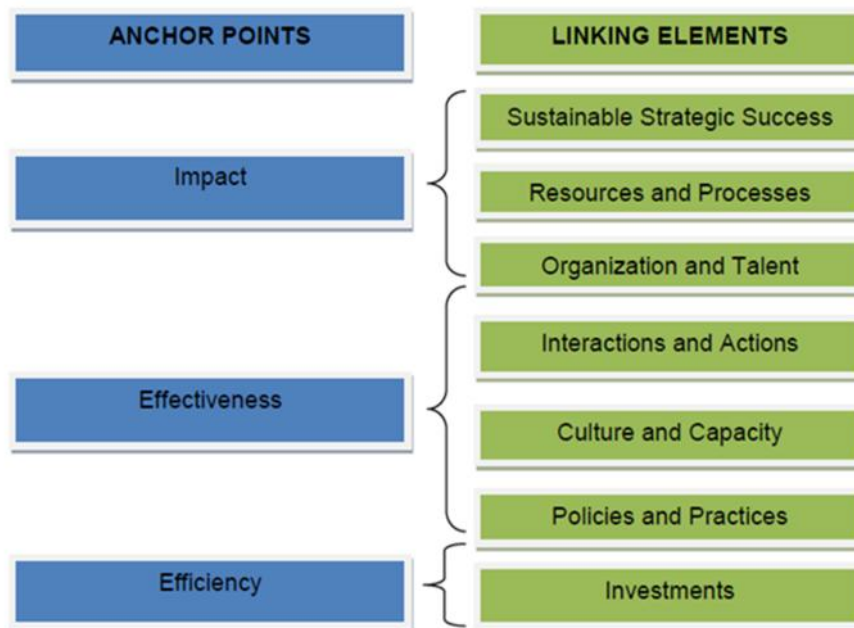


Figure 2.3: Human Capital Bridge Framework.

Adapted from Cascio, W. F., & Boudreau, J. W. 2008. Investing in people: Financial impact of human resource initiatives. New Jersey

Figure 2.3 provides an example framework that management can use to measure the effects of the succession planning program. In terms of human capital investment the effects of training and development can be measured. In terms of measuring the efficiency and effectiveness of the program, the investment in talent development are evident in employees enhance knowledge, performance and retention.

According to Deuter et al., (2010) succession planning investment as a risk management strategy provides realistic returns. They further argue succession planning enhances recruitment and retention, emphasises the importance of people as assets and is imperative to the success of the organisation.

2.8 Succession planning: Talent Development for Future Success

A crucial component of succession planning is providing continuous employee development since depending on the service delivery setting, most countries utilise 65%-70% of the recurrent health expenditure towards the healthcare workforce (Department of Health, 2011). It is crucial that the recruitment of healthcare workers and talent development is appropriately planned and managed (Department of Health, 2011). Talent development is a fundamental tool to help manage talent retention. To shape ultimate success of the Department of Health organisational goals lies in the decisions in talent management.

According to Heckman and Lewis (2006), talent management strategies can be classified into three schools of thought. Talent management is a valuable tool utilised to identify the strengths and weakness for all employees. The first school defines talent management as a collection of human resource department practices. There is a focus emphasises on recruiting, career development and succession management. While the second, focuses on talent pools. An organisation ensures a smooth and adequate flow of employees through a designed set of processes (Heckman et al., 2006). Finally, the third school focuses on high talent performance. Talent is managed in two ways. Firstly, talent managed according to performance. Secondly, talent is managed through a demographic and humanistic approach. Succession planning enhances talent development and training of employees.

According to Carrell, Elbert, Grobler, Hatfield and Warnich (2011) training is defined as a process whereby employees are assisted in developing competencies and skills that would help achieve the organisational goals and help develop their careers. Furthermore, Carrell et al., (2011) states that training will improve an employee skills, knowledge and abilities. Organisations can be flexible in the methods they wish to implement training procedures. Training can either be formal or informal. Formal training is planned workshops, on the job training or formal education (Carrell et al., 2011).

Training helps an employee work better by strengthening their skills and building their competencies. Employees who undergo training build confidence. (Arunachalam, Geetha and Kavitha, 2011). According to Arunachalam et al., (2011) training help employee build trust towards the organisation and between fellow co-workers since they recognise and appreciate the organisation committed investment towards them. Furthermore, Arunachalam et al., (2011) argues that training is a strategy used to create an empowered atmosphere which increases the loyalty of employees and leads to higher retention rates.

Gerhart, Hollenbeck, Noe and Wright (2011) advised that in order to develop an employee skills and increase their knowledge about the organisation it is imperative to take into consideration cultural differences. An organisation must embark to understand development relationships to provide adequate training and career management. According to Gerhart et al., (2011) two relationships are essential for employee development, namely mentorship and coaching.

Gerhart et al., (2011, pp306) defined a mentor as “an experienced, productive senior employee who helps develop a less experienced employee.” Furthermore, Feeg (2008) supports mentoring as a fundamental principle in talent development. Feeg (2008) defines a mentor as an individual who provides support, direction and counselling both for professional and career development. To ensure successful mentorship, an organisation must carefully select mentors on their technical and interpersonal skills. Feeg (2008) supports this by noting the relationship between mentor and mentee is based mutual commitment to a shared goal and the relationship is not arranged by one individual.

The advantage of mentorship is that high potential employees are matched with knowledgeable and skilled mentors. Furthermore, the success of mentorship is based on the relationship fostered between mentor and protégé. However, it is important that regular interactions occur to discuss work styles and backgrounds to build and

enhance trust that essential to both parties. Hasan, Kazi, Rizvi , Saleem, Shekeel, Subhani and Zubair (2011) supports that an organisation that mentors and coaches employees are more empowered and strengthen business growth compared to organisations where managers micromanage employees.

According to Gerhart et al., (2011) a combination of interpersonal skills, job experience, personality traits and abilities and formal education is required for employee development (Figure 2.4):

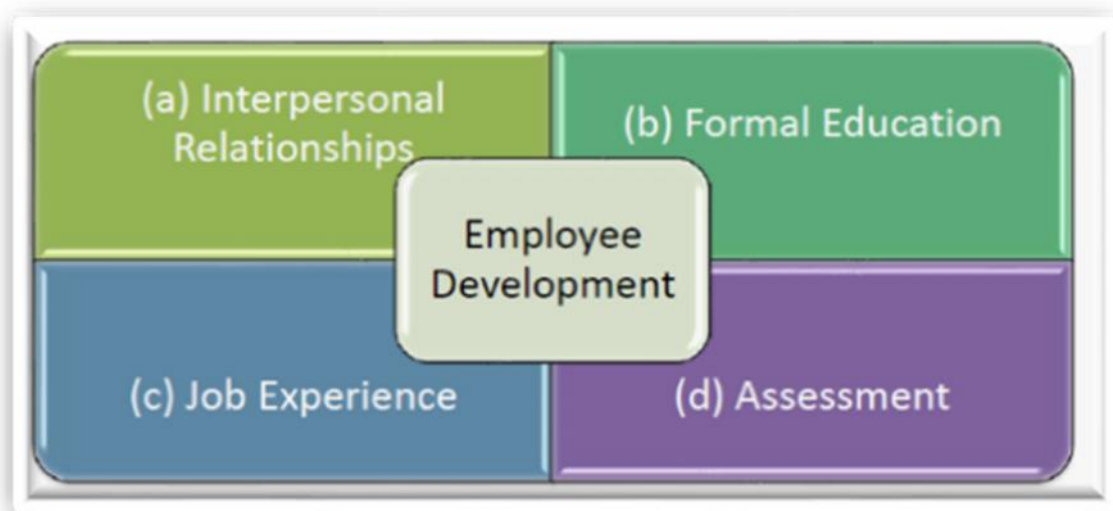


Figure 2.4: Employee development approach.

Adapted from Gerhart, B., Hollenbeck, J. R., Noe, R. A. and Wright, P.M. 2011. Fundamentals of Human Resource Management. 4th ed. McGraw-Hill, New York.

Succession planning can enhance employee training and development by focusing on promoting the following:

2.8.1 Interpersonal Relationships

Succession planning focuses on developing employees. Thus, succession planning will strengthen communication, teamwork, respect of co-workers, role clarity and

leadership abilities which form part of the interpersonal relationships for employee development. According to Gerhart et al., (2011, pp.307) defined a coach as “a peer manager who works with an employee to motivate the employee, help him or her develop skills, and provide reinforcement and feedback.”

2.8.2 Formal education

Organisations can provide valuable support for talented employees through formal education programmes. Business experts and consultants can offer short courses and workshops to support employee development. According to Cappelli (2008) evidenced supported employers who provide in-house training programmes are not very extensive. Succession planning prepares future leaders to assume key positions when they become available. Employees can develop competencies for aspects on the job by obtaining higher education.

2.8.3 Job experience

To develop employees an organisation must provide opportunities to develop competencies. According to Gerhart et al., (2011) an employee must obtain adequate job experience. Job experience is defined as a combination of tasks, problems and relationships of an employee’s job. Job design techniques should be applied to ensure employee development, namely job enlargement, job rotations, transfers and temporary assignments.

2.8.3.1 Job enlargement

To ensure the development of new skills, employees should be tasked with completing special projects. Employees can investigate improvement strategies for the

organisation services, switch roles within work teams and be given new challenges and responsibilities.

2.8.3.2 Job rotation

According to Gerhart et al., (2011) job rotation is a technique that would align employees to appreciate the organisation's goals. Rotating an employee through a series of assignments would help develop network contacts, develop skills in problem solving and increase the employee knowledge about the organisation. The Department of Health can send employees to different hospitals to develop expertise in medical advancements and in workplace strategies.

2.8.3.3 Transfers, promotions and downward moves

Succession planning can be utilised to identify employees' competencies and skill sets as part of identifying the appropriate candidate for the future key position. Employees can be transferred, promoted or demoted in order to develop the required skills and competencies.

According to Gerhart et al., (2011) transfer is defined as the movement of an employee to a position in a different area of the organisation. In terms of relocation, an employee might experience a transfer as a stressful situation due to family commitments, however, employees who have higher career desires and aspirations have a tendency to accept transfers. According to Gerhart et al., (2011) promotions involve the movement of an employee into a position with more authority, greater responsibility and new challenges than the previous job.

Downward movement is when an employee moves to a position with less authority and responsibility (Gerhart et al., 2011). Employee downward movement as demotion

and may lead to conflict due to poor performance. Organisations should carefully use this technique and provide clear performance objectives. An organisation should make employees feel developed rather than punished.

2.8.3.4 Temporary assignments with other organizations

To allow employees to develop new skills and organisation should include externship and sabbatical techniques. In terms of externship, an employee development is facilitated through a full-time temporary position at another organization which exposes an employee to different types of business techniques and develop expertise (Kubheka, 2013). In terms of sabbatical, an employee has a leave of absence from the organisation to develop new skills. Sabbatical provides an opportunity to redefine career goals and pursuit personnel accomplishments (Kubheka, 2013).

2.8.3.5 Assessment

According to Gerhart et al., (2011, pp.294) an assessment is defined as “collecting information and providing feedback to employees about their behaviour, communication style or skills.” Organisations need to establish a measurement tool to manage skills. In terms of the measurement of the manager’s skills, supervisors and peers can provide feedback by using a benchmark tool which will measure the skills associated with success. Furthermore, Gerhart et al., (2011) pointed out that the assessment information be shared with the employee been assessed which would give the employee an opportunity to develop plans of action for self-improvement.

2.9 Effects of Succession Planning on Workplace Motivation

Succession planning practises promote talent management and nurture employees for upward mobility within the public sector (Kraai, 2015). Succession planning

nurtures a working environment that motivates employees, improves job satisfaction and promotes a positive organisational environment for employee training and development which enhances retention of talented employees

The ability to retain employees within an organisation is largely dependent on motivation (Adzei and Atinga, 2012). According to Judge et al., (2009) motivation can be defined as an individual persistence effort, direction and intensity set in the direction of achieving a goal. Succession planning programs can be utilised to provide insight into talented employees motivating factors. However, intrinsic motivation is an internal factor and is difficult to identify (Judge et al., 2009). Therefore, Adzei and Atinga (2012) acknowledge that it is important that organisations focus on identifying extrinsic factors such as training to enhance motivation. Factors such as economic rewards, organisational culture, job satisfaction and training and development can heighten motivation in the workplace. Furthermore, employees who are highly motivated have better performance and retained longer within an organisation (Adzei and Atinga, 2012).

2.9.1 Job Satisfaction

Job satisfaction is a fundamental characteristic that motivates employees to work longer within their organisations (Judge et al., 2009). The positive emotions an employee feels about their job can be defined as job satisfaction (Kubheka, 2013). There is a positive relationship between job satisfaction and motivation (Adzei and Atinga, 2012). Furthermore, there is a positive relationship between job satisfaction and employee performance (Judge et al., 2009)

An important characteristic of workplace motivation is the management style utilised in keeping employees motivated (Kubheka, 2013). Managers that engage with employees build friendships and trust amongst employees. These managers create supportive and empowering environments (Taplin and Winterton, 2007). Supportive

organisational environments develop employee competencies, enhance job satisfaction and boost motivation (Kapstad and Lai, 2009).

Taplin and Winterton (2007) notes that when an organisation management style builds trust between employee and the organisation. It is highly unlikely employees will leave the organisation since employees form an emotional attachment.

Rothmann and Rothmann Jr (2010) support that employees who are highly motivated with an emotional attachment to their organisations are passionate about their work. Furthermore, organisations are almost guaranteed increased productivity and lower staff turnover having emotionally engaged employees. This reinforces positive organisation outcomes. Organisations must be able to identify factors that motivate employees which will encourage retention as well as eliminate and reduce the factors that dissatisfy employees (Figure 2.5):

Factors that lead to extreme dissatisfaction Factors that lead to extreme satisfaction

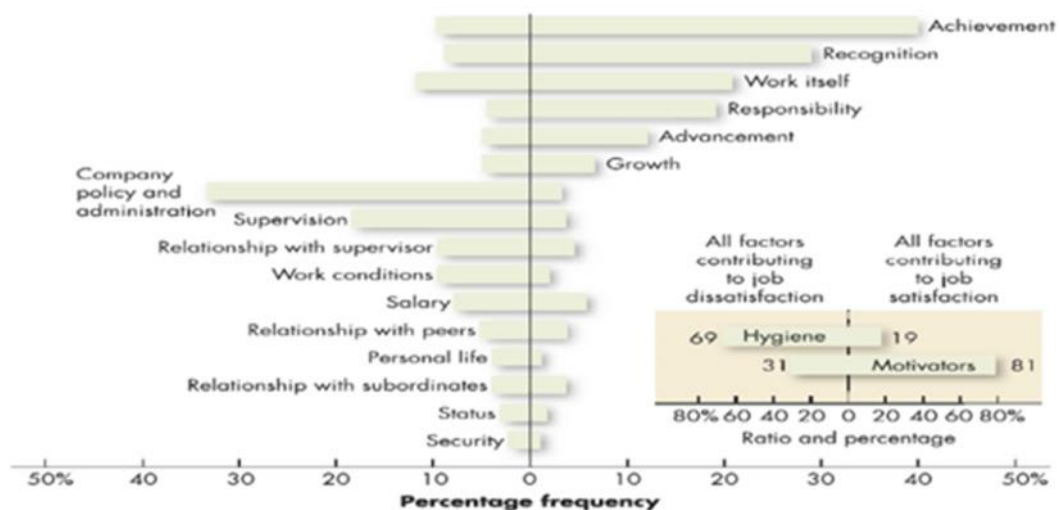


Figure 2.5: Comparison of satisfiers and dissatisfies

Adapted from Judge et al., 2009. Organisational Behaviour: Global and Southern African Perspectives, 2nd ed., Cape Town: Pearson Education South Africa. p147

According to the Figure 2.5, Judge et al., (2009) identified there are range of different factors that lead to job satisfaction and job dissatisfaction. Cushman and Ellenbecker (2011) reports that it is not guaranteed to bring motivation amongst employees if strategies eliminate job dissatisfaction. However, recognition, opportunities for growth and promotions strengthen employee's motivation.

2.9.2 Employee Motivation

Younger and older health care workers are motivated by different factors. Younger professionals are more adaptive and accepting of the rapidly changing world. Older, mature health care workers prefer to be consulted when decisions are being made and change is being implemented. (Carr Hill and Currie, 2012). Furthermore, Currie and Carr Hill (2012) notes that younger professionals tend to be more flexible and innovative in their working environments and prefer to work in an organisational environment that encourages them to implement innovative ideas and to make their own decision without the fear of being reprimanded. Thus, empowering employees.

Baert, Dochy, Kyndt and Govaerts (2011) notes that empowerment is a tactic used an employee creativity, innovation and quality of work. Empowerment is a process when employee is given challenging job opportunities and assignments and job enrichment tasks to develop competencies.

Adzei and Atinga (2012) notes that organisations need to put more effort in identifying factors such as employee's needs and training. Organisation which tender to have high retention rates have dissatisfied employees. Furthermore, Adzei and Atinga (2012) notes that employees who experience job satisfaction are motivated. Additionally, Adzei and Atinga (2012) states that an employee motivation and job satisfaction have a positive relationship. Employees who experience job satisfaction tend to display positive behaviours and develop a greater degree of organisational

commitment. Cushman and Ellenbecker (2011) describe the depth of an employee involvement in an organisation is referred to as organisation commitment. Organisational commitment can be described as a degree to which an employee is involved in an organisation (Cushman and Ellenbecker, 2011).

2.9.3 Organisational Culture

A positive organisational culture is focused on team members actively helping each other, trust and respect. A positive culture in an organisation is a significant factor that motivates employees. According to Robbin et al., (2009) culture signifies a shared perception amongst employees and it is what distinguishes one organisation from another organisation. In terms of the organisational environment, it is defined as the employees' attitudes, feeling and perceptions about the organisation (Judge et al., 2009). Furthermore, to keep employees motivated and to encourage employees to perform at their best an organisation must invest time and resources into creating and maintaining a positive organisational culture (Castro and Martins, 2010).

According to Haworth (2005), leaders that implement the best succession planning programs adopt certain practices. He reports that the following guideline can create a positive organisational culture that nurtures individual development, focuses on career advancement and generates opportunities for employee skill development:

-) Understand your organisation - Identify the future business needs by having foresight, business plans and goals.
-) Know your people - Develop strong relationships with the people by actively listening and creating rapport - not only understanding their skills but knowing them as people. Notice the little things that are worth nurturing for the future.
-) Create trust - Deal fairly with people, maintain professionalism, uphold confidentiality when required and no nepotism policy.

-) Spot potential - foster great relationships that would give you understanding what drives people behaviour. Develop the ability to hear and see hidden skills.
-) Pursue win-win approaches - Both parties have to attain something worthwhile from the growth process.
-) Let go - Delegate appropriate tasks to subordinates as part of their development process.
-) Allow mistakes - Foster a blame free culture. Managers that encourage employees to undertake new assignments should provide a safe place for subordinates to try out their new skills.
-) Invest in the future - Succession planning about investing in the future. The process involves a little time and money, more training but is undoubtedly worthwhile.
-) Encourage employees - encouragement must be sincere and in context. Thank, praises and reinforcement go a long way.

2.10 Summary

This chapter has examined the nature and scope of succession planning. Succession planning and career development does not have a single best model. Each succession plan should be tailored to the individuals learning style, mentor, for the position they are preparing for. Several reasons were articulated and examined to support the implementation of succession planning. The literature review examined the factors that hinder succession planning. Upper management support, time, finance and effective communication are requirements for successful and sustainable succession plans. Senior management in an organisation should implement succession planning at its core of its strategy to anticipate and minimise the shortage of skilled employees and ensure the sustainability of the organisation. Since the retention of healthcare workers is imperative since organisations which have a high resignation rate experience low productivity, poor service delivery and eventually financial loss.

The next chapter examined and discussed the research methodology and data collection.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to provide a detailed outline of the research strategy applied in this study. The chapter would focus on aims and the study objectives, the study population and study location, instruments, sampling methods, strategies for data collection and analysis of data.

3.2 Research Question, Aims and Study Objectives.

Research is conducted to investigate identified problems and challenges to answer questions or provide solutions (Alvesson and Sandberg, 2011). The research question that the study attempted to answer: what are the challenges towards succession planning that pharmacists are facing in public hospitals in the Greater-Durban area?

The purpose of this study was to investigate the current challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area and to evaluate the current succession planning practises in the public healthcare sector. Ultimately, the researcher wants to measure the impact of succession planning and align it with health care strategy which will provide knowledge to retain skilled health care workers. According to Alvesson and Sandberg (2011) the research aim formally specifies what the study proposes to accomplish.

3.2.1 Research Aim

The research aim of this study was to identify the challenges that pharmacists are facing with regards to succession planning in the hospital public sector in the Greater Durban area of KwaZulu Natal in South Africa. By identifying the challenges that pharmacists are facing towards succession planning which are lower retention rates, the researcher can provide recommendation that can be integrated into the public healthcare strategy to enhance retention rates.

3.2.2 Research Objectives

The aims of the study were accomplished by completing three objectives of the study:

1. To identify if there are any challenges that affect the implementation of succession planning in the pharmacy department of the hospital government sector.
2. To identify employee selection criteria for succession planning programmes.
3. To evaluate the impact of succession planning in the long-term vision of pharmacy departments in the Department of Health- Ethekewini

3.3 Participation and location of the study

The study utilised quantitative method for data collection. All participants that data was collected from are pharmacists that are employed by the Department of Health. The participants all works in public hospital institutions. In terms of hierarchy, the participants are pharmacists that have different positions and roles in the pharmacy departments which include pharmacy managers, pharmacy assistant managers, pharmacy supervisors and pharmacists.

In terms of gender equality, there will be an unequal representation of male and female since the pharmacy profession in public hospitals are female dominated. Racially, the population included Black, White, Coloured and Indian. There will be unequal representation racial groups since employment is based on the equity targets.

The population sample of pharmacists was obtained from the greater Durban Area. To gain access to the population the researcher had to apply to the Department of Health Research and Knowledge Management division. The researcher identified fifteen target hospitals to conduct the research. These include the following: Addington Hospital, Don McKenzie Hospital, Inkosi Albert Luthuli Central Hospital, Charles James Hospital, Hillcrest Hospital, KZN Children's Hospital, Prince Mshiyeni Memorial Hospital, Wentworth Hospital, Clairwood Hospital, St. Aidan's Hospital, McCord Provincial Eye Hospital, R.K Khan Hospital, Ekuhlengeni Psychiatric Hospital, King Dinuzulu Hospital and King Edward Hospital.

The Health Research and Knowledge management division of the Department of Health approved the research to be undertaken only in the following eleven institutions; Addington, Charles James, Don McKenzie, Hillcrest, Inkosi Albert Luthuli Central Hospital, King Edward VIII, Mathama Gandhi, Prince Mysheni Memorial, RK Khan, St Aidans, and Wentworth Hospitals. Thereafter, the researcher had to obtain permission form the Chief Executive Officers (CEOs) or medical managers of each institution to allow the researcher to gain access to the target population.

3.4 Population

Population is defined an entire group of people or things of interest that the researcher desires to investigate (Bougie and Sekaran, 2010). According to Donaldson, Luo and Qui (2012) the population size and coverage must be large enough make it possible for generalisation. Appropriate sampling methods should be used to represent the whole population.

In this research, it would have been ideal to conduct the study within the eleven hospitals of the Department of Health Ethekewini district. However, the researcher was not granted permission to conduct the study in all hospitals which means the entire population of interest was not completely accessible.

The population for this study were pharmacists' employees working in public hospitals employed by the Department of Health. As mentioned earlier the Health Research and Knowledge Management division of the Department of Health approved the research to be undertaken only in the following eleven hospitals namely; Addington, Charles James, Don McKenzie, Hillcrest, IALCH, King Edward VIII, Mathama Gandhi, Prince Mysheni Memorial, RK Khan, St Aidans, and Wentworth Hospitals. The total number of pharmacists in these eleven hospitals was estimated to be 170.

The population selected consist of pharmacists who are permanently employed by the Department of Health and who have completed mandatory training which includes internship and community service. The senior management, assistant pharmacy managers, the pharmacy supervisors and the operational pharmacists were targeted to participate in the study.

3.5 Sample Size

According to Bezuidenhout (2014) there are too many elements to analyse in the accessible population. Furthermore, "we have to reduce the number of our accessible population to a more manageable number" (Bezuidenhout, 2014: pp.134).

Bougie and Sekaran (2010) identified six factors which affect sample size decisions namely; the objective of the research, population size, the financial and time constraints, the degree of precision desired and the extent of population variability.

Bezuidenhout (2014) agrees the research approach and purpose of study will be a contributing factor in shaping your sample size. In quantitative research the larger the sample size better the results and easier for the researcher to make interpretations (Dura and Nita, 2011).

In this study, 170 pharmacists from the Department of Health were invited to participate.

3.6 Sampling technique

According to Bezuidenhout (2014) there are two basic sampling approaches: probability and non-probability sampling

Probability sampling refers to “each unit in the population has an equal opportunity to be a part of the sample” (Bezuidenhout, 2014: pp. 136). The most basic type of probability sampling method is a simple random sample. Simple random sampling is used when each element of the population has an equal chance of been selected to be part of the sample. (Bezuidenhout, 2014). Non-probability sampling refers to where participants are being selected in a non-random manner from the population (Bezuidenhout,2014). Furthermore, Bezuidenhout (2014) identified that non-probability sampling is used in two instances. Firstly, when there is difficult to gain access to the population and secondly, when it is problematic to determine who the entire population is. Benzuidenhout (2014) notes that elements in the population will not have an equal opportunity to be selected as part of the sample.

This study will utilize simple random sampling since all staff members have an equal opportunity of been selected. They were all given the questionnaire electronically. Simple random sampling was appropriate since it allowed for the generalisability of the finding.

According to Bezuidenhout (2014) an advantage of probability sampling can use a simple calculation to determine the sampling error which can be used to generalize the finding to the rest of the population

3.7 Recruitment of participants

The researcher should be objective in the recruitment of participants. Recruited participants should be able to contribute to elements of the theory (Bayoumi, Davis, O'Brien and Strike, 2009).

The participants in the target group are selected from eleven hospitals that the Department of Health approved for the researcher to conduct the study. The researcher obtained permission from the Department of Health and the managers of each institution to engage with the targeted group. The researcher was advised that the attraction of participants in the public sector is challenging. To ensure the targeted group is informed about the study, the researcher visited each hospital and engaged the participants. The questionnaire was advertised on an internal communication platform (intranet). Managers at the institutions were asked to encourage the target group to participate in the study. The participants were sent a hyperlink which would take them to the questionnaire.

3.8 Data collection strategies

During the research process the evidence you collect constitutes data (Bezuidenhout, 2014). Data is collected to establish correlations and to make recommendations and decisions. Data is obtained from primary or secondary sources. Primary data is obtained directly from the individuals by the researcher via questionnaires, focus groups and respondents while secondary data is obtained from existing material such as literature reviews, organisational records, data published in journals and websites.

Data can be collected in a variety of ways. For this study, an electronic mail survey was developed and used to collect data. A survey is a data collection tool designed to gather information from a relatively large group of people using a series of questions (Bezuidenhout, 2014).

3.8.1 Construction of Instrument

This study utilised an electronic questionnaire. The questionnaire had a total of 15 questions. The research used three objectives to answer the research problem. Each objective utilised five questions in the survey. All questions were written in simple, clear and neutral language to avoid misleading participants to a specific answer. The likert scale was utilised to contain a full range of responses. Each question contained only one idea and focused the aims of the research project. An informed letter consent and letter to participants were provided to the participants. Furthermore, participants were ensured that confidentiality of their personal information will be maintained.

3.8.1.1 Source of data

The researcher obtained primary source of data since the participants provided first-hand information.

3.8.1.2 Choosing a measurement instrument

Several data collection instruments that can be utilised:

Interviews: According to Bezuidenhout (2014) survey interviews can be structured or semi-structured, where a standardised close ended question are asked and provides

the researcher an opportunity to ask probing questions if responses are unclear. Interviews can occur telephonically face to face or online. The advantages of interviews the participants have a high response rate, participants can have minimal literacy and questions can be clarified.

On the other hand, the disadvantages of interviews lack anonymity, be time consuming and can be expensive. Participants may be dishonest and anxious if the topic is sensitive which can affect the validity of the study.

Questionnaires: According to Bougie and Sekaran (2010) questionnaires allow the respondents to record their answer to pre-formulated, written set of questions. Questions can either be open-ended or closed-ended. An advantages open-ended questions is that participants have freedom to answer in any way they wish. In closed-ended questions, the researcher provides a fix set of alternatives which participants may select from.

In this study, a questionnaire containing closed ended questions was used as the most appropriate means of collecting data. Wording principals and measurements were used to construct the questions of the questionnaire. Questions were relative to the research and related to the objective of the study. Leading questions and loaded language as a result built-in assumptions were avoided. This help to prevent participants from selecting biased responses (Bourgault, Houle, Lafaille, Roy, Roy and Tousignant-Laflamme,2013).

The wording principals and measurements that were followed:

-) The questions were pertinent to the aim and objectives of the research.
-) Clear, simple and unambiguous language was used. Double barrel questions were not asked.
-) The questions were sequenced according to the study objectives

-) English was used as the medium language which participants can understand.

The introduction to the questionnaire provided information about the title of the questionnaire. It highlighted the objectives of the study, provided information regarding confidentiality and contact details of the researcher.

The questionnaire included the demographic information of participants and then was made up of three sections aimed at the following:

-) To identify if there are any challenges that affect the implementation of succession planning in the pharmacy department of the government hospital sector.
-) To identify employee selection criteria for succession planning programmes.
-) To evaluate the impact of succession planning in the long-term vision of pharmacy departments in hospital public sector.

The researcher thanked the respondents at the end of the questionnaire.

3.8.2 Electronic Mail Surveys

An electronic mail survey was administered to collect data. Since the researcher does not help targeted individuals complete the survey, it is referred to as a self-administered survey (Bezuidenhout, 2014). Electronic mail survey is a tool of quantitative data collection (Bezuidenhout, 2014). A self-administered survey was chosen as the most appropriate methodology to collect data since participants in the sample can complete them in their leisure time and return by a given date (Bezuidenhout, 2014).

According to Brick (2010) data collection cost is a factor used to determine the sampling methods and sample sizes by most researchers. Furthermore, Brick (2010) notes that researchers always try to find cheaper approaches to data collection. Using an electronic mail survey had a number of advantages. The electronic mail surveys were cheaper and less time consuming. (Bezuidenhout, 2014). Another advantage using the electronic mail surveys is due to the versatility there is no queuing system. Multiple participants can access and complete the survey at the same time which can be administered in almost any setting (Bezuidenhout, 2014).

“When you use electronic mail surveys, you can either attach the questionnaire (via e-mail) or you can send your potential respondent a hyperlink that will take him or her to a secure website to complete the questionnaire,” (Bezuidenhout, 2014: pp.150).

In this study, the researcher used a hyperlink to take participants to the questionnaire. The researcher used a website www.questionpro.com to generate the hyperlink.

To ensure that targeted individuals have access to the questionnaire, the hyperlink was sent to the Department of Health. Very few participants in the targeted institutions had access to employee’s email addresses. The hyperlink was added to the intranet (an internal communication system of the Department of Health). To ensure that the targeted individuals complete the questionnaire, an effort was made to by the researcher to visit each targeted institution and inform the participants about the questionnaire to encourage participation.

3.8.3 Likert Scale

Measurement scales form part of the questionnaire. The electronic email utilised the likert scale. The likert scale requires participants “to indicate their degree of agreement or disagreement with a variety of statements related to an attitude or object” (Bezuidenhout, 2014, pp.159).

The likert scale is made up of two parts: the item and evaluation. The item refers to a statement. The intention of the researcher is to evaluate how strongly respondents agree or disagree with the statements in the questionnaire. Evaluation refers to a part that usually made up of a five or seven-point scale (Bezuidenhout, 2014; Page- Bucci, 2007). In this study, a five-point scale will be used. The scale is made up off “strongly agree”, “agree”, “neutral”, “disagree” and “strongly disagree”.

An advantage of the likert scale is that it is simple to construct which is easy to read and complete (Page-Bucci, 2007). Furthermore, another advantage is that the likert scale is highly reliable scale.

3.9 Pilot Study

Possible errors with the research instrument are detected using a pilot study. The research instrument can then be modified based on feedback from the pilot study (Du Plooy,2002). A pilot study was conducted before the questionnaire was released to the participants. The participants from the pilot study did not form the actual research sample. The pilot study was conducted to ensure that questions are understood by the participants and to ensure there is no vagueness. The assessment of the questionnaire appropriateness can be done by pretesting (Amoruso and Duchac, 2012).

Fifteen pharmacists from the research population were used in the pilot study. The participants were not from the actual research sample. The research plan and questions that were used in the study were determined from the pilot study. The pilot study helped the researcher identify errors in the questionnaire.

The pilot study demonstrated that the study is realistic and feasible. The pilot study shown electronic mail surveys is an appropriate research instrument. It confirmed that the sampling frame and techniques was adequate. Utilising the pilot study, the

researcher determined the resources that should be utilised to enhance the recruitment of participants, time constraints and financials of the study.

The pilot study helped the researcher reengineer the questionnaire. The researcher revised the questioning techniques and questions. The pilot study identified redundant words and sentences, clarified ambiguous terminology and enhanced the understanding of concepts used in the questionnaire. The number questions remained the same. The order of the questions where revised.

3.10 Reliability

Reliability refers to when another researcher is able to retest the study's data and obtain the same results (Bezuidenhout, 2014; Kruger, Mitchell and Welman, 2006). Furthermore, Mouton (1996, pp. 144) states that "reliability refers to the fact that different research participants being tested by the same instrument at different times should respond identically to the instrument".

There are different types of reliability. In this study reliability was established by determining the agreement, equivalence and consistency of the research. To determine the agreement, the researcher used the inter-rater technique. The researcher used ten different participants outside the research sample population. The inter-rater techniques utilises the same research instrument but on different participants (Bezuidenhout, 2014).

Internal consistency measures how consistently each item measure the same thing. (Bezuidenhout, 2014). The performance of all participants was compared to the performance of each item of the electronic mail survey which strengthens the internal consistency. Internal consistency refers to the performance across participants is correlated with the performance of each item (Bezuidenhout, 2014).

3.11 Validity

Validity refers to establishing whether the research measured what it was supposed to measure (Benzuidenhout, 2014). In other words, research instrument that was utilized in the study reflects the reality of the construct that was being measured. Furthermore, Brink (2000) adds validity is concerned with the accuracy and truthfulness of scientific findings.

In determining validity, the researcher tested for face validity, construct validity and criterion validity of the data research instrument. In determining face validity, the researcher determined if the questionnaire was well designed and looked like what it is supposed to.

In terms of construct validity, Bougie and Sekaran (2010) notes the results obtained from the use of measure should be appropriate to the theories around which the test is designed. In terms of construct validity, the participant was asked by the researcher if the questionnaire in the pilot study identified the challenges pharmacists are facing towards succession planning.

In terms of criterion validity, Bougie and Sekaran (2010) notes the measure demonstrating its effectiveness in predicting criterion or indicators of a construct. In terms criterion validity, the researcher determined if future behaviour was accurately predicted by the questionnaire. Criterion validity was established by a comparison of the electronic mail survey to a telephonic mail survey.

3.12 Ethical Considerations

Ethics is defined as the standards of behaviours that guides moral choices of people's behaviour and their relationships with others (Saunders ,2007). In this study, the researcher observed and maintained several ethical considerations.

3.12.1 Permission from Department of Health

In this study, the researcher obtained permission from the Provincial Department of Health to conduct the research at the public institutions.

A proposal together with data collection tools, ethical clearance and list for targeted institutions was sent to the Department of Health Ethekewini district office. The researcher was successful in gaining approval for the Ethekewini office to conduct the study.

After obtaining ethical clearance, the researcher was informed by the Department of Health Ethekewini district office that the research must be submitted to the Provincial Department of Health Research and Knowledge Management. The researcher used the Health Research and Knowledge Management guidelines to submit a proposal. The proposal, ethical clearance, questionnaire and supporting documents from the Department of Health Ethekewini district office was used to obtain permission to conduct the study. The Provincial Department of Health Research and Knowledge Management amended the list of targeted institutions to conduct the study. The researcher requested fifteen institutions and the number of institutions were reduced to eleven.

Thereafter, the researcher was informed to obtain permission from each institution to conduct the study. The researcher contacted the gatekeeper at each targeted

institution. Electronic copies of supporting documentation were emailed to each institution and hard copies were delivered upon request. Pharmacy managers at each institution were informed telephonically and supporting documentation was sent to them. Pharmacy managers invited the researcher to their institutions to inform and attract participation.

3.12.2 Informed Consent

Lastly, to attract participation, the researcher presented sufficient and understandable information to the participants. Research ethics was maintained by following information suggested by Brink (2000, pp.42):

-) The researcher's title and credentials.
-) The research project title.
-) The purpose of the study.
-) Introduction of the activities of research, such as encouraging participation.
-) The population sample the study is intended for.
-) Data collection methods.
-) Maintenance of confidentiality.
-) Description of study benefits.
-) The voluntary nature of participation.
-) The researcher's contact details in case participants want to ask questions.

3.13 Elimination of Bias

The researcher adopted guidelines on research ethics to eliminate biasness, as detailed by Bougie and Sekaran (2010):

-) The study purpose's and nature was explained and misrepresented to them.
-) No personal or seemingly intrusive information was solicited.
-) Participation was given the option to voluntarily accept or decline.

-) The researcher maintained objectivity throughout the study.
-) Participants endangered to any physical or mental harm.
-) The data collected in the study was not subjected to any distortion or misinterpretation.

3.14 Summary

This chapter examined the research methodology and the study's design. The study's aim and study objectives, participants, data collection strategies and design of the questionnaire was discussed. Finally, the validity and reliability, constraints and eliminations were described. The following chapter deals with the presentation, interpretation and discussion of the study's results.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

This chapter presents and describes the analysis of the survey results. A total of 170 pharmacists were invited to participate in the survey, of which only 38 participated. The findings of the survey were analysed using quantitative methods of data analysis. With regards to data analysis, it is a process of examining, analysing, transforming and demonstrating data with the objective of determining valuable, significant conclusions in order to aid decision making (Ader, Hand and Mellenbergh 2008).

The electronic mail survey was administered to the participants from the 7th October 2016 to the 7th November 2016.

4.2 Demographic profile of participants

Demographic profile of the participants will illustrate the presentation and analysis of data in terms of gender, race, age, length of service in the Department of Health, educational qualifications the participants possess and positions participants occupy at work.

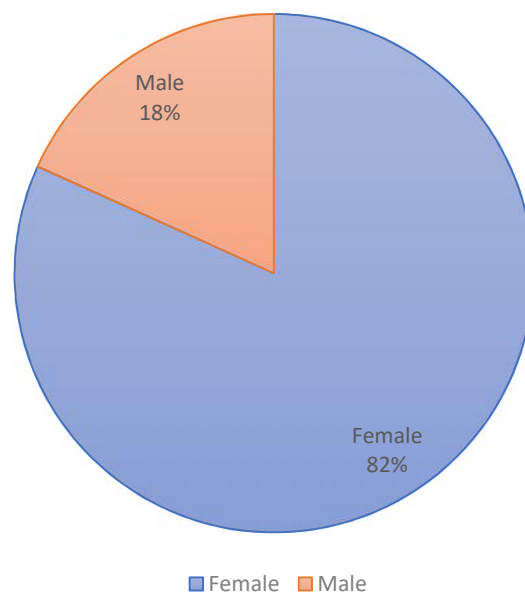
4.2.1 Gender distribution

The following table 4.1 and figure 4.1 portray the gender distribution of the respondents:

Table 4.1: Percentage of gender groups

Gender	Percent
Male	18.42%
Female	81.58%
Total	100%

Figure 4.1: Gender distribution.



There was a total of 38 participants completed the questionnaire. It was found that majority were female (82%). 18% of the participants were male. The above analysis indicated that the pharmaceutical public hospital sector is dominated by females.

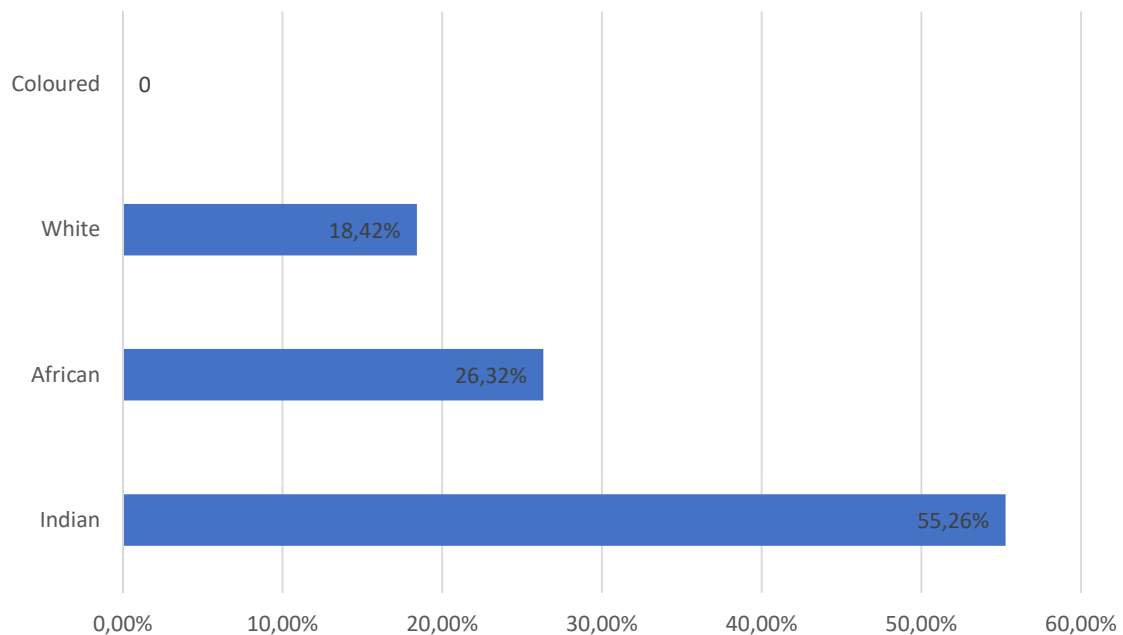
4.2.2 Race of participants.

The following table 4.2 and figure 4.2 reflect the ethnic origins of the participants.

Table 4.2: Percentage of respondents by ethnic origin.

Ethic Origin	Percent
African	26.32%
Indian	55.26%
Coloured	0.00%
White	18.42%
Total	100%

Figure 4.2: Sample composition by ethnic origin.



The results in Table 4.2 and Figure 4.2 illustrate that majority on the participants were Indian (55.26%). This was followed by African (26.32%) and White (18.42%). No coloured participants completed the survey. The researcher observed that there were few coloured pharmacists employed by the target hospitals. The ethnicity of the

respondents is skewed. However, the researcher acknowledges that Durban has a high concentration of Indians living in the city.

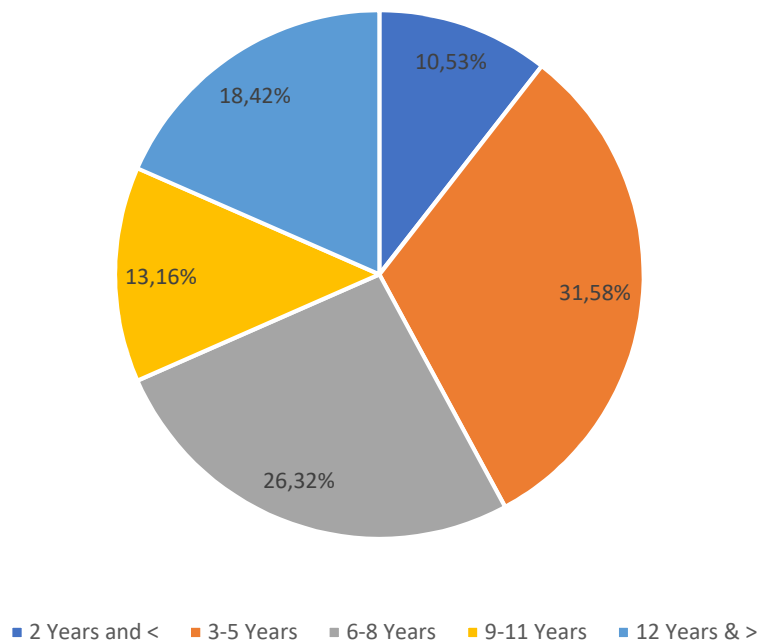
4.2.3 Length of service in the Department of Health.

The following table 4.3 and figure 4.3 indicate the length of service of the participants.

Table 4.3: Percentage of participants by length of service.

Length of service	Percent
Less than 2 years	10.53%
3-5 years	31.58%
6-8 years	26.32%
9-11 years	13.16%
More than 12 years	18.42%
Total	100%

Figure 4.3: Participants composition by length of service.



The results in Table 4.3 and Figure 4.3 illustrate that majority of the participants, 31.58%, have been in the Department of Health for three to five years, followed by 26.32% of the participants who have been in the organisation for six to eight years. This was followed by 18.42% who have been in the organisation for more than 12 years;13.16% between nine and eleven years and 10.53% for less than two years.

31.58% of the participants have been in the organisation for more than nine years. Succession planning is crucial to transfer the valuable skills and knowledge to younger employees.

4.2.4 Participants age group

The following table 4.4 and figure 4.4 indicate the participants in each age group.

Table 4.4: Percentage of participants in each age group.

Participants Age Group	Percent
Less than 25	2.63%
25 - 30	23.68%
31 - 35	28.95%
36 - 40	15.79%
Above 41	28.95%
Total	100%

Figure 4.4: Participants age groups.

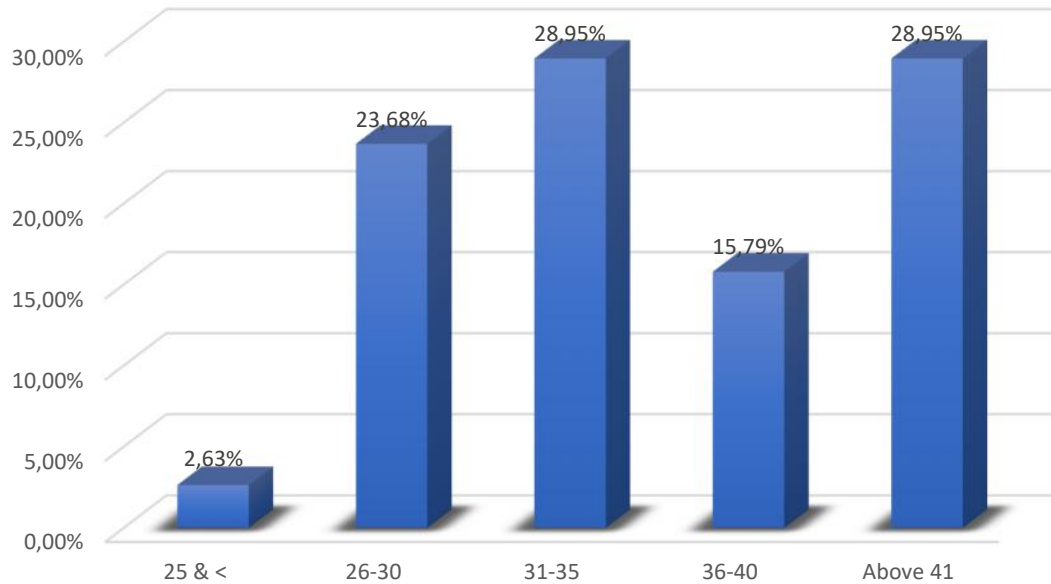


Table 4.4 and Figure 4.4 illustrate that there is an equal number of participants between the ages of 31-35 years (28.95%) and those who were older than 40 years (28.95%); 23.68% of the were aged 26-30 years; 15.79% were aged 36-40 and 2.63% fell into the youngest group of less than 25 years.

4.2.5 Participants composition by educational qualifications

The following table 4.5 and figure 4.5 indicate the participants' composition by educational qualifications.

Table 4.5: Percentage of participants by educational qualification.

Educational qualification	Percent
Degree	92.11%
Master's	7.89%
PHD	0.00%
Total	100%

Figure 4.5: Participants composition by educational qualification.

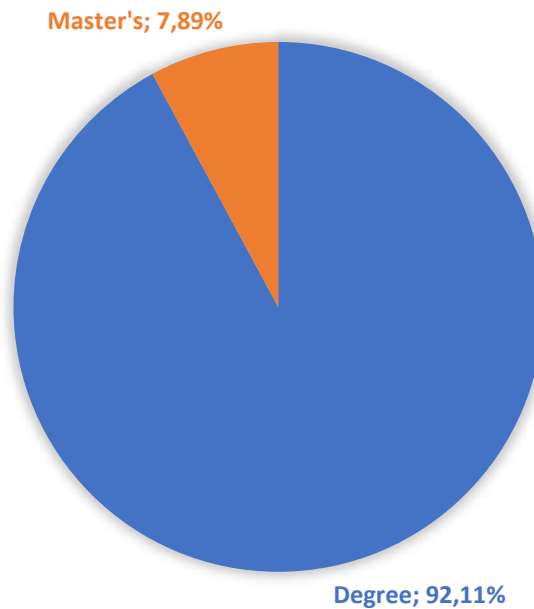


Table 4.5 and Figure 4.5 illustrate that majority of the participants. 92%, had a degree in pharmacy, followed by 8%, who had postgraduate education. This result is consistent with the general demographics in the public sector, as the minimum educational requirement for supervisors and managers in the pharmaceutical health care industry is a degree.

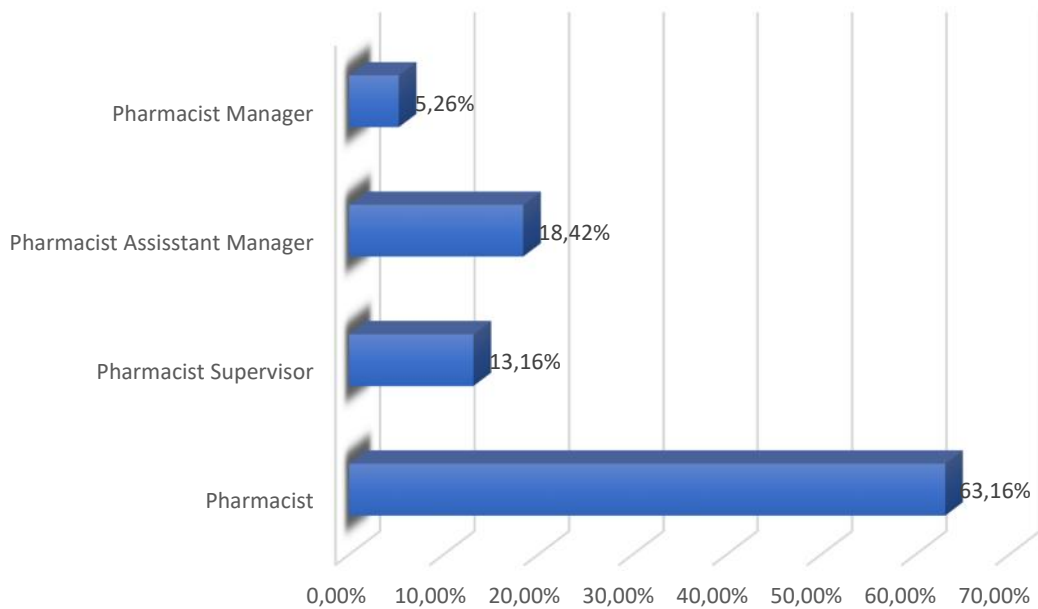
4.2.6 Participants position within the organisation.

The following table 4.6 and figure 4.6 show the participants position within the Department of Health.

Table 4.6: Participants composition by position

Position	Percent
Pharmacist	63.16%
Pharmacist Supervisor	13.16%
Pharmacist Assistant Manager	18.42%
Pharmacist Manager	5.26%

Figure 4.6: Participants composition by position.



The results in Table 4.6 and Figure 4.6 illustrate that the majority of participants, 63.16%, are pharmacists, followed by 18.42% who are assistant managers, 13.16% who are pharmacist supervisors and 5.26% who represent pharmacist managers.

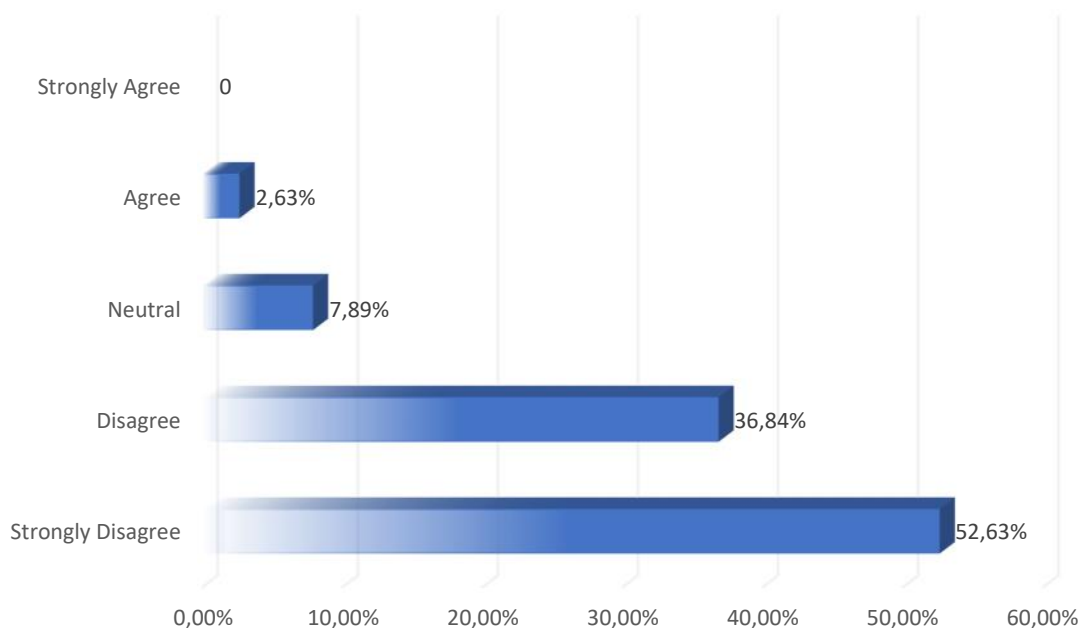
4.3 Statistical Analysis

4.3.1 Objective 1: Succession planning challenges

Table 4.7: Participants awareness of succession planning process.

Response	Percent
Strongly Disagree	52.63%
Disagree	36.84%
Neutral	7.89%
Agree	2.63%
Strongly Agree	0.00%

Figure 4.7: Participants awareness of succession planning process.



The results in Table 4.7 and Figure 4.7 illustrate that majority of the participants, 89.47%, are not aware of the succession planning process in their organisations. 2.63% are aware of the succession planning process while 7.89% remained neutral.

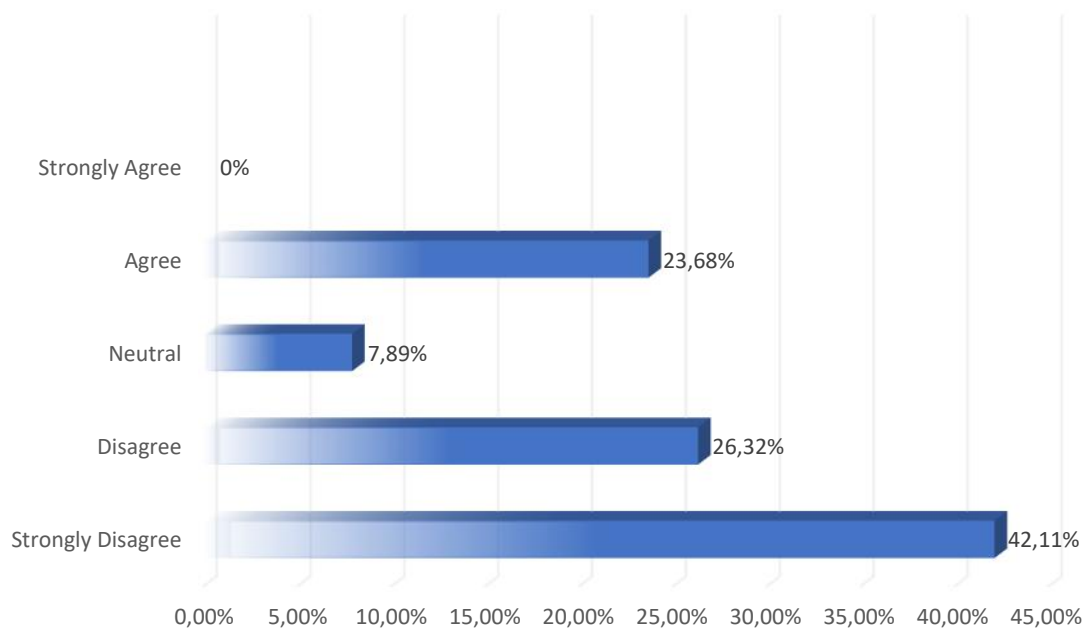
The results portrayed in Figure 4.7 illustrated that majority of the participants (89.47%) are not aware of the succession planning process. The research data indicates that the Department of Health does not promote succession planning effectively. However, Rothwell (2010) defines succession planning as “a deliberate and systematic effort by an organization to ensure leadership continuity in key positions, retain and develop intellectual capital for the future, and encourage individual advancement” (Rothwell 2010, pp.6). In terms of establishing a successful program, employees must be aware of the program and the benefits of been a part of the program.

Possible reasons for the lack of awareness of succession planning can be attributed to ineffective communication and autocratic management that have ineffective communication whereby employees are not aware about beneficial programs (Atwood, 2007). Employees can become less confident in the DoH since they don't see opportunities for development and career advancement. This can lead to deterioration of the quality of services provided and loyalty towards the organisation.

Table 4.8: Participants Agreement with senior management involvement in the succession planning program

Response	Percent
Strongly Disagree	42.11%
Disagree	26.32%
Neutral	7.89%
Agree	23.68%
Strongly Agree	0.00%

Figure 4.8: Participants Agreement with senior management involvement.



The results in Table 4.8 and Figure 4.8 illustrate that majority of the participants, 42.11% strongly disagree and 26.32% disagree, that senior management is involved in the succession planning program; 23.68% agreed and 7.89% remained neutral. The results illustrated Figure 4.8 illustrated that majority of the participants (68.43%) agreed senior management are not involved in succession planning.

The literature indicated succession planning involves identifying future competencies for future positions. This means senior management from various departments must collaborate, develop and support succession planning programs (Atwood, 2007). However, most HR practices rely on managers for implementation (Dysvik and Kuvaas, 2010). This implies managers are responsible for making reward decisions, performance appraisals and promotions. These factors are fundamental to motivation. To strengthen succession planning programs it is essential senior management play an active and supporting role in succession planning programs (Dysvik and Kuvaas, 2010).

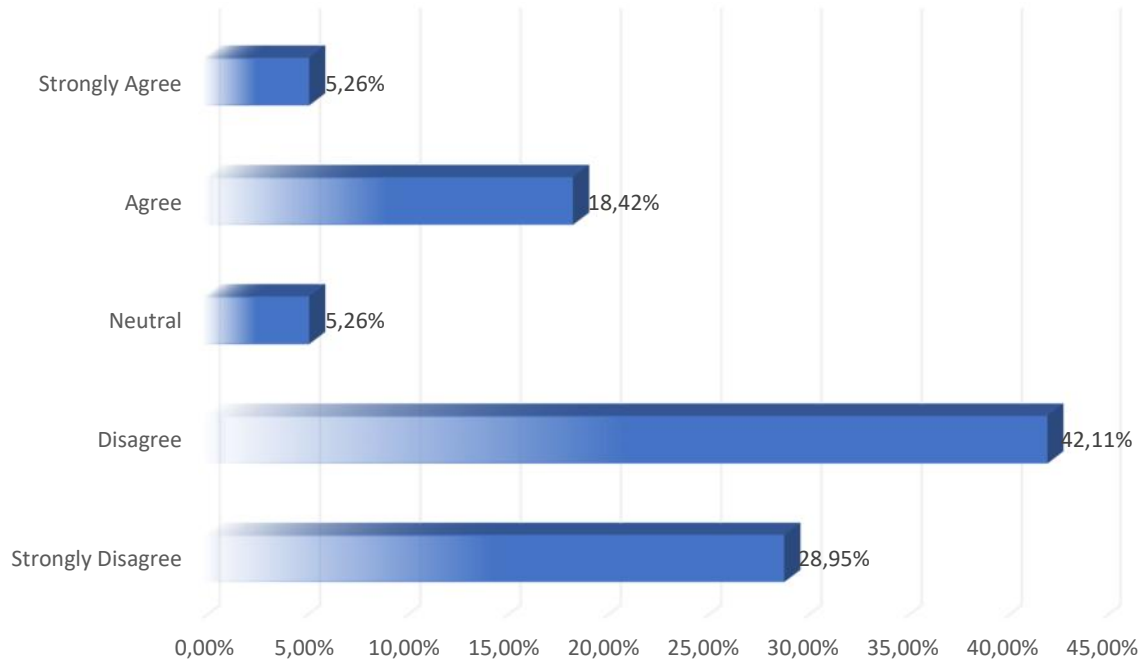
Senior Management support will cement the success of succession planning programmes. Senior management can encourage meetings, develop policies and

adjust the program. The literature indicates succession planning impact is beyond tangible value (Boudreau and Cascio, 2008). Senior management should acknowledge the overall investment in succession planning programs since the overall talent development are evident in employees enhance knowledge, performance and retention.

Table 4.9: Participants agreement with an organisation culture that supports learning and development.

Response	Percent
Strongly Disagree	28.95%
Disagree	42.11%
Neutral	5.26%
Agree	18.42%
Strongly Agree	5.26%

Figure 4.9: Participants agreement with an organisation culture that supports learning and development.



The results in Table 4.9 and Figure 4.9 illustrate that majority of the participants disagree, 42.11%, and 28.95% strongly disagree that the organisation culture supports and learning and development. However, 18.42% of the participants agree and 5.26% strongly agree disagree that the organisation culture supports and learning and development and 5.26% remained neutral.

The results in Figure 4.9 illustrated that majority of the participants agreed that their organisational culture did not support learning and development.

The literature indicates an environment that struggles to promote learning and development will have an impact on the employees' motivation and job satisfaction. Employees who feel demotivated and dissatisfied tend to display negative behaviours and lack commitment towards the organisation. However, De Vos and Meganch (2009) notes highly motivated employees will have a better performance and be retained by an organisation.

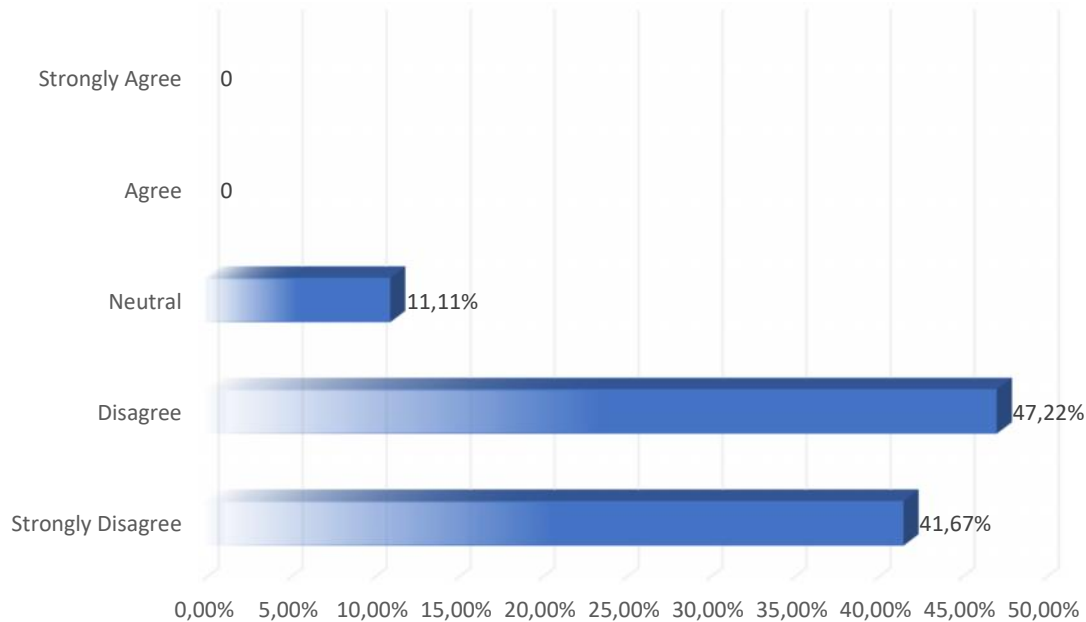
The research indicated that majority of the participants in the target hospitals are not trained or developed. This can imply that the pharmacists in the DoH motivation and job satisfaction will be adversely affected. However, succession planning promotes the development of employees. Management should provide learning and development opportunities for competency development. The management of employees can be steered towards achieving set goals in line with the aspiration of the DoH organisational goals and employee's aspirations (Adi, 2012).

Additionally, management should reward hardworking and deserving employees while poor performing employees can be supported and developed (Judge et al., 2009). Pharmacy managers should strive to provide a nurturing and supporting organisational environment whereby employees continuously strive for excellence and competency development to prepare for future key positions.

Table 4.10: Participant agreement with investment of time in the program.

Response	Percent
Strongly Disagree	41.67%
Disagree	47.22%
Neutral	11.11%
Agree	0.00%
Strongly Agree	0.00%

Figure 4.10: Participant agreement with investment of time in the program.



The results of Table 4.10 and Figure 4.10 illustrate that the majority of participants, 47.22%, disagree and 41.67% strongly disagree that adequate time is invested in maintaining the succession planning process. 11.11% remained neutral.

The results of Figure 4.10 showed that a majority of the participants (88.89%) agreed that not enough time is being invested in maintaining the succession planning program.

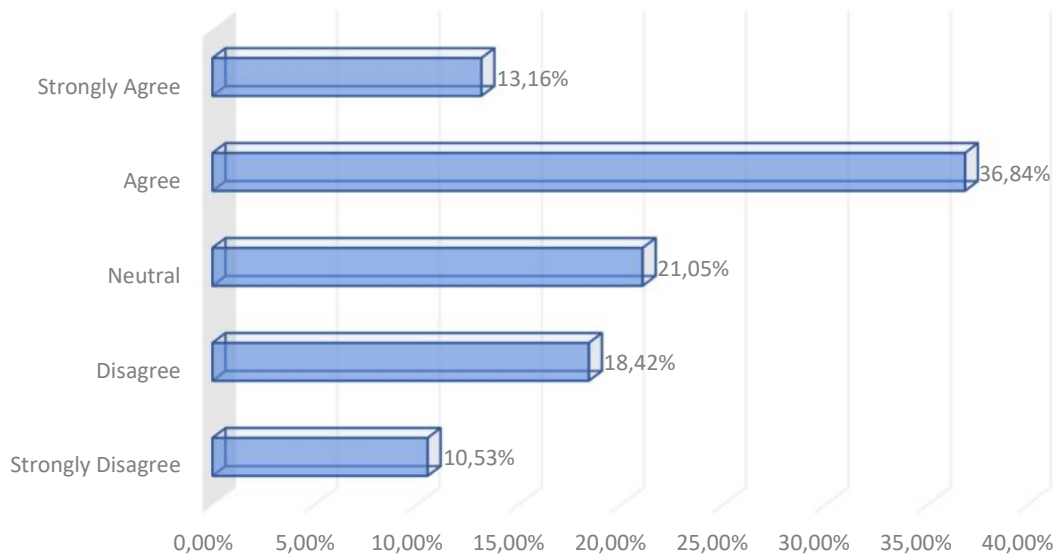
According to literature, time and resources are barriers to effective succession planning programs (Crenshaw and Trepanier, 2013). Furthermore, scheduling adequate time with the mentor and the candidate was difficult, which creates a barrier in the succession plan program. Management should pair talented employees with experienced mentors. This is an effective strategy to develop employees within the organization. Mentorship fosters relationship building between mentors and protégés. This is important since trust is enhanced and regular interactions are encouraged.

Atwood (2007) agrees with this point of view, that managers should take time to discuss the employee’s future vision of their career along with sharing opportunities within the organization. Managers must have written succession plans documentation appropriate to each position. It will require a project plan to implement, which included meetings, action items, assignments and accountability to be successful (Atwood, 2007).

Table 4.11: Participants agreement with increase in medical complexity prevents ongoing skills development.

Response	Percent
Strongly Disagree	10.53%
Disagree	18.42%
Neutral	21.05%
Agree	36.84%
Strongly Agree	13.16%

Figure 4.11: Participants agreement with increase in medical complexity prevents ongoing skills development.



The results in Table 4.11 and Figure 4.11 illustrate that majority of the participants, 36.84%, agree and 13.16% strongly agree that increased in the complexity of medical healthcare in the public sector is preventing ongoing skills development. However, 18.42% disagree and 10.53% strongly disagree and 21.05% remained neutral respectively.

The results in Figure 4.11 illustrated that majority of the participants agreed that increased in medical complexity prevents ongoing skills development. A possible reason for this can be advancement in medical technology and innovative treatments in the healthcare industry is an ongoing process. It is imperative that healthcare organisations emphasised the importance of training to promote skills development. Figure 4.10 illustrated majority of the participants agreed their organisations does not promote training and development which implies that medical advancements in line with skills development are not on par. However, Carrell et al., (2011) notes training will improve some employee skills, knowledge and abilities of employees.

Training helps an employee work better by strengthening their skills and building their competencies. Employers view training as an effective strategy to develop employees for current positions as well as for future employment opportunities.

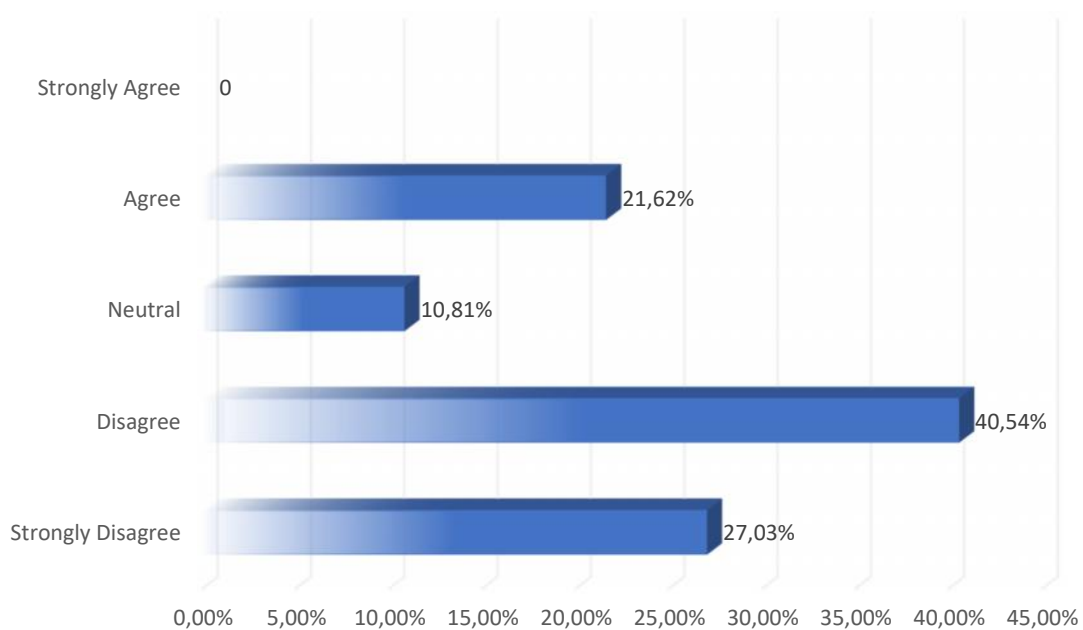
The literature indicates that training has a positive impact on the organisation. Training enhances retention rates (Buykx, Humphreys, Pashen and Wakerman, 2010). Furthermore, employees who undergo training build confidence (Arunachalam et al., 2011). Additionally, an employee that undergoes continuous professional development to strengthen their skills and competencies will feel empowered. Trained employees have a tendency of been retained longer in an organisation compared to un-trained employees (Hanif, Khalid and Khan, 2013).

4.3.2 Objective 2: Selection criteria for succession planning programme

Table 4.12: Participants agreement with involvement in decision making.

Response	Percent
Strongly Disagree	27.03%
Disagree	40.54%
Neutral	10.81%
Agree	21.62%
Strongly Agree	0.00%

Figure 4.12: Participants agreement with involvement in decision making



The results in Table 4.12 and Figure 4.12 illustrated that majority of the participants disagree, 40.54%, and 27.03% strongly disagree that management involve talented employees in decision making. This was followed by agree (21.62%) and neutral (10.81%).

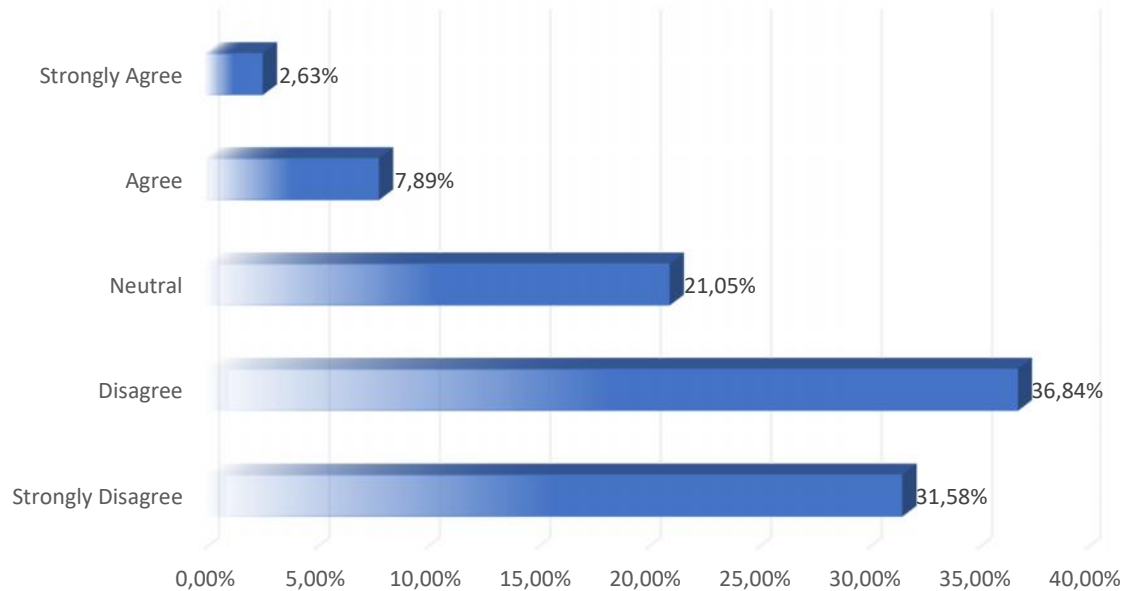
Figure 4.12 indicates that majority of the participants disagreed that management involve talented employees in decision making. According to Jardin and Morgan (2010), employees that are involved in informed decision making can produce high, sustainable performance. Job satisfaction and level of empowerment of employees increases when employees are given the opportunity to participate in setting organisational goals and objectives (Grissom, 2012).

Employees who are involved in decision making can develop an emotional attachment to the organisation. Emotionally attached employees' satisfaction tend to display positive behaviours and develop a greater degree of organisational commitment (Adzei and Atinga.,2012). When management involves employees in decision making, trust is built between the organisation and the employee. According to Taplin and Winterton (2007), when an organisation's management style build trust between employee and organisation. Employees form an emotional attachment and highly unlikely to leave the organisation.

Table 4.13: Participants agreement with selection of talented employees based on good performance.

Response	Percent
Strongly Disagree	31.58%
Disagree	36.84%
Neutral	21.05%
Agree	7.89%
Strongly Agree	2.63%

Figure 4.13: Participants agreement with selection of talented employees based on good performance.



The results in Table 4.13 and Figure 4.13 illustrate that majority of the participants, 36.84%, disagree and 31.58% strongly disagree that the selection for the succession planning programme is based on good performance. This was followed by 7.89% agree, 2.63% strongly agree and 21.05% neutral with the statement.

Figure 4.13 illustrates that the majority of the participants agreed that management does not select talented employees based on good performance. The literature indicates when management does not recognise and appreciate hardworking and deserving talented performers, employees would experience job dissatisfaction. Furthermore, many employees may experience stagnant career progression if they occupy the same position for too long. This implies the lack of career advancement would lead to job dissatisfaction. Job dissatisfaction is identified as one on the major characteristics of resignation which poses huge performance challenges for organisations (Gberevbie, 2010).

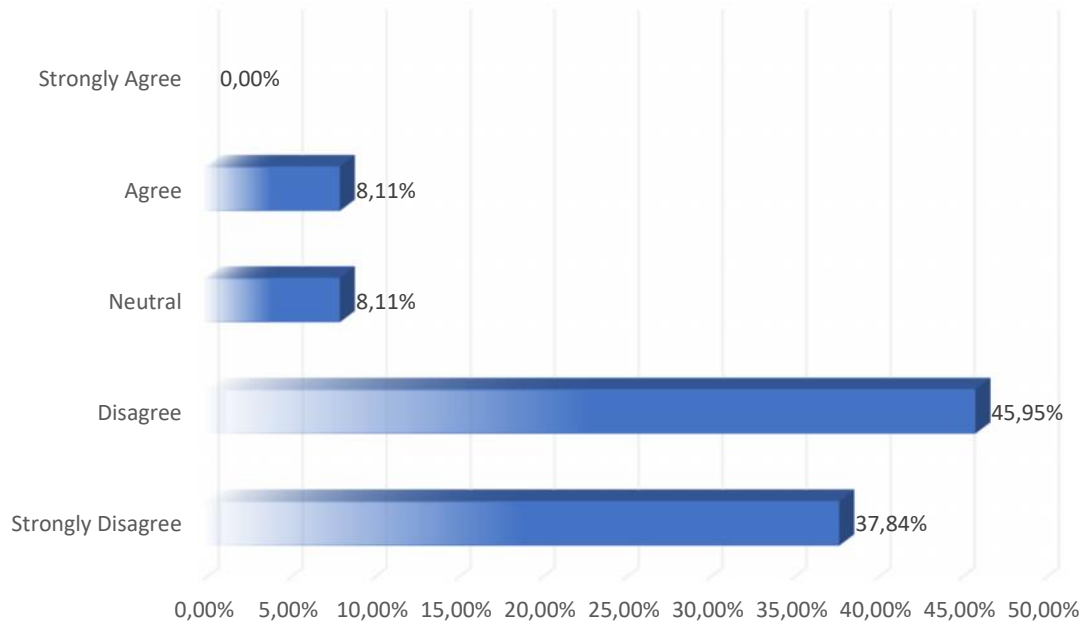
This results in dissatisfied employees would be prompted to seek other employment opportunities in external organisations (Singh and Dixit, 2011). Possible factors such

as lack of management support, nepotism and lack of career advancement would contribute to employees' dissatisfaction and can lead to increase in resignations (Bolino, Kraimer, and Shaffer, 2009). However, Edwards and Philips (2008) acknowledges by identifying top performers and fostering their career and skills development provides higher chances for performance and retention.

Table 4.14: Participants agreement with talented employees been invited to apply to be on succession planning program.

Response	Percent
Strongly Disagree	37.84%
Disagree	45.95%
Neutral	8.11%
Agree	8.11%
Strongly Agree	0.00%

Figure 4.14: Participants agreement with talented employees been invited to apply to be on succession planning program.



The results in Table 4.14 and Figure 4.14 illustrate that majority of the participants, 45.95%, disagree and 37.84% strongly disagree that the talented employees are invited to the succession planning program by management, while 8.11% agree and 8.11% remained neutral.

Figure 4.14 indicate that the majority of the participants disagreed that management invited talented employees to join the program. This means the lack of management support can discourage and demotivate employees. In the health care industry, both government and private, it is challenging to find, retain and replace talented employees (Chipunza and Samuel, 2009).

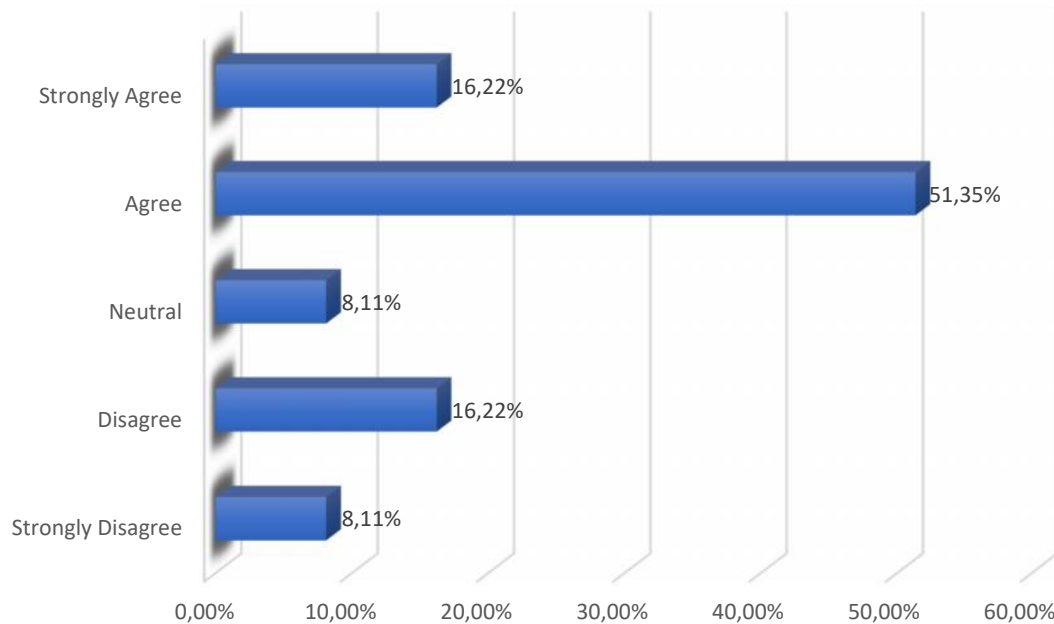
Hollenbeck et al (2011) supports one of the key skills found in successful managers is identifying development needs. This means managers need to undertake the task of identifying and encouraging development in talented employees. Since rival organisations appealing employment opportunities are competitive and easily available (Chipunza and Sameul, 2009). Furthermore, Boudreau and Cascio (2008) acknowledged that the improvement of employee performance, enhanced engagement and knowledge retention is evident in the effects of talent development.

To ensure sustainable strategic success of the Department of Health, this diagnosis should prompt management to invite talented employees to the program.

Table 4.15: Participants agreement with informing management about been on the program.

Response	Percent
Strongly Disagree	8.11%
Disagree	16.22%
Neutral	8.11%
Agree	51.35%
Strongly Agree	16.22%

Figure 4.15: Participants agreement with informing management about been on the program.



The results in Table 4.15 and Figure 4.15 illustrates that majority of the participants, 51.35%, and 16.22% strongly agree that employees inform their managers their desires to be part of the programme. This was followed by disagree (16.22%), strongly disagree (8.11%) and neutral (2.11%) respectively.

Figure 4.15 indicate that majority of the participants agreed that talented employees would inform their managers of their desires to join the programme. It is an individual choice to undergo learning and development since each individual understands their own capabilities and limitations (Mthembu, 2012). Managers can meet employees' half way. Managers in the Department of Health pharmacy departments can encourage employees to express their career aspirations. Since pharmacists are considered to be in the scarce skilled category in South Africa. Employees that are regarded as scarce skilled always have an availability of opportunities within the healthcare industry (Chipunza and Samuel, 2009). This make it difficult for the Department of Health to retain talented employees since employees can be mobile and hop from one job to another (Chipunza and Samuel, 2009).

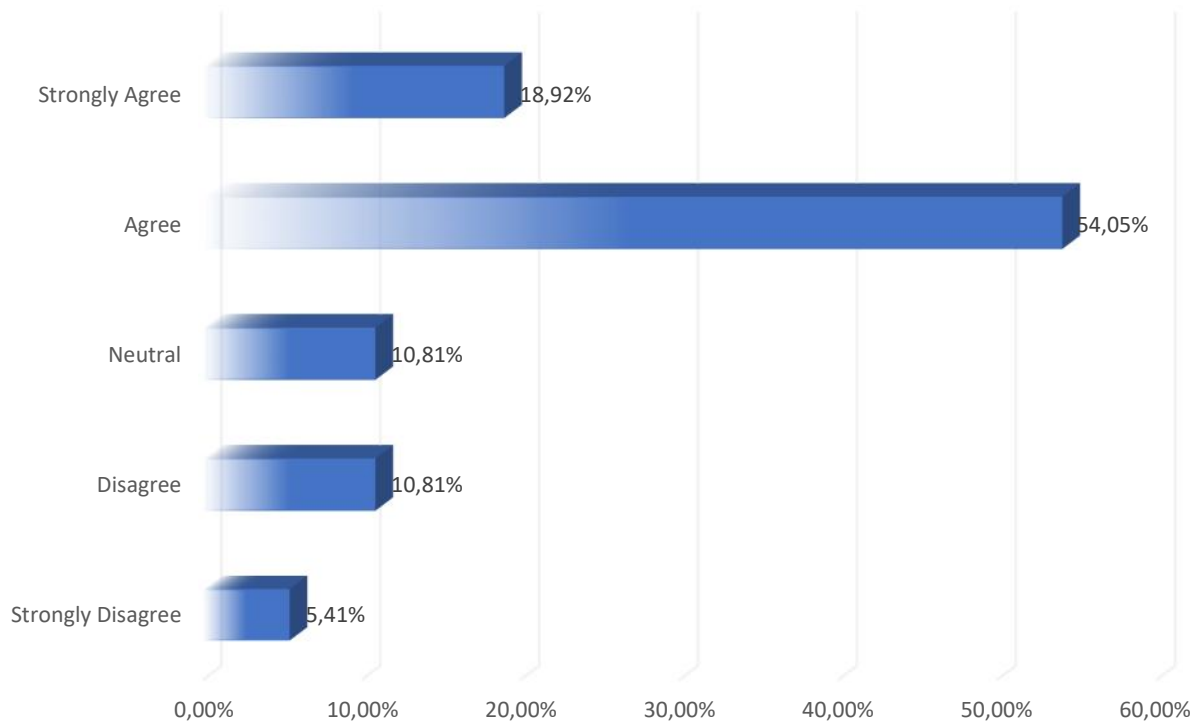
The literature supports that management can support employees that desired to join the program by providing challenging tasks and opportunities to strengthen the employees' performance and competencies (Kapstad and Lai, 2009). The succession planning documentation can be made available to expose linchpin positons and the required competencies. Employees will be encouraged to themselves according to desired future roles.

However, the management style utilised in the DoH should promote employee development and be nurturing. According to Carr Hill and Currie (2012) management that promote transformational and relational leadership styles will strengthen health care workers' satisfaction, create a supportive environment and enhance retention. This kind of support that continuously strengthens employees' competencies leads to job satisfaction and enhances motivation which leads to increase in retention (Kapstad and Lai, 2009). However, Barak et al., (2001) notes that unsupported employees may experience job dissatisfaction, feel stressed and may consider leaving the organisation if that is the only possible option.

Table 4.16: Participants agreement with interviews for the programme.

Response	Percent
Strongly Disagree	5.41%
Disagree	10.81%
Neutral	10.81%
Agree	54.05%
Strongly Agree	18.92%
Total	100%

Figure 4.16: Participants agreement with interviews for the programme.



The results in Table 4.16 and Figure 4.16 illustrates that the majority of the participants, 54.05%, agreed and 18.92% strongly agreed that employees are

interviewed before they commence the programme, while 10.81% disagreed, 5.41% strongly disagreed and 10.81% remained neutral that this is the case.

The results of Figure 4.16 illustrate that the majority of participants agreed that they are willing to undergo structured interview by the organisation to select employees to participate in the program. Managements should develop a tool to identify and differentiate high performers and high potential employees for the program. In terms of identifying high potential employees, management should acknowledge high potential employees have a strong internal motivation to take on additional responsibilities within the organisations and that reliably produce results (Schumacher,2009).

Management can utilise competency benchmark tools when identifying high potential employees required skill sets for the program. According to Morgan and Jardin (2010) managers should use competency tests and career assessments as part of the talent selection process. Hollenbeck et al., (2011) supports this view by acknowledging organisations need to establish a measurement tool to manage skills and that the assessment information be shared with the employee been assessed which would give the employee an opportunity to develop plans of action for self-improvement.

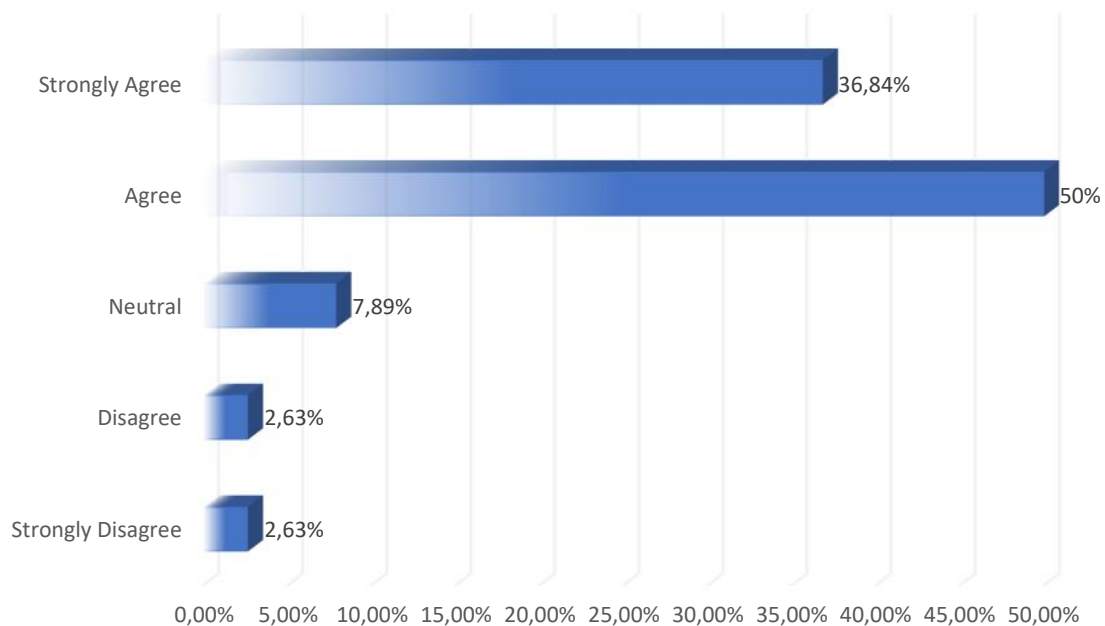
4.3.3 Objective 3: Impact of succession planning programme

Table 4.17: Participants agreement with knowledge retention.

Answer	Percent
Strongly Disagree	2.63%
Disagree	2.63%
Neutral	7.89%
Agree	50.00%

Strongly Agree	36.84%
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Figure 4.17: Participants agreement with knowledge retention.



The results in Table 4.17 and Figure 4.17 illustrate that majority of the participants, 50%, and 36.84% strongly agree that valuable organisational knowledge will be retained if employees were a part of the programme. This was followed by neutral (7.89%), disagree (2.83%) and strongly disagreed (2.83%).

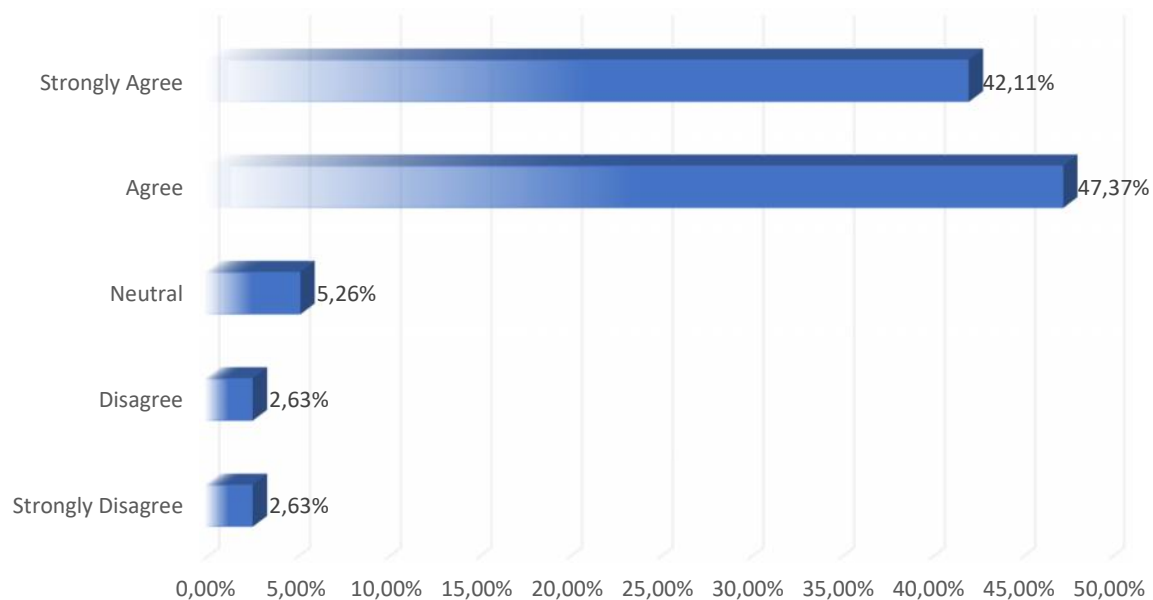
The results in Figure 4.17 illustrated that majority of the participants agreed valuable knowledge will be retained by the organisation if employees were on the succession planning program. The literature review identified that when an employee resigns, valuable organisational knowledge is lost. Furthermore, Augustine and Kanemoto (2009) points out that the goal of succession planning is to preserve the institutional memory to achieve continuous improvement within the organisation. When an employee resigns, valuable organisational knowledge is loss. An employer faces additional expenses in training newly appointed employees to bring them on par with old employees (Singh and Dixit, 2011).

In order to preserve knowledge that is invested in an employee for a long period of time. An organisation can develop strategies to ensure the knowledge and skills are transferred to other employees. Additionally, Martin and Meyer (2012) noted that establishing trust with employees and confidentiality agreements between the organisation and employee is another way of preserving knowledge. The type of knowledge that the organisation wants to retain and the strategies for disseminating knowledge among employees must be determined by the organisation (Martin and Meyers, 2012).

Table 4.18: Participants agreement with enhanced culture of competency development.

Response	Percent
Strongly Disagree	2.63%
Disagree	2.63%
Neutral	5.26%
Agree	47.37%
Strongly Agree	42.11%

Figure 4.18: Participants agreement with enhanced culture of competency development after been on the program.



The results in Table 4.18 and Figure 4.18 illustrates that majority of the participants, 47.37%, and 42.11% strongly agreed that that culture of competency development will be encouraged in the organisation due to the programme, an equal number (2.63%) disagreed and strongly disagreed. 5.26% remained neutral.

Figure 4.18 illustrates that majority of the participants agreed that a culture of competency development will be enhanced in the organisation due to the programme. The literature points out that an organisational environment that promotes learning and development would be one of the factors that motivate employees. Furthermore, Castro and Martins (2010) supports that a conducive organisational environment that inspires employees to perform at their finest keeps employees motivated and enhances competitive advantage.

Additionally, Castro and Martin (2010) acknowledges that a positive relationship exists between organisational environment and job satisfaction. The largest percentile of an employee's time is spent at work and forms a significant portion of an employee life. The outcome is that many employees choose work they enjoy. It is no longer about a

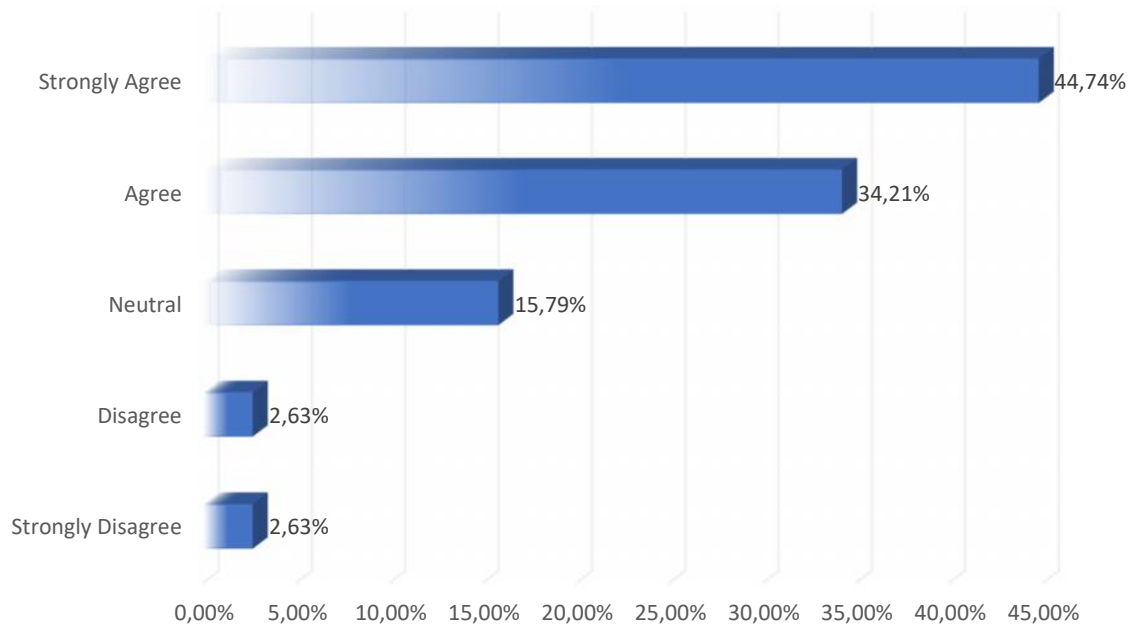
salary (Yamamoto, 2011). This view is supported by Judge et al., (2009) that employees have various reasons to why there work and with the considerable amount of time spent at work, employees tend to prefer meaningful jobs. In these types of environments, the employees are able to witness the impact of their performance by seeing the positive outcomes (Carrell et al., 2011).

An organisational culture that promotes individual growth and career advancement can prevent employees from leaving the Department of Health. Employees who are passionate about saving lives want to make a difference. Management can establish a supporting environment that would empower the employees. Succession planning programs can provide empowerment to employees would provide opportunities for employees to develop and strengthen their competencies through training, increase motivation of employees and inspire employees to be involved in decision making (Judge et al., 2009).

Table 4.19: Participants agreement with career advancement opportunities.

Response	Percent
Strongly Disagree	2.63%
Disagree	2.63%
Neutral	15.79%
Agree	34.21%
Strongly Agree	44.74%

Figure 4.19: Participants agreement with career advancement opportunities.



The results in Table 4.19 and Figure 4.19 illustrate that majority of the participants, 44.74%, agree and 34.21% strongly agree that succession planning would increase career advancement opportunities. This was followed by neutral (15.79%), disagree (2.63%) and strongly disagree (2.63%) respectively.

Figure 4.19 illustrated that majority of the participants agreed that succession planning program would increase career advancement opportunities. The impact of the program would develop a talent pool that would be eligible for career advancements when the opportunity arises. According to Hollenbeck et al., (2011) promotions involve the moment of an employee into a position with more authority, greater responsibility and new challenges than the previous job. In terms of employee development utilising succession planning programs, exposure to challenging tasks and opportunities and mentoring and coaching can strengthen employees' skills, knowledge and abilities (Judge et al., 2009; Carrell et al, 2011).

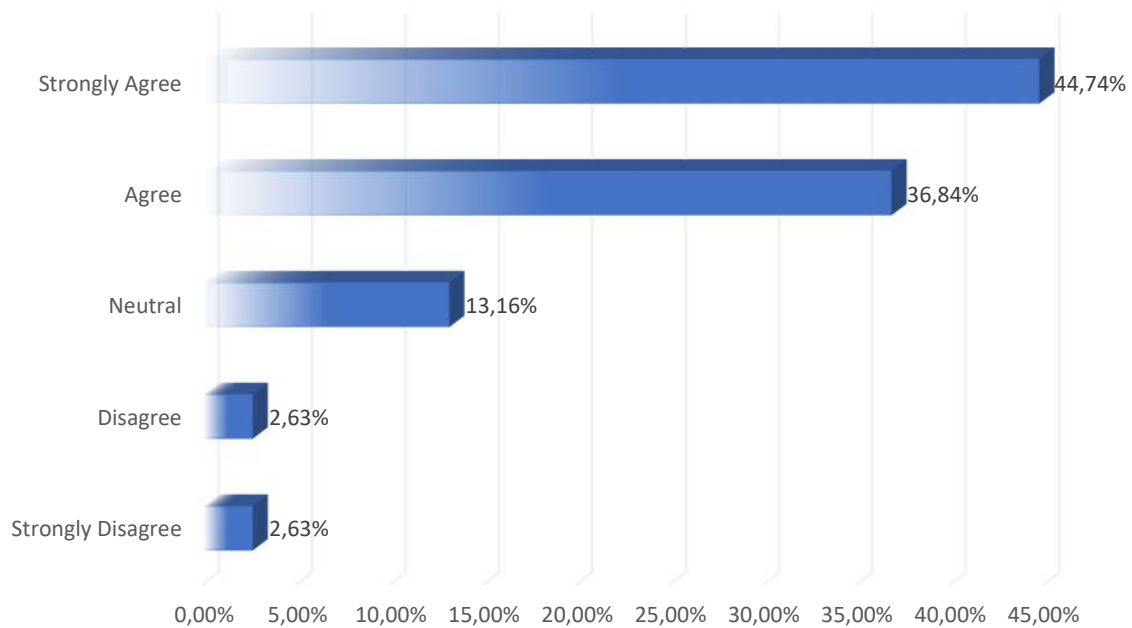
However, in the Department of Health there are limited opportunities for pharmacist professionals to reach higher levels in their careers. Therefore, if no strategy is put

into place, retaining these employees will be a challenge (Chisholm et al.2011). Limited career advancement opportunities tend to easily drive employees to resign (Chisholm et al.2011).

Table 4.20: Participants agreement with increased confidence in the organisation.

Response	Percent
Strongly Disagree	2.63%
Disagree	2.63%
Neutral	13.16%
Agree	36.84%
Strongly Agree	44.74%

Figure 4.20: Participants agreement with increased confidence in the organisation.



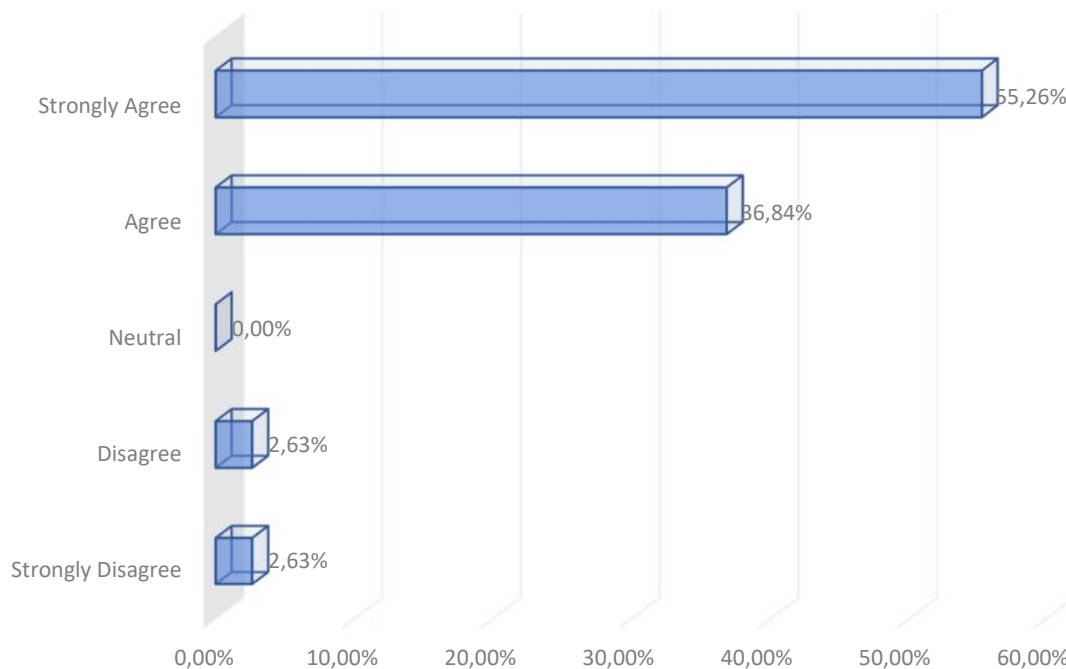
The results in Table 4.20 and Figure 4.20 illustrate that majority of the participants, 44.74%, strongly agree and 36.84% agree that after the program their confidence within their organisation will be increased. This was followed by neutral (13.16%), disagree (2.63%) and strongly disagree (2.63%).

The results Figure 4.20 showed that majority of the participants agreed that after the program their confidence within their organisation will be improved. Employees that feel secure within their organisations are less likely to leave. However, unstable working environments can be a push factor for employees to resign from the Department of Health. By exposing employees to the program, the vision and organisational goals are shared with the employee. Employees can align their career aspirations will the shared vision for the organisation. According to Conger and Fulmer (2008) there is a greater chance of developing strong future leaders in transparent organisations.

Table 4.21: Participants agreement with increased in retention within the organisation.

Response	Percent
Strongly Disagree	2.63%
Disagree	5.26%
Neutral	0.00%
Agree	36.84%
Strongly Agree	55.26%

Figure 4.21: Participants agreement with increased in retention within the organisation.



The results in Table 4.21 and Figure 4.21 illustrate that majority of the participants, 55.26%, strongly agree and 36.84% agree that succession planning required to retain highly skilled pharmacists. This was followed by disagree (2.63%) and strongly disagree (2.63%).

The results in Figure 4.21 showed that the majority of the participants agreed that that succession planning is required to retain highly skilled pharmacists. This implies succession planning programs enhances retention rates.

Possible factors that influence employee retention are the characteristics of the job, the relationships with co-workers, management styles and advancement of careers. Organisations need to review their human resource strategies to ensure the retention of highly talented employees and skilled workforce Succession planning is a strategy that can be utilised to enhance retention. However, when resignations are high, it negatively effects the organisation. As a result, an organisational productivity, sustainability and competitive advantage experience a huge impact (Allen, Campbell,

Griffeth and Maetz, 2007). In term of health care, the mission of health care workers is to provide quality health care services to the patients (Byington, Slagle and Verhovsek, 2012). Furthermore, Iheriohanma and Nwokocha (2012) points out due to the resignations of key employees organisations will experience a negative impact in implementing new projects and plans.

4.4 Summary

This chapter illustrated and discussed the finding of the survey. The study has showed that the demographic profile of the participants was skewed. In terms of gender, thirty-one females participated compared to seven male participants. In terms of race, the participants were predominantly Indians followed by African, very few white and no coloured participants. Majority of the participants held a degree in pharmacy and most participants were pharmacists.

The study was significant since it confirmed pharmacist in the public hospital sector, in the greater Durban area, are facing challenges towards succession planning. Majority of the participants are not aware of succession planning process.

This chapter descriptively presented the data from the participants. Majority of the participants were negative about current succession planning strategies. This can lead to talented employees leaving the Department of Health and seeking employment elsewhere. Talented employees who are performing exceptionally well felt that the organisational culture does promote learning and development and are not recognised for their efforts. These are some problems that can drive employees to resign.

Majority of the participants were positive about implementing succession planning strategies and agreed it will enhance retention. Based on the above evidence, the Department of Health needs to realign the retention strategies and prioritise succession planning. The next chapter presents the final chapter and discusses the recommendations, finding from the literature review and research and conclusions.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this final chapter, the conclusions and recommendations were based on the research finding. The conclusion will be drawn out based on the aim, objective and research questions. The recommendation will be based on the effective strategies the Department of Health can consider and adopt to strengthen retention of pharmacists. Succession planning is significant for the stability and sustainability of an organisation. The strategies recommended would be based on the fundamental principles of planning for future needs, recruitment of talented individuals, talent development and retaining these individuals.

5.2 Research Implications

The study consisted of three research objectives aimed at identifying the challenges pharmacists face towards succession planning in the public hospital sector in the Greater-Durban area.

The research contributes to the discipline by identifying factors that challenge succession planning programs in the pharmaceutical public sector of the Department of Health.

The research has contributed to the discipline by identifying several factors that influence employees' retention. Characteristics such as the organisational culture, management style and individual factors contribute to the motivation and retention of employees.

The recommendation from this research can assist the Department of Health to develop strategies that would enhance retention of pharmacists.

The recommendations from this research was conducted in the greater Durban area. The Department of Health can replicate a similar study in other health districts and provinces to establish the challenges that drive pharmacists to leave.

5.3 Study recommendations

5.3.1 Findings from literature review

The literature review provided the researcher a comprehensive understanding of the importance of succession planning, the historical overview of the South African health care systems, the nature of succession planning and challenges towards succession planning. The need for succession planning in South Africa is examined as well as the selection criteria for succession planning. The survey was constructed from themes and characteristics of the finding in the literature review.

The literature review examined the talent development, the role and importance of mentorship and an overview of the employee development process. Various factors highlighting the importance of employee motivation is examined.

5.3.2 Conclusion based on the finding

The results showed that majority of the participants did not agree with the succession planning in place and the selection criteria. However, majority of the participants agreed that impact of succession planning is beneficial to the Department of Health.

The findings below from the survey are presented below in relation to the research questions.

The objectives of the study were:

Objective One

To identify if there are any challenges that affect the implementation of succession planning in the pharmacy department of the hospital government sector.

Data analysis:

1. The vast majority of participants 89.47% (52.63% strongly disagree and 36.84% disagree) in the survey indicated that they are not aware of the succession planning programs in their organisations reflecting a strong need and desire to create awareness for succession planning programs. The organisation has to create a strong awareness of the benefits of succession planning. The programme and processes need to be clearly defined and shared with all employees. It is recommended that the Department of Health re-launch the programme using presentations and ensure new employees are introduced to the program.
2. Senior management involved is a fundamental component to ensure the success of succession planning programs. 68.13% of participants disagreed with senior management involvement, illustrating a strong need of support to ensure the succession planning programs are implemented. Succession planning needs to a high priority on every high-level board meeting where senior management and key decision makers are involved.

3. Majority of the participants, 71.06%, agreed that organisational culture within their department does not support learning and development reflecting a strong desire that management should implement effective strategies to motivate employees. An effective talent management strategy that has proven to improve the organisation culture and retain employees is training and development.

4. An overwhelming majority of the participants, 88.89%, agreed that not enough time was invested in succession planning programs. Scheduling adequate time in these programs should be a high priority for management in the Department of Health since the impact of succession planning programs goes beyond tangible value and investment.

5. Half of the participants, 50%, agreed that the increase in medical complexities is preventing ongoing skills development. An environment that does not support learning and development and has high burden of complex diseases would lead to job dissatisfaction. The pharmaceutical field continuously has new products and new treatment plans. The Department of Health should invest in training programs to ensure employees are kept abreast with the latest medical guidelines.

Objective Two

To identify the employee selection criteria for succession planning programmes..

Data Analysis:

1. The survey indicated that 67.57% of the participants strongly disagreed that management involves talented employees in decision making. Autocratic management with closed communication would struggle to retain employees (Pillay, 2009). It is recommended that management should be open and transparent with employees about decisions. Employees would develop and emotional attachment with the organisation and build trust between management and employees.
2. The majority of the participants, 68.42%, disagreed that management selects employees based on good performance. It is recommended that management should develop a benchmark tool to measure employees' performance. The performance assessment should be made available to employees and management should support and develop poor performing employees. According to Judge et al., (2011) management should expose employees through a series of assignments such as job rotation, job enlargement and education to prepare them for promotions. It is recommended that management develop a reward and recognition system for high performers. If high performers are treated the same as low performers they get demotivated.
3. The vast majority of the participants, 83.79%, disagreed that management invited talent employees to be on succession planning programs. This reflects that management does not support and promote succession planning within the pharmacy departments in public hospitals. Managers need to undertake the task of identifying and encouraging development in talented employees.

Management should discuss the readily of employees legible for succession planning programs and promotions and assess their readiness and create awareness of their availability.

4. The majority of participants, 67.57%, would inform their managers to be on a succession planning program. It is recommended that managers in the Department of Health can encourage employees to express their career aspirations and support their learning and development. This would motivate an employee to stay longer.

5. Majority of the participant, 72.97%, are willing to undergo structured interviews to be on succession planning programs. It is recommended that the employees selected to be a part of the program, should clearly be informed on what to expect and what is expected from them.

Objective Three

To evaluate the impact of succession planning in the long-term vision of pharmacy departments in the Department of Health- Ethekewini

Data analysis:

1. The survey indicated that vast majority of the participants, 86.84%, agreed valuable organisational knowledge will be retained in the organisation after been on the succession planning program. Augustine and Kanemoto (2009) points out that the goal of succession planning is to preserve the institutional memory to achieve continuous improvement within the organisation.

2. The majority of the participants, 89.48%, believe that a culture of competency development will be encouraged due to the program. An organisational environment that promotes learning and development would be one of the factors that motivate employees. This would impact positively on retention of pharmacists. An organisational culture that promotes training and development will enhance the skills of the employees and will equip employees with abilities and knowledge to assume future roles. Employees who are skilled are more confident and produce a higher quality of work which will benefit the pharmacy productivity.

3. An overwhelming 78.86% of the participants agreed that once been on the succession planning program there would be an increase in career advancement opportunities. Succession planning develops employees for future key roles and develops competencies to fulfil the duties of these roles. Employees are more likely to be retained if there are career advancement opportunities within the organisation.

4. The majority of the participants, 81.58%, agreed that due to succession planning programs the confidence would be increased within the Department of Health. This would lead to increase in motivation and job satisfaction. An employee who has confidence in their organisation would be more loyal to the organisation and develop emotional attachments towards the organisation. Emotionally attached employees' satisfaction tend to display positive behaviours and develop a greater degree of organisational commitment (Adzei and Atinga ,2012).

5. An overwhelming majority of the participants, 92.1%, agreed that retention of pharmacist will be enhanced after been on succession planning program. This confirms succession planning will enhance the retention of pharmacist within the Department of Health. When employees resign, their duties are transferred to the remaining employees. The additional responsibilities and work stress can

demotivate the remaining employees. Employee resignation can lead to extra-cost for the organisation in terms of advertising to attract new employees, interview process and training of the new recruits. Selection, qualification clarification, criminal inspection and reference checks are time consuming and expensive. Line managers may experience job dissatisfaction since they are expected to provide orientation, formal and on the job training for new employees.

5.4 Delimitations of the study

The delimitations of the study were as follows:

-) The researcher chose to investigate succession planning challenges since it is very relevant for the current health system of the country
-) In terms of geographic location, the study was restricted to the greater Durban area since it was practical.
-) In terms of population, the study focused on pharmacists that are currently employed at the DoH. Pharmacists that are serving their internship and community service were excluded since they may not be retained in the DoH and may have career aspirations in the private sector.
-) A closed- ended Likert scale was utilised to obtain responses rather than open-ended questionnaire which might make some people more willing to take and complete the survey.

5.5 Limitations of the study

1. To obtain permission from the Department of health, the researcher had to engage with various stakeholders which was a lengthy and time-consuming process.
2. The availability of current literature is limited in relation to the healthcare industry. Further studies are required to address the issues raised by the current study.
3. The researcher applied to the Department of Health to conduct the survey at fifteen public hospitals. However, permission was granted to conduct the study in eleven hospitals which reduced the sample size.
4. The sample size was further reduced when only nine managers gave permission for the study to be conducted in their institutions.
5. After obtaining permission from the provincial Department of Health, the research had to attract participation of participants. Presentation had to be conducted at each institution which was time-consuming which increased the time constraints.
6. Majority of the participants did not have access to work email addresses. Since the survey was an electronic mail, access to email acted as a barrier to completing the survey.
7. Managers of the certain hospitals demonstrated negativity towards the study and did not inform staff about the presentation reducing the sample size.
8. In certain hospitals, there were no turn out from the sample population for the presentation. Staff was not interested in the study.

5.6 Recommendation to solve research problem

The research problem stated that pharmacist face numerous challenges towards succession planning in the public hospital sector. If they are able to overcome these challenges, the Department of Health should shoulder the risk of venturing into investing into the succession planning process.

Recommendation to solve the research problem include:

1. To implement different succession planning pilot models to see which program suits the Department of Health. Management should prioritise succession planning and training to groom future key talent to assume senior positions when they become vacant.
2. There are other retention enhancement strategies to retain pharmacists. The Department of Health should invest in research and invest effective programs to see if they are suitable.
3. Government can benchmark succession planning strategies from the private healthcare industry and utilise significant information.
4. Focus on nurturing of existing talent. Managements should implement training and developmental programs such as coaching and mentorship. The organisation must strive to retain key talent.
5. The organisation must consider internal staff in lower position first when filling vacancies in higher positions. This is viewed as career progression.

6. Clearly defined organisational goals and objectives should be effectively communicated by senior leadership and management to all employees. This is imperative since employees are given direction and eliminates confusions and creation of unrealistic expectations. Employees can align the career aspirations with the organisational goals.

7. Management should develop and maintain reward strategies for top performers. The Department is continuously faced with challenge of filling vacancies. Top performers have to shoulder the burden of the extra duties of employees who leave. Management can devise non-monetary rewards as a motivating factor which can retain employees.

5.7 Recommendation for future studies

1. The study contained three objectives. Critical components of succession planning could not have been covered. Further research will be required to have a comprehensive cover of succession planning.

2. An investigation should be conducted to determine the number of talented employees have not been promoted after been on the succession planning program. This would give the organisation the opportunity to identify and address limitations within the organisation.

3. An investigation should be conducted to determine the number of employees that resign who have been a part of the succession planning program. It is important to determine how long they remained in the organisation and why they left the organisation.

4. The study was limited only to pharmacists. Further studies should be conducted for other health professionals. The study was conducted in eleven public hospitals. Further research should be conducted on a larger scale and include primary healthcare centres.

5.8 Summary

The study identified the challenges pharmacist are facing towards succession planning. The objectives of the study were established and determined the challenges hampering the implementation of succession planning, identified employee selection criteria and determined the impact of succession planning. The study contributed to the existing body of knowledge in the field of healthcare. The study contributed to the existing body of knowledge in human resources. Majority of the participants indicated that the Department of Health does not implement succession planning programs. The study aim confirmed that pharmacists are facing various challenges towards succession planning.

The researcher faced numerous challenges and limitations, regardless, the current study is beneficial to the Department of Health in terms of talent management and strengthening retention strategies. Recommendations encourage the subject to be further explored to benefit all stakeholders.

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APPENDIX A- Ethical Clearance Approval



05 December 2016

Mr Muzaffar Saib (209510913)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Saib,

Protocol reference number: HSS/0877/016M
Project title: Challenges towards succession planning that pharmacist are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa

Approval Notification – Amendment Application

This letter serves to notify you that your application and request for an amendment received on 08 November 2016 2016 has now been approved as follows:

- Change in Research Instrument

Any alterations to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form; Title of the Project, Location of the Study must be reviewed and approved through an 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 period of 3 years from the date of original issue. Thereafter Recertification must be applied for on an annual basis.

Best wishes for the successful completion of your research protocol.

Yours faithfully

Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Ms Prathana Amrithlal
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

Telephone: +27 (0) 31 260 3587/3392/4477 Facsimile: +27 (0) 31 260 4009 Email: hsr@ukzn.ac.za / senysarm@ukzn.ac.za / mabusa@ukzn.ac.za

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APPENDIX B- Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business and Leadership

M Com Research Project

Researcher: Muzaffar Saib (081 015 2800)

Supervisor: Prathana Amrithlal (082 458 1613)

Research Office: Mariette Snyman (031 260 8350)

Dear Participant,

My name is Muzaffar Saib and I am currently researching my Masters in Commerce in Leadership at the university of KwaZulu-Natal. My topic of research is investigating the challenges towards succession planning that pharmacist are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa.

Your participation on this study is completely voluntary. Your survey responses and data from the survey will be kept strictly confidential. There will be no monetary gain from participating in this survey. There are no foreseeable risks associated with your participation in this study. However, if you feel uncomfortable at any point you may withdraw from the survey. The survey will take approximately 15 minutes to be completed. If you have any queries about the survey or procedures, you may contact Muzaffar Saib at 0810152800 or email at jameelsaib2015@gmail.com.

I hope you take the time to complete the survey.

Please read information about the aim of the study before you proceed

The country is moving forward with the National Health Insurance(NHI) model. There would be reforms and changes to the health care system. It is essential to develop a plan to identify future leaders who will ensure the success of the Department of Health's (DOH) organisational goals and guide through unforeseen challenges.

This study would focus on succession planning in the pharmacy department of public hospitals in the greater area of Durban, Kwa-Zulu Natal. The NHI policy strives towards bringing major changes in the service delivery structures, administrative processes and management systems. In terms of developing future leaders and ensuring that these candidates are mentored and prepared appropriately for the key positions that would ensure the success of the government initiatives, the study will focus on identifying the underlying challenges towards succession planning.

By identifying the current challenges experienced by pharmacists, strategic recommendations can be integrated into the succession planning process to improve service delivery outcomes.

UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business and Leadership

M Com Research Project

Researcher: Muzaffar Saib (081 015 2800)

Supervisor: Prathana Amrithlal (082 458 1613)

Research Office: Mariette Snyman (031 260 8350)

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

APPENDIX C- Letter to Gatekeeper

May 26, 2016

To Whom It May Concern:

PERMISSION TO CONDUCT RESEARCH AS PART OF MASTER OF COMMERCE IN LEADERSHIP

Name: Muzaffar Saib

Student No:209510913

Dissertation Topic: Investigating the challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa.

We confirm that the above student is registered at the University of UKZN for the MASTER IN COMMERCE IN LEADERSHIP Programme. It is a requirement of their Programme that the student undertakes a practical research project in his/her final year of study.

Typically, this project will be a “practical problem solving” exercise, and necessitates data gathering through questionnaires or personal interviews.

Your assistance in permitting access to your organization for purposes of conducting the research is most appreciated. Please be assured that all information gained from the research will be treated with the utmost confidentiality. Furthermore, should you wish any result/s or findings from the research “to be restricted” for an agreed period of time, this can be arranged. The confidentiality of information and anonymity of personnel will be strictly adhered to by the student.

If permission is granted, kindly confirm this by signing off on the following:

“I am aware of the nature and extent of the document and I am satisfied with all the obligations imposed therein.”

Please note that additional information or conditions can be supplied by you.

Name in Full:

Designation:

Hospital Name & Stamp:

Thank you for your assistance in this regard.

Yours sincerely

Mrs. Prathana Amrithlal

APPENDIX D – Questionnaire

UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business and Leadership

Master of Commerce in Leadership Research Project

Researcher: Muzaffar Saib (081 015 2800)

Supervisor: Prathana Amrithlal (082 458 1613)

Research Office: Mariette Snyman (031 260 8350)

Dear Respondent:

My topic of research is “Investigating the challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa.”

“Succession Planning is defined as the intentional and systematic effort by an organisation to ensure leadership continuity for key positions, retain and develop intellectual capital and encourage individual advancement.” (Rothwell, 2010). Pharmacists are an essential part of a dynamic team of health care providers that are the backbone of the South Africa health care system. The NHI policy strives towards bringing changes in the administrative processes and management systems of healthcare. In terms of developing future leaders and ensuring that these candidates are mentored and prepared appropriately for the key positions that would ensure the success of the government initiatives, the study will focus on identifying the underlying challenges towards the succession planning.

Through your participation I hope to understand the issues around succession planning and make informed recommendations to your organisation. Your participation on this study is completely voluntary. Your survey responses and data from the survey will be kept strictly confidential. There will be no monetary gain from participating in this survey. There are no foreseeable risks associated with your participation in this study. However, if you feel uncomfortable at any point you may withdraw from the survey. If you have any queries about the survey or procedures, you may contact me or my supervisor on the numbers listed above

The survey will take approximately 10-15 minutes to be completed. I hope you take the time to complete the survey

PERSONAL PARTICULARS									
Name					Surname				
Age		Date of Birth			Gender	Male		Female	
Race	African		White		Coloured		Indian		Other
Qualification	Degree		Master's		PHD				
Years in the organisation	Less than 2 years		3-5 years		6-8 years		9-11 years		12 years and above

CONTACT DETAILS					
Work Number		Cell Number		Fax Number	
E-mail Address					
Pharmacy Manager			Pharmacy Supervisor		
			Pharmacist		

Questionnaire

To identify if there are any challenges that affect the implementation of the succession planning process in the pharmacy department of the hospital government sector							
1	Are you made aware of the succession planning process in the pharmaceutical hospital public sector?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
2	Do you feel senior management is involved in the succession planning program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
3	Do you feel your organisation culture supports learning and development?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
4	Do you feel adequate time is invested in maintaining the succession planning process?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
5	Do you feel the increased complexity in medical healthcare in the public sector preventing ongoing skills development?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	

To establish the employee selection criteria for succession planning programs							
6	Does management allow talented employees to be involved in decision making?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
7	Do you feel talented employees are selected by management based on good performance?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
8	Does management invite talented employees to apply to be on the succession planning program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
9	Would you express to your management your desire to be on this succession planning program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
10	Would you undergo structured interviews to go on this program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	

To evaluate the impact of succession planning in pharmacy departments in the public sector							
11	Do you agree valuable knowledge in your organisation can be retained if you were on this program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
12	Would you agree succession planning will build a culture of competency development in your organisation?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
13	Do you feel career advancement opportunities would increase if you on this program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
14	In implementing succession planning would your confidence in the vision of your organisation increase if you were on this program?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
15	Do you agree succession planning is required to retain highly skilled individuals in the pharmaceutical public sector?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	

APPENDIX E- Pilot Study

UNIVERSITY OF KWAZULU-NATAL

Graduate School of Business and Leadership

Master of Commerce in Leadership Research Project

Researcher: Muzaffar Saib (081 015 2800)

Supervisor: Prathana Amrithlal (082 458 1613)

Dear Respondent:

My topic of research is “Investigating the challenges towards succession planning that pharmacists are facing in public hospitals in the greater Durban area, KwaZulu-Natal, South Africa.”

“Succession Planning is defined as the intentional and systematic effort by an organisation to ensure leadership continuity for key positions, retain and develop intellectual capital and encourage individual advancement.” (Rothwell, 2010). Pharmacists are an essential part of a dynamic team of health care providers that are the backbone of the South Africa health care system. The NHI policy strives towards bringing changes in the administrative processes and management systems of healthcare. In terms of developing future leaders and ensuring that these candidates are mentored and prepared appropriately for the key positions that would ensure the success of the government initiatives, the study will focus on identifying the underlying challenges towards the succession planning.

Through your participation I hope to understand the issues around succession planning and make informed recommendations to your organisation. Your participation on this study is completely voluntary. Your survey responses and data from the survey will be kept strictly confidential. There will be no monetary gain from participating in this survey. There are no foreseeable risks associated with your participation in this study. However, if you feel uncomfortable at any point you may withdraw from the survey. If you have any queries about the survey or procedures, you may contact me or my supervisor on the numbers listed above.

The survey will take approximately 10-15 minutes to be completed. I hope you take the time to complete the survey. Please email the responses to jameelasaib2015@gmail.com

PERSONAL PARTICULARS									
Name					Surname				
Age	Date of Birth			Gender		Male	Female		
Race	African		White		Coloured		Indian		Other
Qualification	Degree		Master's		PHD				
Years in the organisation	Less than 2 years		3-5 years		6-8 years		9-11 years		12 years and above
Nationality	Yes	No	If not a South African citizen, please do not proceed with the questionnaire.						

CONTACT DETAILS								
Work Number			Cell Number			Fax Number		
E-mail Address								
Pharmacy Manager			Pharmacy Supervisor			Pharmacist		

QUESTIONNAIRE							
1	Are you made aware of the succession planning process in the pharmaceutical hospital public sector?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
2	Do you feel content with the conventional succession plan model?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
3	Do you agree with the current succession planning model?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
4	Do you feel current leadership is implementing succession planning?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
5	Do you feel there are challenges that hinder succession planning?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
6	Do you feel there are appropriate instruments to identify future candidates for key positions?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
7	Is the high volume of patients in the public sector preventing leadership development?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
8	Do you feel you are placed in meaningful invention to enhance your skill sets?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
9	Do you feel the public sector supports career development of pharmacists?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
10	Do you feel poor retention of pharmacist in the public sector negatively affects the organisation stability due to the lack of	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	

	leadership?						
11	Do you agree the lack of succession planning in the public health care system leads to the inefficiency and ineffectiveness in the health care system?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
12	Do you agree leadership development in pharmacy should begin at a young age?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
13	Do you feel the individual skills sets are identified and recorded?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
14	Do you agree a formal succession plan is required to improve health care services?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
15	Do you agree a formal succession plan is required to retain highly skilled individuals in the pharmaceutical public sector?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	

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