

UNIVERSITY OF KWAZULU-NATAL

Evaluation of Talent Management Strategy in Fulfilling Business Objectives: A case
study at Toyota South Africa Motors

By

Thembinkosi Innocent Ngcobo
206523520

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Graduate School of Business & Leadership
College of Law and Management Studies

Supervisor: Professor Ana Maria De Azevedo Martins

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Declaration

I, Thembinkosi Innocent Ngcobo, student number: 206523520 hereby declare that the work that I present in this dissertation is based on my own research, and that I have not submitted this dissertation before to any other institution of higher education to obtain an academic qualification

Signature:.....

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Abstract

Toyota South Africa Motors is the leading Original Equipment Manufacturer (OEM) in South Africa. In the recent years, the industry has become very competitive. To remain on top and beat the competition, new targets to maintain and increase leadership as well as conquer Africa has been set. Business strategy and talent management alignment is the key for business success. The aim of the study is to ascertain talent management relationship with business strategy to fulfil TSAM vision of increasing market leadership in South Africa and becoming the mother plant in Africa. Recruiting and retaining best talent, implementing a clear succession plan and employee competency development will ensure that Toyota South Africa Motors will have the right talent to achieve business objectives and realize the vision of the company. The research question is whether there is the relationship between talent management strategy and the achievement of business objectives. This is a case study undertaken at Toyota South Africa Motors (TSAM). This research is a quantitative research study and the approach that will be followed is a deductive approach. The probability sample of 152 respondents was drawn from a population of 243. The sample was broken down into 22 senior managers, 60 managers and 70 specialists/principal engineers & other (10/11) specialists/principal engineers. Primary data was collected using a questionnaire survey that was personally administered by the researcher. The overall results of the study revealed that TSAM talent management pillars, namely recruitment and retention and competency development, gave some positive results but require some improvements. Whereas, succession planning on the other hand, is not going well and requires urgent attention in order to maintain competitive advantage and realize the vision of becoming the mother plant in Africa. It is recommended that a further study be undertaken to understand the impact of the influence that talent management strategy and business objectives relationship has on employee wellbeing.

Keywords: Business Objectives, Competitive Advantage, Succession Planning, Strategy, Talent Management.

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List of Abbreviations

CSG	Corporate Services Group
FEG	Finance and Exports Group
MAG	Manufacturing Assembly Group
MDP	Management Development Program
MSG	Manufacturing and Support Group
NAAMSA	National Association of Automotive Manufacturers of South Africa
OEM	Original Equipment Manufacturer
SMDP	Senior Management Development Program
SMG	Sales and Marketing Group
TMC	Toyota Motor Corporation
TSAM	Toyota South Africa Motors

Chapter 1

Overview of the study

1.1 Introduction

Talent management topic has gained increasing attention in the human resources management and development literature (Stah, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor & Wright, 2007); (Collings, Scullion & Vaiman, 2011). Whilst there are various school of thought surrounding the theory of talent management the one common thread that all the schools agreed upon, was that if well-established it has significant advantage. Understanding the factors that drive employees to seek employment outside the organization gives insight into the employer to better plan retention strategies. Skilled human capital is critical for organizational sustainability, achieving business objectives and gaining competitive advantage (Collings & Mellahi, 2013).

The overview of the study will be presented in this chapter. A research problem and areas of focus will then be looked at; this shall provide clarity regarding the study intention, the research objectives and question and a brief description of limitations that will be experienced during the study as well as study assumptions.

1.2 Background of the study

In South Africa there are 7 Original Equipment Manufacturer (OEMs), viz. BMW, Ford, GM, Mercedes Benz, Nissan, Toyota and VW. Toyota announces 36 consecutive years market leadership in South Africa (Toyota, 2016). The motor industry in South Africa has become very competitive recently. The other OEMs especially Volkswagen and Ford have been doing well in the recent years, both in the passenger and light commercial vehicle respectively (Naamsa, 2016).

To remain competitive or gain competitive advantage in the motor industry, the OEM needs to consistently offer the market good design and appealing vehicles, attractive specifications including safety measures and good quality vehicles at affordable prices.

Toyota SA Motors vision presented in 2017 Annual business meeting and supplier awards is to be the Mother Plant for Africa. Africa Re Born strategy was also presented. Re Born is simply defined as a mind-set, a way of thinking. The Re Born plan has 4 pillars which are all focussed on the voice of the customer:

- ❖ Affordability of Product.
- ❖ Flexibility of Supply
- ❖ Quality of Service
- ❖ Parts and supplier management

It is also worth mentioning the long standing vision of continuously increasing market leadership in South Africa.

To meet the above customer expectations and demand, achieve business objectives and competitive advantage and therefore remain sustainable and increase profits, the OEM need highly skilled human capital. Therefore it is essential to continuously attract, develop and retain human capital with the necessary tools to take the organization forward.

1.3 History of Toyota SA Motors

Toyota has a long history in the motor industry sector. Over the years the company has experienced a lot of ownership and management changes. These changes were influenced by the rapid industry changes and demands, both locally and internationally. Therefore to remain competitive in the African continent and compete in the global market, a different strategy and mindset had to be implemented.

To sustain this leadership going forward and achieve new and challenging company vision and strategy, a robust talent management strategy that is aligned to business strategy will ensure success.

Toyota SA Motors (TSAM) was established as an independent South African company in 1961 by Dr Albert Wessels. In 2008 TSAM became the fully owned subsidiary of Toyota Motor Corporation (TMC), Japanese company. TSAM is the biggest OEM in Africa, the biggest exporter in South Africa and the major investor in the automotive industry in South Africa. The company exports vehicles to over 53 countries globally and it is ranked amongst the top 10 global TMC distributors. The company has a manufacturing plant in located in Durban, Prospecton and Sales and Marketing division in Gauteng, Sandton. The manufacturing plant has just below 8000 employees. And it manufactures a range of reliable, quality and affordable vehicles including Toyota Hilux, Fortuner, Corolla, Quantum taxis and Hino trucks. TSAM supplies more than 220 dealerships in Sothern Africa (Toyota, 2016).

The high level summary of TSAM organogram is explained below:

The head of the organization is the Chairman (Dr. JJ Van Zyl), reporting to him directly is President and CEO (AP Kirby). TSAM has five main divisions:

- ❖ Manufacturing and Support Group (MSG)
- ❖ Corporate Services Group (CSG)
- ❖ Sales and Marketing Group (SMG)
- ❖ Finance and Exports Group (FEG)
- ❖ Manufacturing Assembly Group (MAG)

1.4 Motivation of the study

Being at the top brings so much pressure on you to continuously come up with strategies to consistently beat the completion and be ahead of your game at all times. This is the current situation facing Toyota; other OEMs have nothing to lose and everything to gain, they all striving to take away the market leadership from TSAM. In order to remain as the market leader, TSAM has to continuously come up with fresh and innovative ideas and frequently set new targets.

As per TSAM vision and strategy outlined in above section it is imperative that TSAM relook at its talent management alignment to business strategy in order to continuously achieving company objectives.

According to Noe, Hollenbeck, Gerhart & Wright (2006), human resource management is key to the organization competitiveness: maintain and gain market leadership. To guarantee stakeholders, especially customers and business owners, recruiting, developing and retaining the highly skilled and motivated talent is key.

Schuler, Jackson & Tarique (2011) add that firms are able to gain and sustain global competitiveness if they manage their human capital efficiently and effectively. To achieve this, the organizations must face reality of global talent shortages and construct a talent management strategy that will address these challenges.

Horney (2016) corroborates that to achieve transformation within the organization is not an easy task but for many organizations transformation is a competitiveness necessity. Human resources therefore have the challenge to ensure skilled work force readiness to drive the agility and rapid innovation strategies necessary to compete globally, in order to realize business objectives.

1.5 Focus of the study

The study will focus on the role of talent management in recruitment and retention, succession planning and competence development. The study will also focus on how a talent management strategy can be effectively utilized as a tool to achieve business objectives.

1.6 Problem statement

Looking at the vision of Toyota SA Motors of market leadership in South Africa and becoming the mother plant in Africa, is there a relationship between talent management strategy and achieving business objectives? For the past couple of years there has been a frequent executive management turnover and a large number of promotions to senior management positions. Therefore the intention of the study is to conduct research on TSAM talent sourcing, competence development, succession planning and retention strategies in order to ascertain the ability to continuously producing critical skills needed to achieve the organization vision.

1.7 Purpose statement

The purpose of this study is to evaluate talent management strategy at Toyota SA Motors. The researcher's aim is to ascertain the talent management relationship with business strategy to fulfill TSAM vision of increasing market leadership in South Africa and becoming the mother plant in Africa.

1.8 Research objectives

The study will focus on the following research objectives:

1. to evaluate talent sourcing and retention in increasing competitive advantage
2. to analyse the role of succession planning in sustaining competitive advantage
3. to determine the role of competence development sustaining competitive advantage

1.9 Research question

What is the relationship between talent management strategy and the achievement of business objectives?

1.10 Significance of the study

This study will benefit TSAM in integrating or re-alignment of its talent management strategy with the business strategy to fulfill its vision of becoming the mother plant in Africa. Also supports TSAM remain the number one OEM in South Africa and increasing market leadership.

The additional benefits of the study are as follows:

- ❖ TSAM employee's skills will be enhanced through training and development, coaching and mentoring programs.
- ❖ Suppliers' interaction with TSAM's highly skilled and motivated staff will enhance suppliers' performance through skills and knowledge sharing and thus increase supplier performance and profits.

- ❖ Country will benefit through skills base increase and through skills transfer to the previously disadvantaged communities.
- ❖ Skilled staff will be highly motivated and the skills retained within the country.

1.11 Delimitation of the study

The targeted participants of this study will be specialists and principal engineers and other band 10/11 employees, managers and middle management. Production line workers are not targeted to partake in this study; since their work is standardized, very low staff turnover and majority are illiterate. This research will be a quantitative study and the approach that will be followed is a deductive approach. The primary data will be collected from the respondents by using a survey tool, namely the questionnaire.

1.12 Limitations

Due to time constraints and the size of the organization, the study will be limited to two out of four Durban based divisions. Since the study will be conducted at TSAM Durban manufacturing plant; therefore the researcher will not be able to compare practices of other OEMs.

1.13 Assumptions of the study

The success of this study is dependent on the following assumptions:

- ❖ The effectiveness of teamwork is a major concern for all stakeholders; therefore management needs to appreciate staff and encourage team work.
- ❖ For TSAM to strengthen competitive advantage over other OEMs training and development, mentoring and coaching of staff were essential.
- ❖ Working closely with suppliers and development of struggling suppliers will contribute to TSAM success.

1.14 Research structure

The study consists of six chapters and appendices:

Chapter 1: Background of the study

The introduction and overview is covered in this chapter

Chapter 2: Literature Review

The relevant literature is reviewed under this chapter

Chapter 3: Methodology

The methodology used in carrying out this study is discussed in this chapter. Toyota SA Motors was used as a case study in the talent management strategy.

Chapter 4: Presentation of Results

This chapter presents the primary data collected in the form of Descriptive Statistics and Inferential Statistics

Chapter 5: Discussion

This chapter provides a discussion of the research findings of your study.

Chapter 6: Conclusions and Recommendations

In this chapter the study findings will be examined; recommendations suggested and conclusion made.

Appendices

1.15 Summary

As pointed out in in above sections the study focus is on talent management at Toyota which is key in delivering highly skilled employees who will lead the organization in achieving its business objectives. The following chapter will present the literature review in line with the aim of the study, the research question and the study objectives.

Chapter 2

Literature Review

2.1 Introduction

The research question for this study is “what is the relationship between talent management strategy and achieving business objectives”. To answer this question there are four research objectives, namely, to determine relationship between talent management strategy and business objectives, to evaluate talent sourcing and retention in increasing competitive advantage, to analyse succession planning role in sustaining competitive advantage and to determine competence development role in sustaining competitive advantage.

To achieve the objectives of this study, and endeavour to answer the research question, the literature review will be divided into four sections, namely, talent management, recruitment and retention, succession planning and competence development.

According to Al Ariss, Cascio & Paauwe, (2014) talent management is as a process that comprise of spotting talent that will play a major role in the organization to become sustainable and have a competitive advantage over other organizations. Develop potential and high performing individuals with specialized skills to take over the strategic positions and to make sure they remain committed to the organization.

Talent management involves a thoughtful process to attract, retain, train and develop individuals who has the necessary drive and potential to meet both current and future needs of the organization (Barkhuizen, Mogwere & Schutte, 2014).

Barkhuizen *et al.* (2014), add that talent is associated with those employees who can add value to the company by offering skills, capabilities and knowledge and achieve strategic goals of the organization. Talent also consists of any individual who possesses the capability to have a positive impact to the organization currently and in the future and who also has the potential to add value. The right skills match between an individual and organization is the key to exceptional organizational performance.

A strong talent management strategy begins with the organizational strategy. Human resources professionals need to be capable to respond to the below questions: Can organization objectives be achieved with the current employees and abilities? Is the organization developing and keeping top talent? Does the current talent equipped to take over leadership roles? Finally, is the development and investment in current talent helping the organization realize strategic organizational objectives? (Jones, 2015).

According to Saadat & Eskandari (2016), talent management is beyond attracting, developing and retaining the best talent, but also about detecting and eliminating improper people. Talent management strategy comprise of aligning talent with business strategy, discovering and developing current talent, assessing talent readiness to take over new or strategic assignments, and fast-tracking development of identified talent. Furthermore, it is presumed that talent development is only focusing on key employees. However each and every employee within the company has some sort of talent; however some employees are more capable and talented than the others. Therefore, talent management must not be restricted to the few individuals and executive roles.

2.1.1 Global talent management

Talent management system begins by recognizing positions or strategic positions in the organization. Required talent to fill in strategic positions can be developed and recruited internally and can be sourced through external recruitment process. The role of the organization (HR and management) is to motivate, enhance employee commitment to the organization, increase employee performance to attain the best from the employee and to reduce or eliminate staff turnover (Al Ariss *et al.*, 2014).

Effective talent management strategy has a clear understanding of the company's current and future direction. Talent management personnel study the fundamental gaps between current and required talents, crafting a comprehensive talent strategy in order to eliminate the gaps. Therefore talent management strategy should be integrated with business strategies (Mobini Dehkordi & Tahmasb Kazemi, 2013).

Today organizations fully acknowledged the fact that best talent is required to succeed in the world of complex economy. Parallel to this acknowledgement is the significance of robust talent management strategy. The organizations have recognized that the top talent is the critical resource that requires proper and detailed management in order to get the best results (Saadat & Eskandari, 2016).

Sidani & Al Ariss (2014) point out a number of global talent management challenges that limit the ability to create a successful talent management strategy. Such challenges are senior management lack of dedication, middle management lack of involvement, organizational structures, lack of employee willingness to accept poor performances and human resources lack of ability to address talent management challenges.

Business competitiveness and survival in the global economic environment has become the enormous challenge as increasing globalization pressures impact on the organizations operations. Therefore, organizational effectiveness is about the overall achievement of an organization's goals. Talent management is gradually becoming the fundamental strategic driver to achieve business success in global economy. Effective talent management strategy not only distinguishes the organization from its competitors but it is the critical value creation instrument in the modern business environment (Murongazvombo, 2015).

2.1.2 Talent management in South African perspective

Recent literature thus far has mostly been about the degree to which human resources personnel are permitted to play a strategic role versus an operational role within the organizations. A large number of researchers have tested Ulrich (1997) four-factor human resources model. This model states that, human resources department has four key roles, namely, an administrative expert, a strategic partner, an employee champion and a change agent.

Human resources as a strategic partner are to develop a human resources strategy that is linked with business strategy. As a change agent, human resources focus on employee capability development and organization development. As an administrative

expert the focus is more on effectively designing human resources processes and ensures execution. As an employee champion the focus is on daily needs and difficulties facing the staff.

Ulrich & Brockbank (2005, p20) maintained that the role of human resources is also to create value for investors, line managers, employees and external customers. The value creation is through the human resources processes that mainly focus on the following:

- Making sure that the organization has the required talent to achieve the organizational objectives.
- Promoting employee performance accountability, measuring it and also rewarding it.
- Making sure that staff is aware of what is happening inside the organization and therefore can spend their energy on the tasks that are value adding.
- Providing the governance processes, responsibility, and physical aspects that make certain of excellence results.

Ulrich, Brockbank, Younger & Ulrich (2013) moved the attention away from the traditional model in order to adjust it to the ever changing global business environment. The revised model sees human resources personnel as strategic partner who needs to understand the global business context.

The close relationship between organization leaders and talent management is a key driver in candidate attraction, developing and retention. Not having the right mindset towards talent management structure automatically places an organization at a disadvantage when they are searching for the right talent to fit well in the organization. Numerous South African research studies indicated that the level to which management apply talent management practices within an organization have a huge effect on employees decision to remain or seek better employment outside the organization (Stanz & Barkhuizen, 2010; Barkhuizen & Veldtman, 2012; Du Plessis, Mpofo & Barkhuizen, 2013; Mtila, Barkhuizen & Mokgele, 2013).

A number of research studies thus far indicate that Talent Management processes are not implemented properly in South African organizations. Most problematic practices are about recruitment and talent retention, as well as performance management and development of talent (Du Plessis *et al.*, 2010; Barkhuizen & Veldtman, 2012; Mpofo & Barkhuizen, 2013; Mtila *et al.*, 2013).

Barkhuizen *et al.* (2014), add that poorly applying talent management practices has a negative influence on employee individual results such as motivation and job satisfaction and also on organizational level results such as performance and service quality.

2.1.3 Talent management at Toyota

TSAM vision of remaining the number 1 OEM market leader in South Africa makes it imperative to have a robust talent management model. Talent management department is called Human resources Organizational development and Talent management (HR OD & TM). It has five pillars as per Figure 2.1 below.

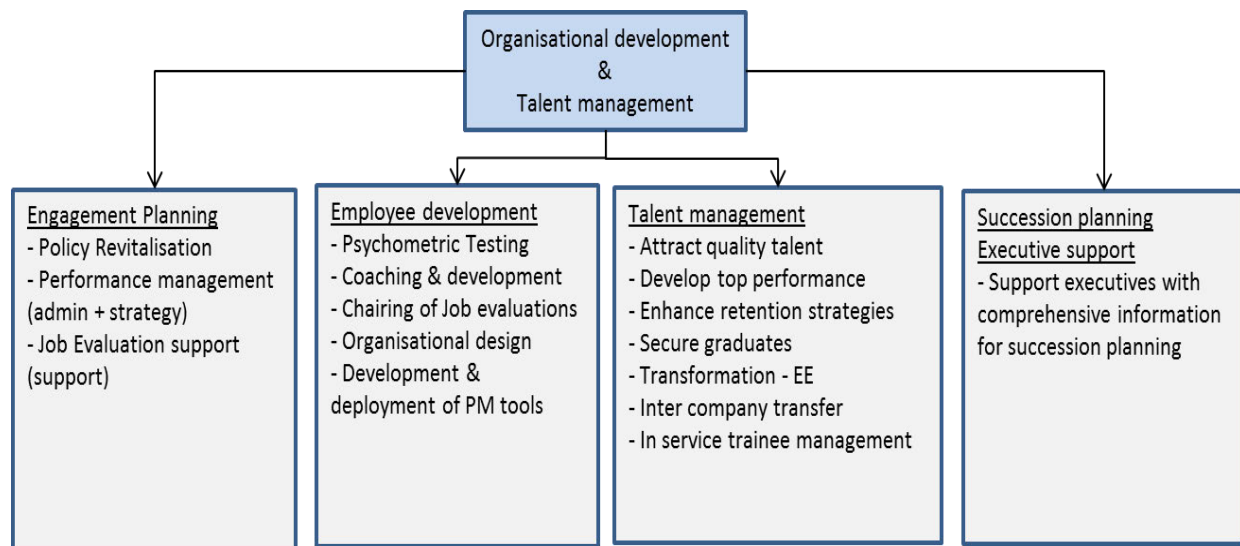


Figure 2.1: Toyota SA Motors Organizational development & talent management department structure

Adapted from Toyota. 2017. Toyota HR OD&TM Overview_v5 document. Human resources, Durban. p1.

The department structure is designed to focus & address the following:

- expand the knowledge and effectiveness of employees in order to accomplish more successful organizational change and performance
- establish a structured framework for succession planning
- maintain the integrity of the framework by ensuring that it is both unbiased and transparent
- ensure that there is adequate integration between Talent management, employee development and organizational design
- ensure that the organization is fast adaptable to change
- make TSAM attractive employer
- Revitalize performance management as an enabling tool
- support in career management and promote career mobility

A summary of the talent management literature discussed above is shown in the following Table 2.1 below.

Dimension	Global	Local	TSAM
Nurturing talent to filling strategic positions	√	√	√
Enhance employee commitment and retain skills	√	√	√
Understand skills GAP and strategy formulation	√	√	√
Critical for business success	√	√	√

Table 2.1: Talent management summary

2.2 Recruitment and Retention

According to Klotz, Motta, Buckley & Gavin (2013), employment recruitment is the process of inviting potential candidates and entails activities by the company that could or could not include personal interaction with the potential employee, while the process of selection includes making a decision as to which candidates must be invited to assessments and interviews and finally get the job offers.

According to Louw (2013), recruitment is a process of generating a pool of talented individuals applying to an organization for occupation. Applicants who may be eventually selected are those that possess the minimum qualifications and experience required for the job. According to Toulson (2016), recruitment is a two-way process, while employers are making decisions about potential talent, employees (talent) is also making decisions about potential employers. Gamage (2014), state that the quality of human capital the organization has depends on recruiting and selecting process. Hiring candidates that are not capable or does not fit to the organization culture and strategy comes with enormous and unnecessary on cost. The goal is to hire the right quality of employees needed to achieve strategic objectives at minimal cost.

Effective recruitment and retention support organizations to attract talent from outside organization and also increase the probabilities of keeping such employees. The main objective of recruitment and retention strategies is to make sure that the turnover of highly valued employees is reduced to a minimum (Strydom & Bezuidenhout, 2014). The current cause of high turnover of staff is mainly due to a number of explanations, namely, staff not entirely happy with their roles and responsibilities, absence of proper investment in employee development and training plan, absence of employee growth and no challenging roles opportunities and biased performance appraisals. Strategic methods for retaining best talent within the organization is by assigning cross functional jobs to high potential employees, involve them in decision making, encourage their ideas and support in implementing them, support their career development aspirations, skills enhancement through effective and proper training (Mehta, Kurbetti & Dhankhar, 2014).

When an organization loses its talented employees, skills, experience and knowledge are also lost in the process. Therefore for every organization employee retention is a fundamental source for competitive advantage. Organizations mainly depend on the skills, knowledge and talent development in order to successfully compete in the industry and moreover achieve competitive advantage not only locally but globally (Murongazvombo, 2015).

2.2.1 Global recruitment

Recruitment and selection process is a very long and tedious process. It requires many man hours of searching for the suitable candidate to fit in the organization business objectives. Organizations also spend huge amount of cash during this process. Proper succession planning saves the company a lot of man hours and reduces spending. Organizations with a number of skilled employees on succession strategy plan have a better chance of achieving better retention results of top talent. This reduces the outside recruitment cash outlay and ensures quick placement of top talent in strategic and specialist positions as soon as they become available (Sims, 2014).

Toulson (2016), add that competition for talent is intensifying, gone are the days when human resources would just announce open positions and anticipate receiving a huge number of applications from interested candidates. To have an upper hand in this marketplace, human resources need to shift away from traditional reactive hiring approach. It must put in place channels to engage candidates throughout the hiring cycle; such systems must have a close connection to the organization's business strategy. To implement this approach the recruiters can begin by looking beyond department requirements and clearly understand bigger goals driven by the organization's overall strategy (Which areas will possible grow? Which competences are particularly important in gaining competitive advantage?).

Sheehan (2009); Taylor (2010); Abdul-Halim & Che-Ha (2010); Ezigbo (2012); Heikkonen (2012), research findings reveal that recruitment is the most common area of HR that is normally being outsourced. Wilton (2011) adds that leading UK organizations uses this approach and also all over Europe such approach is being utilized as well. About 59% of 4000 European organizations were outsourcing all or some of their recruitment processes. This finding contradicts Sims (2014); Toulson (2016) view of recruitment process. Johnson, Wilding & Robson (2014) also have an opposing idea to that of Sims (2014); Toulson (2016), according to Johnson *et al.* (2014) recruitment outsourcing enhances access to candidate, saving on resources, specialization and flexibility.

Jamil & Neem (2013) corroborate that outsourcing of recruitment to the agency does not impact negatively on employee loyalty and commitment. The employee loyalty and commitment is influenced by how committed the agency is towards the organization, that is how the agency describes the organization's human resources practices to the candidate. Johnson *et al.* (2014) add that in Pakistan the telecommunication industry is one of the very profitable industries. To increase efficiency and profitability, the industry has started outsourcing recruitment processes to external agencies.

One of the most consistent findings with regards to talent recruitment is the importance of current employees input to the recruitment process. Current employees can be utilized effectively in spotting potential candidates for recruitment. Research indicates that employees serve very useful purposes because they possess the organization knowledge to evaluate who they believe will match the organization's requirements and culture. Current employees also have a genuine appreciation of the organization itself and therefore provide potential employees with a realistic point of view of what the organization is like to work for (Toulson, 2016).

According to Murongazvombo (2015), business environment globally is competitive and very challenging, as operating environmental factors (internal and external) continue to test the resistance of business performance and income growth. As a result, in order to remain profitable in such competitive and challenging worldwide economy, all factors of manufacturing including machines, materials and the human aspect must be managed properly. Human element is the crucial for any type of organization to be successful. Attracting and recruiting the right skills required by the organization is critical in achieving and sustaining competitive advantage. It is therefore matters not how talent was recruited (either by internal HR process or by outsourcing HR function).

2.2.2 Recruitment in South African perspective

Schöer, Rankin & Roberts (2014) state that the labour market in South Africa is categorized as a relaxed labour market where the employer (demand side) can decide how to select candidates and who they eventually employ.

Gretczko & Cleary (2016) add that too frequently human resources amends its recruitment process reactively, depending on the organization's cash flow or the internal demands from influential and powerful business units, this clearly shows that such organizations have not connected hiring process with the business strategy. That the South African labour market is facing its own unique difficulties, the skilled staff frequently moving from one organization to another and this highlights loop holes in recruitment processes. Other challenge is the oversupply of unskilled workers which becomes a recruitment and selection challenge for human resources. Without top talent and qualified work force, organizations are guaranteed to perform poorly. Recruitment and selection function for human resources does not function separately as it was the case historically, now it must operate in conjunction with management and aligned to business objectives. Procurement of suitable candidate is part of organizational strategy (Gretczko & Cleary, 2016).

Ryan (2015) discusses the recruitment survey results by careers24 in Figure 2.2 below.

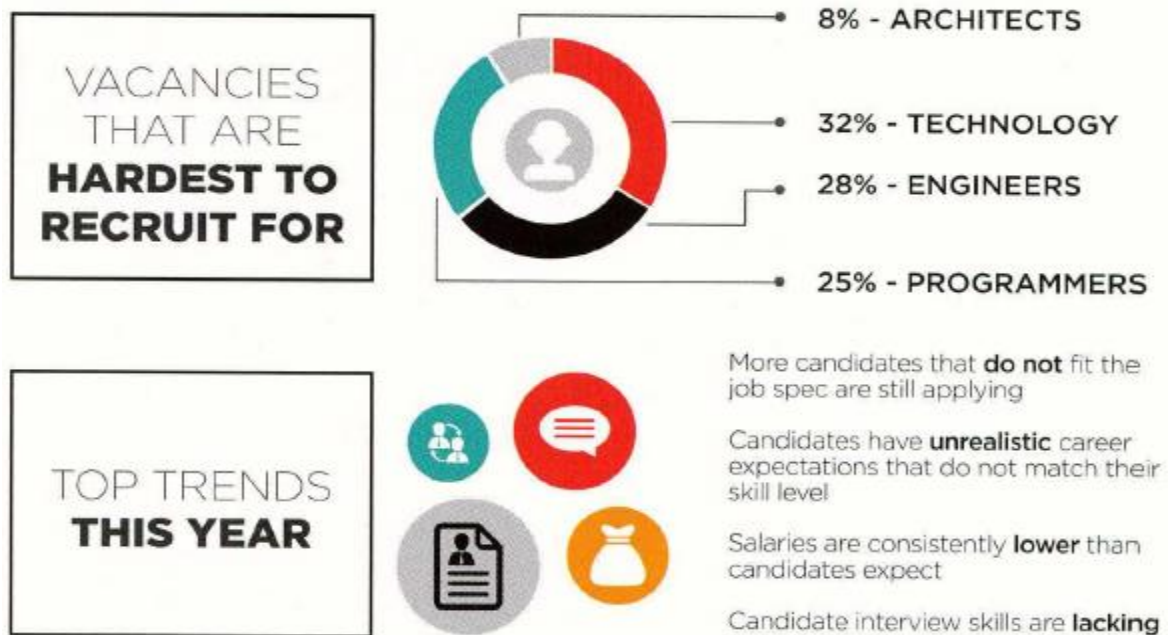


Figure 2.2: Recruitment survey by Careers24

Adapted from Ryan, C. 2015. Recruitment is a tough gig these days. News 24, Durban. Finweek, 1 October 2015, p29.

What this survey tells us is that organizations are searching for people with the right skills, but it is challenging to find the right candidates. This also concludes that there is a massive lack of skills within the country (Ryan, 2015). Furthermore, Ryan (2015) states that unemployment is nearly zero in the highly skilled categories. The problem of unemployment is limited to those who do not pose the necessary skills for the jobs on demand or offer. South Africa has an oversupply of low skilled labourers however labour costs are going up, this trend is not sustainable.

2.2.3 Recruitment at Toyota

According to Toyota's human resource management guiding model, the manpower recruitment / hiring objective is to maintain efficient business operations and continue corporate growth.

- In order to ensure corporate development, there is need for personnel with the capabilities and acquired skill-sets to understand and realize the Toyota Way.
 - The Toyota Way is the set of values, beliefs and business methods that act as the life blood of the company. (Akio Toyoda: President and CEO). The two main pillars that support the Toyota Way are Respect for people and Continuous improvement. Under the Respect for people pillar falls respect and teamwork and under Continuous improvement we have Challenge, Kaizen and Genchi Genbutsu.
 - Hiring must be conducted from a perspective that focuses on developing employees over a mid to long-term, and not just from a perspective of immediate headcount need.
- The primary duty of hiring activities is the timely acquisition of required personnel (quantity and quality).
 - Resignation of employees at an early stage after recruitment has a widespread negative impact. Despite the short lead-time available hiring of

employees must be conducted deliberately, through a detailed process of matching the expectations of both the individual and the company.

- The optimal form of employment must be selected based upon considerations such as work content, term requirements, and cost.

Human resources management guiding model (2017, p19) depicts the Toyota global staff recruitment process as per Figure 2.3 below.

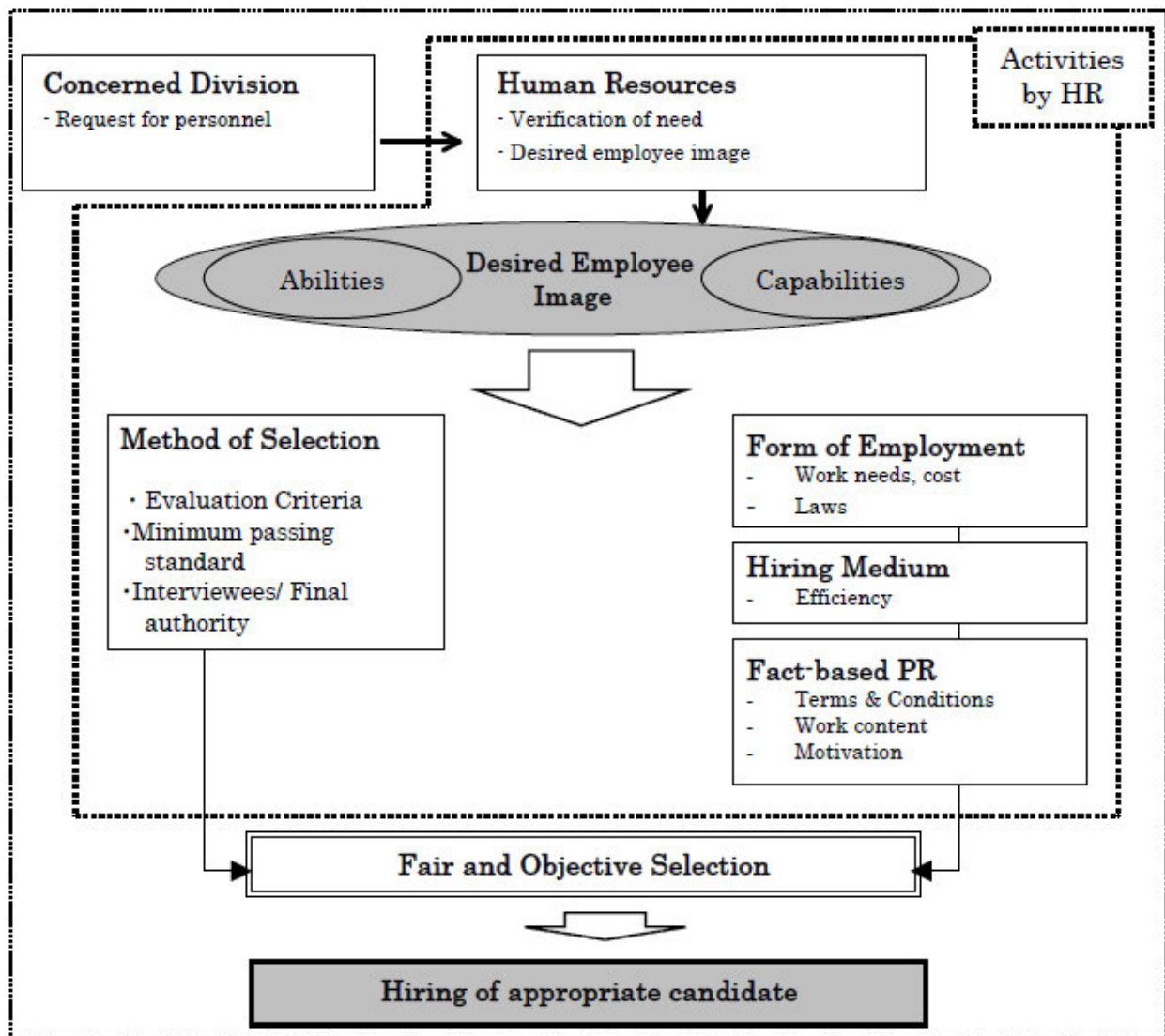


Figure 2.3: Toyota global staff recruitment process

Adapted from Toyota. 2016. Toyota Human Resources Management Guiding document. Human resources, Durban. p19.

TSAM has also the following recruitment programs:

In-service training

HR initiated, consultation is done with relevant departments who can accommodate graduates. Student recruitments are done by placing an advertisement on TSAM website and everyone meets the minimum requirements is welcome to apply. The program runs for 12months.Target intake per year is 20 students.

Graduate training

Recruitment is done through seminars at universities, carrier exhibitions or open day at universities, Toyota website applications, referrals and word of mouth. The program runs for 2 years. Target intake for 2 years is 100 graduates.

Apprentices

An apprentice program is a 4 year program. Maximum intake per year is 60 employees. The majority of the intake comes from the internal employees (team leaders). TSAM also offers Artisans internal trade tests. Table 2.2 below summarises the employee recruitment literature discussed above.

Dimension	Global	Local	TSAM
Process is long, tedious and very costly	√	√	√
HR involvement is required throughout the process	X	√	√
Outsourcing of recruitment process is on the rise	√	X	X
Hiring process must satisfy both the departmental needs and overall business needs	√	√	√

Table 2.2: Recruitment summary

2.2.4 Global retention

Mehta *et al.* (2014) quote various reasons for staff turnaround in India, such as discontent with job placements within the organization, work profile, individual reasons and lastly dissatisfaction with remuneration. Therefore, to retain talent the organization

need to improve pay and benefits and working conditions, introduce flexible working hours, encourage team work, good management team, organizational culture and values. Furthermore to improve employee retention and commitment, the organization must provide on the job training opportunities, providing sufficient employee insurance and health benefits, namely training facilities, clinics within the workplace, offer special rewards to staff who not just get the job completed timeously but also do it efficiently and exceptionally well.

According to the workforce in India, the factors that contribute to low staff turnover are work experience, clear career plan, freedom to perform ones functions and so forth. These employee reasons assisted the companies to accordingly align human resources practices and also assist companies increase staff retention percentage (Brigitte & Charissa, 2013). The findings of Brigitte & Charissa (2013) & Mehta *et al.* (2014) research studies conducted in India are not in agreement.

The study conducted in the United States of America by Holmes, Chapman & Baghurst (2013) highlight different point of view from that of Mehta *et al.* (2014), 18 public sector HR practitioners were interviewed; the opinion of 13 HR personnel was that career progression is key to staff retention, followed by job security, job location and good leadership. 11 HR personnel noted that training and mentoring programs is key in reducing staff turnover. Gaurav (2013) agrees with Chapman *et al.* (2013) and add that career path must be clear to the employees, such influences the workforce to stay with the company for an extended period of time.

Gaurav (2013) further adds that only when employees see a clear career path for themselves within the company that they are working towards, they can then decide to remain with the organization for a longer period or seek better employment outside the organization. Providing great career development opportunities influences the decision for the employees to remain within the payroll of organization for a long period of time and simultaneously increases employee devotion and being faithful to the organization. Mehta *et al.* (2014) argues that most retention strategies focus mainly on the important features that lead to staff turnover, such as career path and financial rewards rather

than focusing on features that influence staff retention, such as social atmosphere, job content, work-life balance.

Osman (2013) points out that, employee retention strategies are necessary for the organization not only to gain competitive advantage within the global business environment but also maintain it. Osman's (2013) view is that training, empowerment and fringe benefits lead to excellent performance and help organization retain skilled employees. Internal employee rewards, independence and company image play a significant role in retaining top talent and enhance employee commitment to the company.

It is perceived that a motivated staff member will have no desire to leave their current position. Companies who vigorously want competitive advantage need to offer employees job satisfaction and growth prospects, and offer competitive salaries to support organization improve retention percentages. This collaborates with Herzberg two-factor theory (1960) that the extrinsic factors (incentives, fringe benefits and awards) does not offer job satisfaction as much as intrinsic factors does, namely, recognition and achievement, development, individual growth. Extrinsic factors are essential features that aid in persuading the employee to remain with the company.

Osibanjo, Salau & Falola (2014) present a different view point that employees work in order to get paid so they can satisfy their daily needs namely foodstuff, clothing and accommodation. They perceive remuneration as a greatest controlling or motivating factor for job satisfaction. The remuneration received offers staff a sense of fulfillment, such will ultimately support increased skills retention within the organization. It is therefore clear that for any organization to get best results and employees commitment to the organization, the pay package should be designed in a way that is attractive enough to satisfy employees' immediate needs.

Osibanjo *et al.* (2014) add that there are many approaches to persuading an employee, namely salary and bonuses and a share in company's profit. Globally, salary, bonuses and profit sharing have been utilized to attract top talent and enhance retention of employees. The level of financial satisfaction motivates employee, this results in higher performance as well as high level of satisfaction which results in employee being

productive. However monetary reward may not be the controlling variable but help employee decide either to join or remain with the company or resign.

Osibanjo *et al.* (2014) study conducted at Nigerian banking industry, as Figure 2.4 below summarises the employee job satisfaction and retention model.

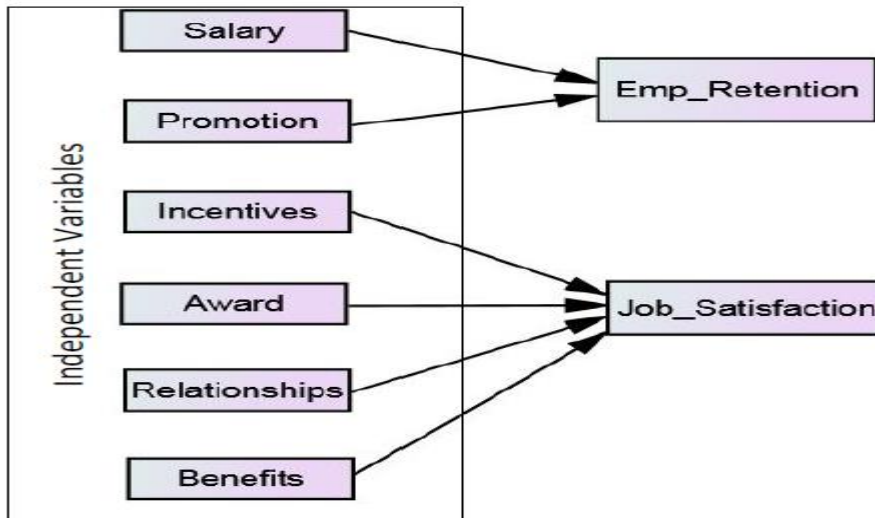


Figure 2.4: Nigerian Banking Industry job satisfaction and retention model

Adapted from Osibanjo, A.O., Salau, O.P., & Falola, H.O. 2014. Modeling the Relationship between Motivating Factors; Employee’Retention; and Job Satisfaction in the Nigerian Banking Industry. Journal of Management Policies and Practices, vol. 2, no. 2, p74.

More recent studies indicate that top skilled staff retention has turn into a challenging assignment for management, as such staff are on demand, several organization are offering several kinds of incentives. Staff turnover have a substantial effect on the performance of business and results productivity declining. Organizations are managed and staffed by people. Without people organizations cannot exist (Murongazvombo, 2015).

As a staff retention strategy, Volkswagen of America introduced a number of options such as working flexitime, compressed work schedules, job sharing, and telecommuting into their schedules to let mature employees choose what is best for them and what will

benefits the organisation. They also make it possible for pensioners to be reemployed after they officially retire to work short hours, consult and small projects (Tishman, Van Looy & Bruyère, 2014).

Murongazvombo (2015) added that retention is a complex concept and there is no one technique for keeping employees within an organization. However, business leaders have to decide which strategies motivate employees to remain with the company and which benefit both the company and the employees. Research studies on retention indicates that retention is driven by numerous significant factors, that need to be systematically managed and these are: culture of the organizational, modes of communication, salary and benefits, flexible work hours and career development plans.

Murphy, MacKenzie, Waysome, Guy-Walker, Palmer, Rose, Rigby, Labonté, Bourgeault, Tomblin & Elliott (2016) agree with Murongazvombo (2015) that there is no single formula to staff retention. Murphy *et al.* (2016) highlight the difficulties in keeping Jamaican health workers from going abroad or moving to the private sector. One strategy used by the sector was to increase remuneration; the other strategy was non-monetary incentives, namely, recreational facilities, housing, and staff child care programs. However it was difficult to implement a winning strategy because 90% of the health sector budget was already allocated to pay and benefits, therefore leaving little potential to increase remuneration and to allocate funds to non-monetary incentives.

2.2.5 Retention in South African perspective

Horwitz (2013) states that for organizations to address retention challenge they have the option of taking advantage of the incentives available to train and develop its own employees. Some of these incentives are skills levy and grant system. Currently these incentives are being utilized by less than 20 percent of organizations in South Africa.

Retaining quality employees in the South African labour market is very challenging due to shortage of skills, lack of employee flexibility and the retirement of key employees in not so distant future. These factors adversely impact business ability to generate and

sustain their competitive advantage within the labour market. Such conditions will get worse if businesses fail to handle these problems properly (Louw, 2013).

The challenge for corporate executives lies in attracting, motivating and retaining intellectual capital. There are a number of crucial human resources management factors to addressing this challenge. By crafting a distinctive plan and implement better strategies to manage talent well, organizations will be better equipped to attract and better manage their valued staff and improve their aptitude to implement retention plans (Horwitz, 2013).

According to Theron, Barkhuizen & du Plessis (2014) executives take too lightly the value and significance of talent retention and therefore staff turnover causes are not appropriately identified and looked into. For instance, South African higher education institutions executives mainly concentration on business sustainability and profits, on the other hand employees are motivated by personal development, personal fulfilment and financial rewards.

According to the Economist Intelligence Unit (EIU) survey, increasing salary above market related rates was only the fourth most effective human resources strategy amongst Asian firms. The main three human resources strategies revolved around personal growth. First was increased training, second was mentoring and third was development of personal road maps. In South Africa, this is the area of opportunities for growth that a number of organizations are failing. The Deloitte National Remuneration survey established that the course of most staff turnover in South Africa is the absence of career progression and efficient and effective utilization of their skill and knowledge and lack of work happiness and thus contributing to below performance (Horwitz, 2013).

Theron *et al.* (2014) point out the top 3 most likely reasons why employees at South African high education institutions would consider resigning are salary and benefits, career development opportunities and promotion. Furthermore salary and benefits are more of a turnover factor and not as much of retention factor.

2.2.6 Retention at Toyota

Toyota's human resource management guiding model recommends that Post Hiring Measures must be put in place. These measures must ensure smooth employee introduction to the job, make clear true reasons for resignations and planning countermeasures to ensure the retention of employees.

The guidelines makes it clear that, it is essential to grasp actual reasons for early resignations through a process of face-to-face communication, in addition to insistence on completion of exit interview forms or other similar documentation. Without thorough analysis based on facts, effective countermeasures cannot be established.

Human resources role is to:

- Grasp the true reasons for quitting, through frank discussions with the resigning person and conducting interviews with supervisors.
- Link the true reasons for quitting with future countermeasures aimed at retaining employees. Table 2.3 below summarises the employee retention literature discussed above.

Dimension	Global	Local	TSAM
Retention strategies help organisation gain competitive (global) advantage	√	√	√
Retaining skilled staff is a challenging assignment due to global demand	√	√	√
Skills retention is difficult due to skills shortage and retirement of key employees	X	√	√
There is no single formula to staff retention	√	√	√
Work experience, training and development, clear career path and job security contributes to job security and low staff turnaround	√	√	√
Lucrative remuneration package contributes to staff retention	√	√	√

Table 2.3: Retention summary

2.3 Succession Planning

Marachi & Wario (2013) describe succession planning as an organizational process that make sure that employees are recruited and developed to take over key roles in an organization. During succession planning process developing the candidates capability, ability and skills ensures that there are well prepare for growth or ready to be promoted into more strategic and challenging roles in the near future. Succession planning is critical in addressing continuity problem inside the organizations. Succession planning approach, identify key positions and subsequently equipping employees with the necessary skills to take up the vacated positions or positions that will become vacant in the near future (Fajčíková, Fejfarová & Urbancová, 2016).

Jones (2015) states that for succession planning to be effective it needs a culture that is agile, receptive and that recognizes and develops the high performers. In order to support the organization to maintain its competitiveness, the talent selection criteria must be in line with the requirements of the organization and not about employing best talent who might not fit within the organization. Such talent must possess or develop required skills to quickly adapt when and if the organization realigns its priorities or evolving technology.

According to Marachi & Wario (2013) effective succession planning programs supports in identification and matching employees' abilities with the company job function and this will in turn enhance employee talent within the organization. According to Chistopher (2016), the two most critical aspects that senior management does not understand about succession planning is that succession planning must be done and it should not be put off. Future leaders are difficult to find and when you recruit employees with potential of becoming future leader it is critical to put that talent on succession planning program (Salustri 2016).

Salustri (2016) adds that succession planning process is not an overnight process but long term planning for successors in the strategic and specialist positions. To roll out a proper succession planning takes a minimum of two or three years. Succession planning offers a structure that is clear and a comprehensive development plan for

succession candidate in order to progress their career inside the organization and thus contribute to the success of organization (Camacho, 2015).

2.3.1 Global succession planning

According to Walker (2013), crafting succession requires the right mixture of people and process. The people part is accomplished through analysis of three human performance values. Knowledge and experience, motivation and personality and specific and natural approach to challenge, these are the most important factors for recruiting and selecting the right candidates for the role of successor.

Soon after an employee is recognized as an exceptional employee and a succession candidate, the organization needs to offer greater remuneration package. The package must not only be linked on performance but also long-term incentive compensation plan. Such plan demonstrates the candidate's value to the organization, the confidence the company has on the employee and encourages employee to remain with the company (Malafis & Hosken, 2014).

Hall & Hagen (2014), highlight that baby boomers generation is now approaching the retirement age, with this talent retiring in not more than seven years from now, succession planning is therefore necessary for owners of organizations. Succession planning takes nothing less than five years to implement, therefore for organizational sustainability the business owners must take succession planning seriously and continuously prepare candidates to take over key positions within the organization.

Collins (2014) agrees with Hall & Hagen (2014), and added that matured employees are the most critical asset in the organization. Projections are that a loss of large number of human capital is currently happening and will continue up to year 2020 unless businesses put into place a system to transfer knowledge and skills from treasured matured employees to the successors and the entire organization.

Sinkin & Putney (2014) point of view is that the success of succession planning depends on the organization's ability to develop young talent into executives capable of taking over from retiring business executives and carry the organization into the future. Unfortunately many organizations have minimal or sometimes no talent that is ready to take over the key roles in the near future. Also many of the organizations that do have internal talent do not know how to convert such talent into future leaders.

Eshiteti, Okaka, Maragia, Odera & Akerele (2013) present a different view point that succession process often incurs substantial costs. Internal succession works when the organization has the right quantity and quality of committed current staff being placed in appropriate or relevant positions at a minimum cost. Eshiteti *et al.* (2013) further highlight that succession planning strategies implementation and benefits are only achieved if employers are able to reduce staff turnover and keep highly skilled workforce within the organisation. Fairness and consistency in promotions and openness is also key in keeping the succession candidates motivated to remain on succession program.

Florea, Cheung & Herndon (2013) highlight another different point of view that succession planning does not entirely depend on organization putting strategy in place, evidence from Coca Cola and Merck studies point out that to implement succession strategy successfully is dependent on the employees and managers willingness to be hands-on and offer adequate attention to a process that can possibly result in no benefit to the organization but only benefit to the succession candidate.

Comini, Paolino & Feitosa (2013) add to Florea *et al.* (2013) findings that if succession is not properly planned and structured, there is a major conflict between management, succession candidate and the staff members not on succession program. It is therefore essential to lay the foundation that will regulate succession process and prepare everyone for future changes to ensure sustainability and continuity of the organization. Perkins & Reese (2014), present another succession challenge that tends to be overlooked by many organizations. When succession planning champions retire or leave the organization, the momentum is lost. New leadership tends to introduce

changes to current strategies and the successor's progress plan is somewhat negatively affected.

Jabr (2013) highlights major succession planning challenges facing family owned businesses. The family business successors might not be as capable or have the same drive as the founder. Such might negatively affect the businesses growth. Due to the lack of resources (budget & manpower) the training and development is a challenge. The cost of finding replacements to fill in the successor current position while the successor is on training is somewhat high.

Statistical evidence in European family businesses suggests that in many instances the succession process fails. There can be numerous reasons for this; namely, personal, emotional and structural factors. One of the most important conditions of preventing failures in the succession process is planning and forming a formal or informal strategy that can raise an early warning signs of problematic succession and thereby plan around them effectively (Csizmadia, Makó & Heidrich, 2016).

Sims (2014) looks at five succession planning problems and solutions:

Problem: Organizations have talent assessment discussions but there is not much follow up plan to develop to talent and successors.

Solution: Candidate to issue meetings with action items, names of PICs and key dates and schedule quarterly review meetings with management to follow up progress.

Problem: Management does not fully understand the importance of talent evaluation discussions and succession planning.

Solution: Having regular review meetings and revisiting succession planning processes to confirm and re-align business strategy to talent is key.

Problem: Sometimes succession planning candidates are not considered for positions when they become available.

Solution: The succession planning timing or period must be made clear to candidates from the beginning. It must be clear to the candidate why they are not being considered for positions now.

Problem: Management focus is more on achieving business needs now and not much focus is put on developing talent. Succession planning is being considered another human resources thing that must be done.

Solution: Human resources role to communicate or reaffirm with business leaders that succession planning is a critical risk management activity that must be done.

Problem: Business does not allocate enough time, budget and personnel to look after internal talent but allocate enough of these resources to external talent recruitment

Solution: Both internal and external talent is critical. The organization has more internal employees than the employees being recruited from the outside on an annual basis therefore it makes perfect sense to allocate more resources in developing internal talent.

2.3.2 Succession planning in South African perspective

According to Karodia, Cowden & Kum (2014), a number of companies are faced with leadership problems because of poor and ineffective succession planning and when organizations identify prospective leaders it is their duty to develop and empower them. According to Chigada & Ngulube (2015) effective succession planning concerns itself with constructing a series of feeder groups up and down the leadership pipeline. There is no guarantee that experienced employees will spend the rest of their working life with one organization. Therefore, organizations involve themselves in succession planning programs to make sure that the organization survives into the future and in the event of a sudden loss in knowledge. With the rapid global demands of skills organizations lose key staff to competitors due to better working conditions and benefits or better growth opportunities presented by competitors. When key staff leaves the organization or retires, it becomes a challenge to replace them if the organization does not have contingency measures in place (succession planning).

Awan & Farhan (2016) add that succession planning ensures that the most jobs which are critically important for long term well-being of the organization must be filled with internally available and potential employees whenever possible.

The study at selected SA banks (ABSA, FNB, Nedbank and Standard Bank), reveals that succession planning is designed to guarantee continuity and to sustain effective performance by planning for the replacement of key employees over a period of time (Chigada & Ngulube, 2015).

According to Schutte & Barkhuizen (2014) it is essential to have competent staff and a very clear succession planning systems in order to protect the organizational knowledge base. Strategic leaders should recognize that succession planning is a long term process that seeks unconditional commitment from all stakeholders in order to achieve business objectives. Myers (2014) highlights another tactic undertaken by other organizations is merely to construct a long standing and strong organization by merging succession planning and leadership development in order to craft a long-standing procedure for managing individual talent.

The workforce plan provides direction on the succession plan to ensure the availability of the right pool of talent. Workforce planning relates to overall talent management strategy, but, it focuses on succession strategies for the entire organization (SABPP, 2013). SA Department of Labour (2015) highlights that the workforce plan must be brought in line with Employment Equity Plan and transformation strategy in order to reflect occupational levels, gender, race, salary scale, functional group and headcount.

According to Ximba (2016), training and education, networking, mentorship and work related challenges enable employees to develop in their careers while an absence of succession planning generates barriers for the employees to grow their careers. A number of studies noted that absence of structured succession planning is a contributing factor defining the shortage of suitable executives of colour, especially blacks. Succession planning is regarded as a core component of talent management strategy (Myres, 2014).

2.3.3 Succession planning at Toyota

Toyota's human resources management guiding model states that for important positions, successors must be developed based on succession planning, through planned acquisition of required competencies for the positions. While excess positions should not be created if not needed, vacancies should be avoided due to unforeseeable reasons such as headhunting. Therefore, developing successors should be done under a thoroughly planned schedule.

To achieve the business needs, it is necessary to grasp talented personnel to serve as future leaders and develop them on the basis of a mid to long-term plan. Information on the potential leaders must not be disclosed, and challenging work must be provided for their development.

Activities

- Clarification of important positions
 - *Prioritization of important posts in accordance with company business needs
- Clarification of required competencies for important posts
 - *Management ability
 - *Specialized abilities, knowledge and skills
- Discernment the most appropriate individual, judging from required competencies
- Clarification of development items for identified individuals
- Supervisors understand their development role and supporting actual development
- Coordination among respective divisions and periodic progress reports to top management

Roles of the heads of all affiliates

- Clarification of the required human resources in line with the management vision
- Selection of successors within the organization
- Planning, implementation and follow-up of development plan
- Feedback on regular basis
- Performance appraisal

Table 2.4 below summarises the succession planning literature discussed above.

Dimension	Global	Local	TSAM
Address continuity issues within the organisation	√	√	√
Deals with identifying and developing employees to fill strategic positions in the future	√	√	√
Long term process that requires commitment from all stakeholders in order to achieve business objectives	√	√	√
There is a lack of talent required to take over key positions due to leadership issues	√	√	√
Absence of succession planning generates barriers to employee development and growth	√	√	√

Table 2.4: Succession planning summary

2.4 Competence Development

Competency originates competentia which is the Latin word meaning “is authorized to judge” and also “has the right to speak” (Caupin, Knoepfel, Koch, Perez-Polo & Seabury, 2006, p333).

McClelland (1976) defines competency as the core feature for superior performance. McClelland is recognized for introducing competency into the human resources; this was his contribution to the USA Information Agency to make an improvement in its selection criteria.

Boyatzis (1982) describes competency as a fundamental individual characteristic which are associated with exceptional performance.

According to Tripathi & Agrawal (2014) the Knowledge, Skills & Ability framework (see Figure 2.5 below) is well known for explaining the concept of competency. Competency is a set of talents, interrelated knowledge and qualities that permits an individual to successfully execute an assignment or a task in an exceptional manner.

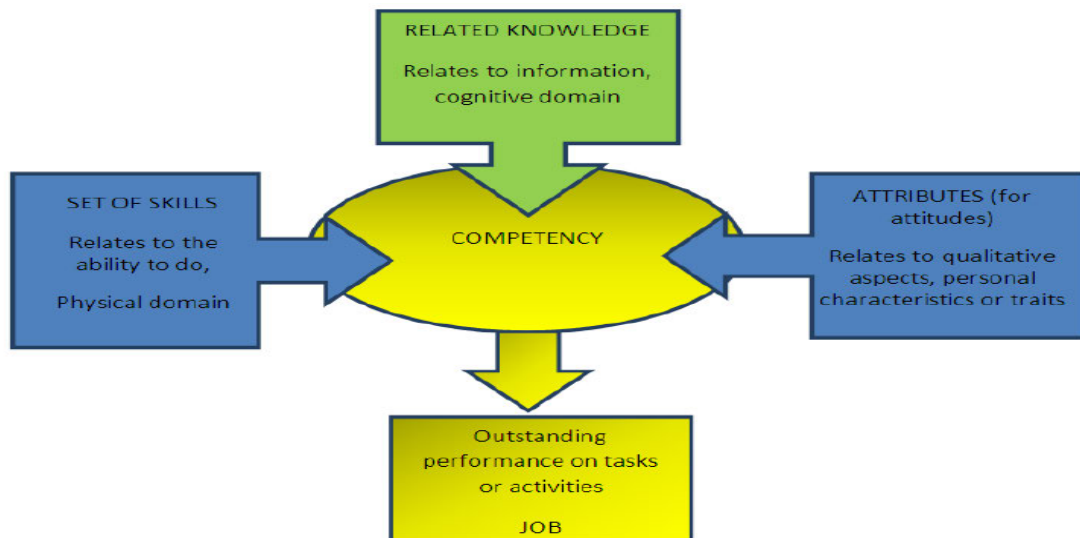


Figure 2.5: The concept of Knowledge Skill & Ability framework of competency

Adapted from Tripathi, K., & Agrawal, M. 2014. Competency Based Management In Organizational. Global Journal of Finance and Management, vol. 6, no. 4, p351.

Different types of competencies, according to Tripathi & Agrawal (2014, p351), include:

Soft Competency – This is a management competency. It is about the skill to manage the job and also develop interaction with other personnel. For example, solving problems, improve communication and leadership tactics.

Hard Competency – Relates to the practical ability to do the job. Its focus is mainly on the technical side of the job. For example, research pertaining to the market, the economy and the financial analysis.

2.4.1 Global Competency development

Young & Conboy (2013) definition of the word competence is the ability to do something well or successfully. According to Pam (2014), management of competency is a method that pinpoints the individuals as the critical resource for the success of the organization. Competency management offers a plan to identify candidates, develop and nurture them and utilize these candidates for both the benefit of the individual candidate and the

organization. Management of competency supports the organization to be aware of competency summary of all employees, teams and the entire organization.

The competency management process start with outlining the candidate competencies, next step is to assess the candidate and thereafter carefully analyse the results, these results are then utilized to construct a development plan and place the appropriate candidates to the appropriate job and at the perfect timing. Management of competency strives to align the business processes and internal systems in order to improve and deepen the competences of the individuals at their workstation (Pam, 2014).

Sengupta, Venkatesh & Sinha (2013) corroborate that competency development is done in a classroom intense training, on the job training, assessments and job rotations. For an organization to design a competency development plan for its employees, employee competencies must be matched with the job requirements. The competency model shown in Figure 2.6 below is integrated to talent management strategy.



Figure 2.6: Competency development model

Adapted from Sengupta, A., Venkatesh, D., & Sinha, A. 2013. Developing performance-linked competency model: a tool for competitive advantage. International Journal of Organizational Analysis, vol. 21, no. 4, p509.

According to Young & Conboy (2013), the employee competency development plan is divided into four steps, namely, formal learning, interpersonal affairs, assessment, and job experiences. Organizations must offer an environment and chance for continuous learning and practical targets. For instance periodic employee rotation will keep them receptive to challenging jobs as it sustains motivation and satisfaction.

Ethical competency, professional competency and personal competency must be taken into account in order to correctly measure the employee competencies. Ethical competency has the most crucial role amongst the other factors (Poorkarimi & Sedaqat, 2014).

The competency model developed by Sengupta *et al.* (2013) is a future looking model, in this model the competency is described in three phases. Phase one deal with identifying core competencies needed to carry out a task. This phase focuses on the individual, job specific and role specific. It also looks at the organization's competency requirements. Phase two identifies a competency gap through competency scorecard. This phase forms the foundation of further individual training and development plan to match the organization requirements. Phase three is the integration of competency development with overall talent management structure. The attainment of new skills enhances employee performance. Better performance leads to better rewards and increasing employee retention ratio. However the most important process is the recruitment of capable employees, who can be nurtured through talent management structure.

Fang (2014) points out that a robust competency development strategy might be in place but there are still a number of challenges impacting negatively on the competency development strategy. Fang (2014) highlights that China is making exceptional progress in human capital development but they have a long way to go when it comes to competing on the sophistication and innovation on the global space due to low competency of engineers as a result of language proficiency, inferior standard of educational and cultural challenges. Engineers with specialized knowledge and the capacity to communicate globally are constantly in demand and are moving abroad.

Kaiser & Curphy (2013) posit the summary of Commercial Competency Models, as can be seen in Figure 2.7 below and highlights the non-existence of the model that focuses on building a high performing team in an organisation.

<i>Examples of Commercial Competency Models</i>		
Profilor (PDI)	Benchmarks (CCL)	Leadership mirror (DDI)
Think strategically	Strategic perspective	Coaching
Analyze issues	Being a quick study	Decision making
Use sound judgment	Decisiveness	Delegating
Apply technical/functional expertise	Change management	Gaining commitment
Use financial acumen	Leading employees	Driving for results
Establish plans	Confronting problem employees	Change leadership
Drive execution	Participative management	Establishing strategic direction
Manage change	Building collaborative relationships	Executive disposition
Drive for results	Compassion and sensitivity	Selling the vision
Lead courageously	Putting people at ease	
Influence others	Respect for differences	
Coach and develop	Taking initiative	
Engage and inspire	Composure	
Foster collaboration	Balance between personal and work life	
Build relationships	Self-awareness	
Manage conflict	Career management	
Foster open communication		
Listen to others		
Inspire trust		
Demonstrate adaptability		

Figure 2.7: Commercial competency models

Adapted from Kaiser, R.B., & Curphy, G. 2013. Leadership development: The failure of an industry and the opportunity for consulting psychologists. Consulting Psychology Journal: Practice and Research, vol. 65, no. 4, p299.

Kaiser & Curphy (2013) highlight a contradicting view that none of the commercial competency models in the organizations focuses mainly on building a high performing team. Leadership training and development has become a big business in the United States. Consulting psychologists are the main beneficiaries in this industry. In 15 years the industry has become a \$14 billion industry.

Kaiser & Curphy (2013) further highlight that global businesses are expressing serious concerns regarding the supply of great leaders. A survey of 14,000 HR professionals and executives found that 26% of HR professionals and 38% of executives stated that the quality of leadership throughout their organisations was excellent. Future projections are getting worse, 18% of HR professionals and 32% of executives stated that they

have confidence in the quality of current employees to lead their organisations in the future. The concern is that the organisations spend huge amount of money on staff competency development but the results are getting worse.

Adolph, Tisch & Metternich (2014), state that, due to the complex technology improvements, building of competency is becoming more and more complex and uncertain. Traditional methods are becoming irrelevant. Going forward, the businesses need to act quickly and introduce new training tools and methods.

2.4.2 Competency development in South African perspective

Competency model is a tool that identifies skills, capabilities and behavioural conduct needed to perform efficiently and effectively within an organization. The identified competencies form a foundation for the planning and development of human resource management activities. Additionally, a competency model supports to communicate an organization's strategic objectives and provides organizations with a common language that can be used for performance discussion, talent selection and development, career advancement and succession planning (Roman & Mason, 2015).

In the business world competency development is achieved through job assignments, on the job training, employee placement in acting positions and employee rotational training opportunities. Such methods enable the employee to acquire skills, exposure and experience (Sibiya, 2014). Furthermore, Sibiya (2014) states that organizations with skilled employees experience labour costs reduction and increase productivity, as employees are prepared for future leadership, strategic positions and specialist positions lessening the need for recruiting skill externally at senior level therefore avoid paying a premium to source that talent.

Bergin (2013) states that the Competency-Based Training (CBT) dominates industry training and performance practices. The trend of employing CBT strategies in education and training, staff development, assessments and retirement is seen as inevitable. CBT has been utilized for succession planning, in which most of South African municipalities

remain without the right talent to replace employees who leave the sector, and therefore their organograms remain with some key positions being vacant.

Public sector employers and human resources have turned to competency models in order to determine business and employers needs as well as the required talent. Normally competency models are applied more within the private sector. Public sector is now utilizing these models to implement transformation and improving efficiency. Consequently application of CBT in local government aptitude building would support assessment and conceptualizing the purpose, functions and powers of local government and thus effectively and efficiently develop training needs in line with the required productivity of local government in South Africa (D Ndou & Sebola, 2016).

South African employees raise contradictory views regarding competency development. Some stated that the more older staff compared to younger staff prefer more training and development and rewards that provide job flexibility than pay and benefits. Some stated that extrinsic rewards namely, pay and benefits are more treasured by older employees than younger staff and development is of less importance. It is therefore a challenge to the South African organizations to develop a balanced competency development model that will satisfy both the older and younger staff members and at the same time also offer a remuneration package that will keep them motivated to willingly participate in development training (Snelgar, Renard & Venter, 2013).

2.4.3 Competency development at Toyota

Human resources guiding model looks at human resources systems that support human resources development (employee competency development). The human resources model is depicted in Figure 2.8 below.

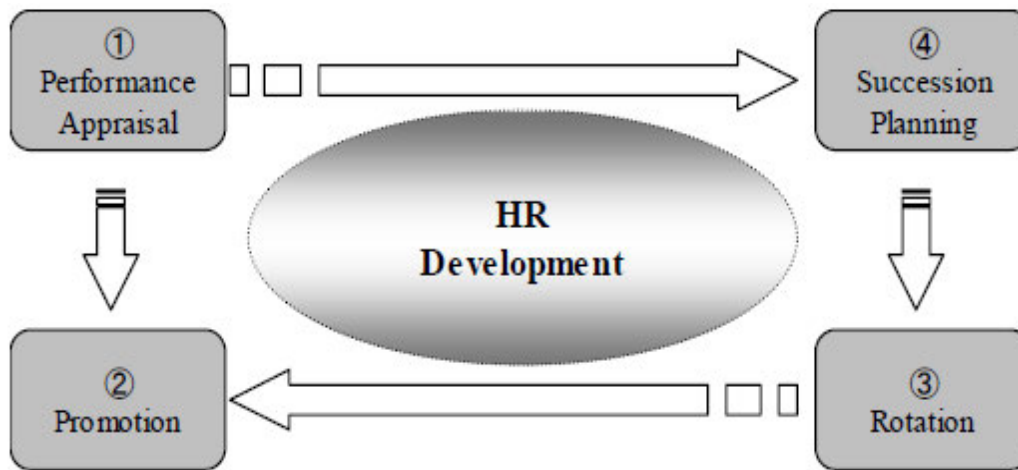


Figure 2.8: Human resource development model

Adapted from Toyota. 2016. Toyota Human Resources Management Guiding document. Human resources, Durban. p84.

① Performance Appraisal

Performance appraisal results should not be used merely as a tool for evaluation and compensation. It should also be utilized as necessary background information when proposing development plans.

② Promotion

When there are no other satisfactory employees when determining promotion, it is possible to promote a potential candidate and then develop him afterwards through actual work experience.

In addition, implementing mandatory training programs before promotion, and utilizing training data as a reference, can also be an effective way to develop individuals.

③ Rotation

Rotation is an effective means of improving abilities and expanding employees' perspectives; therefore, it should be used as a part of human resources development. When introducing a rotation system, employees should be thoroughly explained the intension, and the company should demonstrate by rotating members with excellent performance.

④ **Succession Planning**

For important positions, successors must be developed based on succession planning, through planned acquisition of required competencies for the positions. While excess positions should not be created if not needed, vacancies should be avoided due to unforeseeable reasons such as headhunting. Therefore, human resources that can accomplish the role developing successors should be developed under a thoroughly planned schedule. Psychometric testing, coaching and mentoring, chairing job evaluations, develop and deploy performance management tools, are key activities that form part of employee development process.

TSAM also offers in-house management programs, namely Senior Management Development Program (SMDP) and Management Development Program (MDP). These programs are facilitated by Stellenbosch lecturers. MDP takes approximately a minimum of 6 months to complete and SMDP a minimum of 1 year to complete. These programs are designed to prepare staff for junior and senior management roles. It is a pre-requisite that a staff member completes MDP before appointed in a junior management role and complete SMDP before appointed to senior management position. Table 2.5 below summarises the Competency development literature discussed above.

Dimension	Global	Local	TSAM
Competency development is achieved through classroom training, on the job training, assessments and job rotations	√	√	√
A well designed competency development is dependent on matching employee competencies with job requirements	√	√	√
Due to technological advancements and complexity competency development is becoming more complex uncertain	X	√	√
Organisation with skilled employees experience labour costs reduction and increase in productivity	√	√	√

Table 2.5: Competency development summary

2.5 Summary

The literature review highlighted the key role and importance of each and every element of talent management strategy and alignment to business objectives. Global and local literature and literature from different sectors were presented. The discussion covered talent management elements that form part of the research objectives (sourcing and retention, succession planning and competency development).

The literature clearly highlighted the importance and benefits of integrating talent management strategy with business strategy in order to achieve business objectives. The literature furthermore highlighted the shortcomings of misalignment. The two are dependent on each other, for the organization to achieve its objectives it requires skilled human capital and the employees need the organization support for their individual career development and growth.

The following chapter explains the research methodology used in this study. Discussion on qualitative and quantitative techniques, followed by research design and research instruments discussion, then population and sample size discussion, lastly the data collection methods, analysis and interpretation.

Chapter 3

Research Methodology

3.1 Introduction

This chapter will cover the research framework that is used to carry out this study, focusing particularly on the following:

- ❖ The research paradigm chosen for this study (logical positivism paradigm)
- ❖ Research methodology approach chosen and the rationale behind the selection method (Quantitative research)
- ❖ Research design and instruments utilized
- ❖ Population and sample selection
- ❖ Data collection method and analysis and interpretation

3.2 Research Design

Designing a research is critical for gathering, analysing data and making sure that a solution to the research problem is achieved. According to Sekuran & Bougie (2013), research design is a plan to collect, measure and analyse data from research study questions.

According to Sekuran & Bougie (2013), the research design process involves making decisions about the purpose of the study, namely descriptive, exploratory or casual study; the research strategy, such as experiments, surveys, interviews, case studies. It also covers the place where the research will be conducted; the researcher's extend of involvement; constraints such as time horizon and data analysis. Sample design and data collection methods are also research design segments.

This study entails a case study design. The researcher selected to conduct a case study because case studies focus on collecting data pertaining to a specific object, activity or event, for example a specific organisation. In a case study, the case is the individual or group, the organisation or the situation of interest to the researcher (Sekuran & Bougie, 2013).

Cohen, Manion & Morrison (2013) point out the following:

Advantages of case study

- ❖ Case study simplifies complex concepts.
- ❖ Case study exposes participants to real life situations.
- ❖ Case study allows the researcher to collect a lot of data not easily accessible by other research design.
- ❖ Solutions that come out become reference for similar problems in the future.

Disadvantages of case study

- ❖ The data collected cannot be generalised to population that does not form part of the study.
- ❖ Case study is conducted by an individual and can result to bias in data collection and therefore can influence the results.
- ❖ Case study is time consuming when compared to other studies.
- ❖ It is very difficult to come up with a definite route cause from the results.

3.2.1 Purpose of the study

According to Sekuran & Bougie (2013), the research studies can be conducted by utilizing exploratory, descriptive or casual testing analysis. The nature of the study and the level of knowledge about the study topic determine the type of analysis to be chosen. Understanding the basis of each method of the analysis is critical.

Exploratory study

According to Sekaran & Bougie (2013), an exploratory study is carried out when a little is known about the research topic. In an exploratory study the past information about the similar research problem and how the issues were resolved is nonexistence (Sekuran & Bougie, 2013).

Descriptive study

According to Sekuran & Bougie (2013), a descriptive study can be quantitative or qualitative in nature and it is carried out in order to understand the research topic

variables. Descriptive studies are designed to collect data that describe persons, events or situations characteristics.

Descriptive studies may assist the researcher have a better understanding of the characteristics of a group of people in a particular situation, think methodically about aspects in a particular situation, give ideas for further investigation and research and also assist in making decisions (Sekuran & Bougie, 2013).

Casual study

Casual studies can be carried out when the researcher wants to test whether one variable causes another variable to change or not. The researcher is more concerned about outlining the factors that are causing the problem (Sekuran & Bougie, 2013).

This study will be carried out under the premise of descriptive analysis. The reason for selecting descriptive study is because the researcher wants to test the relationship between Toyota talent management strategy and achieving business objectives. The study seeks to point out the influence that talent management has on employee wellbeing and organizational success and sustainability.

3.3 Aim and Objectives

3.3.1 Aim

The aim of the study is to ascertain talent management relationship with business strategy to fulfill TSAM vision of increasing market leadership in South Africa and becoming the mother plant in Africa. The following objectives have been created to assist with the achievement of the aim of the study.

3.3.2 Objectives

The objectives of this study have been constructed with the intention to understand talent management strategy and achieving business objectives relationship and impact this relationship has on the organization.

The study objectives are:

1. to evaluate talent sourcing and retention in increasing competitive advantage
2. to analyse the role of succession planning in sustaining competitive advantage
3. to determine the role of competence development in sustaining competitive advantage

3.4 Research Paradigm

A paradigm is a set of assumptions about how things work. According to Sekaran & Bougie (2013), the two renowned research paradigms are logical positivism and phenomenological interpretive inquiry paradigm. The logical positivism uses quantitative approach and adopts the positivism paradigm and phenomenological interpretive inquiry paradigm uses qualitative approach. The selected research approach for this study is the quantitative approach. Therefore, the most appropriate paradigm for this study is the logical positivism paradigm.

3.4.1 Research methods

Globally, there are two famous research approaches, namely, quantitative approach and qualitative approach.

Qualitative approach

Qualitative research as an investigation intended to explore deep understanding from various perspectives (Sekaran & Bougie, 2013).

Qualitative approach limitations are as follows:

- ❖ The results cannot be utilized to generalize the entire population.
- ❖ It is not easy to apply statistical analysis.
- ❖ It is not easy to draw correlation between variables.

Quantitative approach

According to (Sekaran & Bougie, 2013), the quantitative research looks at a large number of participants. The quantitative study entails the assigning of numerical and statistical data to feelings and emotions. The quantitative research data is collected from the respondents by utilizing questionnaire surveys. The data can be objectively measured, arranged and categorized.

According to (Sekaran and Bougie, 2013), the quantitative approach provides the following benefits to the researcher:

- ❖ It gives the researcher the opportunity to gather information from a large number of participants (more reliable and objective).
- ❖ A large number of dependents make it easier for the researcher to generalize the findings through the use of statistics.
- ❖ Frequently decreases and rearranges a difficult problem to few variables.
- ❖ Provides numerical rating of information using Likert scale.
- ❖ Tests theories or hypothesis.
- ❖ Focus on connection amongst variables and can find root and result in extremely controlled environments.

The research approach selected for this study is quantitative approach.

3.5 Location of the study

The study will be conducted at Toyota South Africa Motors in the Durban Manufacturing Plant. Toyota has 5 divisions in total, four in Durban and one in Gauteng (MSG – Manufacturing support, FEG – Finance & Exports, MAG – Manufacturing Assembly Group, CSG – Corporate Services group and SMG – Sales & Marketing group). Two divisions have been targeted for this study, namely, MSG and FEG. Human resources division (CSG) and direct plant/production division (MAG) and Gauteng based division (SMG) were excluded from this study.

3.6 Population and Sampling

3.6.1 Population

Population is a group or a large number of people, events, or things (objects) that the researcher has an interest in and would like to investigate and make a conclusion based on the evidence collected from sample statistics (Sekaran & Bougie, 2013). When the data is not collected from the correct population the survey will be unsuccessful. Sekuran & Bougie (2013), states that it impractical and impossible to collect data from all the whole population. According to Schindler & Cooper (2006), utilizing the entire population to carry out the research would not be feasible in terms of time and costs. The population of the study was senior management, junior management, specialists and principal engineers from MSG and FEG divisions.

3.6.2 Sampling

According to Sekuran & Bougie (2013) sampling is a process of selecting the right people, objects, events or the representatives of the population. A sample is a part of the population and it consists of one or more observations drawn from the population. The researcher can make a generalized conclusion about the population by merely studying the sample (Sekuran & Bougie, 2013). Therefore, it is critical that the selected sample is both relevant to the study and represents the population. The participants were chosen from MSG and FEG population.

Rowley J. 2014 summarises the different types of probability and non-probability sampling as per Table 3.1 below.

Sample type	Description
Probability sampling	
Random	Elements are selected at random, with no particular preferences.
Stratified	Elements are profiled as per study objectives (such as job level, number of years worked) and a representative sample is chosen from every category.
Cluster	Targeted study elements are separated according to clusters segments (province, by city) and a sample is chosen at random.
Non-probability sampling	
Systematic	Representative elements are chosen by following a sequence (e.g. 5, 10, 15 etc.)
Quota	Representative elements are chosen on the base of set criterion to guarantee that the element is across targeted elements.
Purposive	The sample is handpicked to participate in the study and the investigator has some prior knowledge regarding the sample.
Convenience	The representative element is drawn from populations which are reachable e.g. organization in a different province.
Snowball	A small number of key elements are chosen and requested to suggest other related persons.

Table 3.1: Different sampling types

Adapted from Rowley J. 2014. Designing and using research questionnaires. Management Research Review, vol. 3, no. 30, pp. 319.

Probability sampling is where all targeted population representatives have a mathematically equal chance of being selected to partake in the study. Non-probability sampling is the opposite of Probability sampling. In probability sampling, a selected sample represents the targeted population and therefore allows the researcher to make a generalization about the targeted population that is accurate and credible. In non-probability sampling, representatives do not have a predetermined opportunity to be selected as participant of the study (Rowley, 2014).

The most appropriate sampling type selected for this study is probability sampling. Each and every senior and junior managers, specialists and principal engineers from two divisions (MSG & FEG) have an equal chance of being selected as a participant in the study. The rationale for selecting probability sampling is because the research has access to the list of targeted population, therefore everybody has an equal opportunity be part of the sample. The probability sampling will therefore produce unbiased findings that can be utilized to generalize the findings. The sample size for this study was derived using the scientific table (Krejcke & Morgan, 1970).

Population type	Population	Sample
Senior manager	43	22
Manager	88	60
Grade10/11 (Specialist/principal engineer/other)	112	70
Total	243	152

Table 3.2: Targeted population and sample size

Adapted from Sekaran, U., & Bougie, R. 2013. Research Methods for Business. A skill- Building Approach. 6th ed. West Sussex UK, John Wiley & Sons Ltd. p268.

3.7 Data Collection Method and Analysis

3.7.1 Data Collection

Only the questionnaire research instrument was utilized to collect data for this study. This questionnaire survey was utilized because it permits the researcher to collect quantitative data on many types of research questions. A questionnaire is a set of written questions with a choice of answers to which respondents are expected to record their answers. Questionnaires are easy to analyse, does not require much skill to administer and are less expensive and less time consuming than interviews and observations (Sekuran & Bougie, 2013). Mail and electronic questionnaires response rate sometimes tends to be low (Sekuran & Bougie, 2013).

The researcher personally administered the distribution of questionnaires (sent questionnaires through electronic mailing system to the targeted sample), answer any arising queries, as well as collecting questionnaires and follow up on outstanding repliers (telephonically and face-to-face visits), since the study will be conducted at TSAM and the researcher is also based at TSAM.

The benefits of researcher to personally administer the questionnaire are as follows:

- ❖ The researcher will be easily accessible to clarify and answer and doubts that the respondents might have.
- ❖ Collecting data through the use of questionnaire is less expensive as the respondent is on site and can be easily assessable through face to face visits, telephone or e-mail.

3.7.2 Data Analysis

In this study, Statistical Package for Social Science (SPSS) version 24.0 was utilized to analyse and interpret the data. The SPSS is commonly used for various forms of analysis such as inferential and descriptive statistics along with regression and correlation analysis. Prior to exporting data to SPSS, questionnaires were verified one by one for completeness, then the excel spreadsheet was developed in order to create database to capture the data collected from the questionnaires and the data was checked for omissions and mistakes.

Descriptive statistics are measures that are used to show the centre, spread and shape of distribution (Schindler & Cooper, 2006). By getting a visual summary or scrutinizing the central tendency and dispersion, the researcher can attain a good understanding of data. The mode, median, mean, standard deviation and variance give the researcher a good understanding of the participants' reaction to the questionnaire (Sekaran & Bougie, 2013). Descriptive statistics was used to analyse the data in this study. Descriptive statistics produces valuable information and makes a true or more accurate representation of the data collected, making it possible to easily identify a pattern within the data (Jackson, 2011).

According to Welman *et al.* (2005) correlations are used to describe the direction and strength of the relationship between variables. In this study, the relationship between Toyota's business strategy and each talent management components strategies (recruitment and selection strategy, succession planning strategy and competency development strategy) was assessed using correlation analysis.

3.8 Measurement

According to Sekaran & Bougie (2013), measurement refers to gathering data in numerical format. The researcher designed a questionnaire in such a way that numbers can be allocated to each and every research question. After the researcher received the completed questionnaire the numbers were assigned to answers. These numbers were analysed utilizing quantitative and statistical techniques and interpreted against literature to arrive at research findings.

3.8.1 Scaling

A scale is a tool or mechanism by which individuals are distinguished as to how they differ from one another on the variables of interest to the study (Sekaran & Bougie, 2013). The different types of question styles utilized ensures that a respondent remain alert when completing a questionnaire from beginning to end. There are four scales discussed by Sekaran & Bougie (2013) that can be utilized to measure the relationship between variables:

- ❖ Nominal scale – permits the researcher to allocate subjects to certain groups or categories. Example, gender can be grouped into male or female.
- ❖ Ordinary scale – gives additional information by ranking the nominal scale categories.
- ❖ Interval scale – over and above the ranking, interval scale provides information on the differences between variables.
- ❖ Ratio scale – shows not only the magnitude of differences between the variables but also their proportion in difference.

The different types of questions that made up the questionnaire in this study were:

- ❖ Likert scale – section A (part A& C)
- ❖ Multiple choice, multiple-response scale – section A (part B)
- ❖ Nominal scale – Section B

These types of scaling were chosen to ensure that the questionnaire was easy for the respondents to understand and complete. Likert scale is the most popular and easy type to compile than any other scales (Welman & Kruger & Mitchell, 2005). Likert scale is designed to test how strongly respondents disagree or agree on a point scale (Sekaran & Bougie, 2013).

The multiple choices, multiple-response scale allows the respondents to choose one or more alternatives that were identified from the literature review as influential variables to the study. Such form of questioning provides a complete picture of the respondents desired choices (Schindler & Cooper, 2006).

3.8.2 Reliability

According to Welman *et al.* (2005), reliability is concerned with the research findings and relates to the findings credibility. Reliability is the consistency of the measuring instrument. A reliability test always produces measurable and comparable results (Marr-Lyon, Gupchup & Anderson, 2013). The reliability was measured by sending out two batches of questionnaires. First batch distributed to Toyota ex-employees and Ford employees. Second batch distributed to Toyota current staff in Gauteng. The second batch was distributed one week after the first batch. The responses of both batches were fairly similar and no statistically significant differences from both tests. Based on these results it can be concluded that the questionnaire was fairly reliable.

3.8.3 Validity

According to Sekaran & Bougie (2013), validity is a test conducted to measure how well a developed instrument measures the particular concept it is intended to measure. According to Welman *et al.* (2005), validity is the level to which the findings in the study findings accurately represent what is truly happening in the situation. The questionnaire was compiled based on the literature review findings. Errors identified during the pilot

study as well as the input and comments suggested were considered when questionnaire improvements were made.

3.9 Pilot study

According to Welman *et al.* (2005), a pilot study is a dress rehearsal for the actual research investigation. The pilot study is done in order to detect possible flaws in the measurement procedures, to identify unclear or ambiguously formulated items and it gives the researcher an opportunity to notice non-verbal behaviour.

The preliminary questionnaire was distributed to 13 participants in total. The first pilot study session was held on 30 May 2017; this study consisted of two former Toyota employees and four employees from Ford. The second pilot study session was held on 06 June 2017; this study consisted of seven Toyota MSG division employees. Prior arrangements were made telephonically with all respondents and questionnaires were then emailed to each and every respondent. Valuable feedback was received with regards to:

- ❖ Errors identified and recommended modifications
- ❖ Feedback on difficulties encountered while completing questionnaire
- ❖ Suggestions on how to clearly pose some questions

The feedback resulted in the following changes to the questionnaire:

- ❖ Page numbering update and questionnaire layout update
- ❖ Implement uniformity of Likert questions (Section A – part A&C)
- ❖ Remove ambiguous questions and replace them with more simplified questions
- ❖ Improve instructions regarding the completion of the questionnaire

3.10 Limitations of the study

According to Rowley (2014); Sekuran & Bougie (2013), any type of research is bound to have limitations. The expectation is that the researcher must be able to make sound decisions and work around any form of limitations in order to successfully complete the study. The major limitation in this study was the research topic itself. Talent

management is a very sensitive subject. Some respondents could refrain from participating due to the fear of confidentiality which could lead to victimization. This has been a general concern openly given by respondents who refrain from participating on previous internal studies. Due to the size of the organization and the time constraints the research could not be conducted throughout the organization.

The researcher chose to limit the study to only two divisions. Toyota has four divisions in Durban manufacturing plant. The researcher separated analyses per division based on the findings and thereafter the comparison between the two divisions were made and finally combined the analyses. The researcher also made necessary conclusions and recommendations respectively.

Other limitations of this study are as follows:

- ❖ Due to work load the respondent might end up not complete the questionnaire.
- ❖ The respondents could merely just forget to complete the questionnaire.
- ❖ The respondents could misinterpret the questions and this could result in invalid responses being received.
- ❖ Some respondents might choose not to answer the questions they are not comfortable with or does have adequate knowledge.

To overcome the shortcomings, the researcher regularly sent follow-up e-mails to all respondents reminding them of the reply due date. The researcher also visited some of the respondent's workstations personally in order to follow up face-to-face; others were done by random telephone calls.

3.11 Bias

Bias is any tendency that inhibits unprejudiced consideration of a question. Bias can also simple defined as a process by the researcher that influences the results to portray a certain outcome (Welman *et al.*, 2005). The selection of probability sampling for this study is critical in the sense that everybody in the population has an equal chance of being chosen to be part of the sample. Sample selection is not according to researcher's discretion or preference. The design of the research in particular the style

of questioning was confirmed to be easy to understand and unbiased and fair based on the feedback received during the two rounds of pilot studies. The questionnaire design and content was also compared to other existing questionnaires used for similar studies in the past, the differences are very minimal.

3.12 Ethical consideration

There are four ethical considerations that the researcher needs to pay attention, namely:

- i) informed consent (the researcher should obtain the necessary permission from the respondents),
- ii) the respondents should be assured of their right of privacy,
- iii) the respondents should be given the assurance that they will be indemnified against any physical and emotional harm, as well as
- iv) finally the researcher should guard against manipulating respondents or treating them as objects rather than individual human beings (Welman *et al.*, 2005). Partaking in this research was voluntary and those who participated were given assurance that their questionnaire replies will be treated with anonymity, confidentiality and in accordance with ethical considerations relating to responsible research.

3.13 Summary

The research methodology was discussed in detail in this chapter. It provided a broad overview of various research methods and further elaborated on the research method selected for this study. The population and sample size, the collection of data method and analysis, pilot study and limitations of the study were also discussed in this chapter. The following chapter will focus on the presentation and analyses of the study results obtained from the questionnaires.

Chapter 4

Presentation of Results

4.1 Introduction

This chapter presents the results from the questionnaires in this study. The questionnaire was the primary tool that was used to collect data and was distributed to employees at Toyota South Africa Motors, MSG & FEG divisions. The data collected from the responses was analysed with SPSS version 24.0. The results will present the descriptive statistics in the form of graphs, cross tabulations and other figures for the quantitative data that was collected. Inferential techniques include the use of correlations.

4.2 The Sample

In total, 200 questionnaires were dispatched and 152 were returned which gave a 76% response rate.

4.3 The Research Instrument

The research instrument consisted of 43 items, with a level of measurement at a nominal or an ordinal level. The questionnaire was divided into 4 sections which measured various themes as illustrated below:

- A Recruitment and retention
- B Succession planning
- C Competency development
- D Biographical data

4.4 Reliability Statistics

The two most important aspects of precision are reliability and validity. Reliability is computed by taking several measurements on the same subjects. A reliability coefficient of 0.70 or higher is considered as “acceptable”.

Table 4.1 below reflects the Cronbach’s alpha score for all the items that constituted the questionnaire.

	Sections	Number of Items	Cronbach's Alpha
A	Recruitment and retention	6	0.838
B	Succession planning	21	0.754
C	Competency development	5	0.769

Table 4.1: Cronbach’s alpha score

The reliability scores for all sections exceed the recommended Cronbach’s alpha value. This indicates a degree of acceptable, consistent scoring for these sections of the research.

4.5 Factor Analysis

Factor analysis can be defined as a type of structural equation modelling that specifically deals with measurement models; that is, the relationships between observed measures or indicators (e.g., test items, test scores, behavioural observation ratings, etc.) and latent variables or factors. The goal of factor analysis is to establish the number and nature of factors that account for the variation and covariation among a set of indicators (Brown, 2014). Factor analysis is a statistical technique whose main goal is data reduction. A typical use of factor analysis is in survey research, where a researcher wishes to represent a number of questions with a small number of hypothetical factors. You need not believe that factors actually exist in order to perform a factor analysis, but in practice the factors are usually interpreted, given names, and spoken of as real things.

4.5.1 KMO and Bartlett's Test

The matrix tables below are preceded by a summarised table that reflects the results of KMO and Bartlett's Test. The requirement is that Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity less than 0.05. In all instances, the conditions are satisfied which allows for the factor analysis procedure.

Sections		Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
			Approx. Chi-Square	df	Sig.
A	Recruitment and retention	0.859	303.071	15	0.000
B1	Succession planning strategy at Toyota is clearly articulated to all employees	0.475	20.316	3	0.000
B2	Identified succession candidates are informed of company plans about them	0.535	3.760	3	0.029
B3	There are tools in place to track succession candidate's development progress	0.498	6.420	3	0.093
B4	Departmental succession planning is integrated with HR succession strategy	0.531	9.181	3	0.027
B5	Departmental workforce reshuffling is aligned with HR succession strategy	0.624	36.838	6	0.000
C	Competency development	0.798	170.481	10	0.000

Table 4.2: KMO and Bartlett's Test

Almost all of the conditions are satisfied for factor analysis. That is, the Kaiser-Meyer-Olkin Measure of Sampling Adequacy values are greater than 0.500 except B1 and B3 in Table 4.2. Bartlett's Test of Sphericity sig. values are less than 0.05 except B3 in Table 4.2. Section B3 in particular has a smaller number of significant correlations for both Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity sig.

4.5.2 Component and Rotated Component Matrix

The principle component analysis was used as the extraction method, and the rotation method was Varimax with Kaiser Normalization. This is an orthogonal rotation method that minimizes the number of variables that have high loadings on each factor. It simplifies the interpretation of the factors. Factor analysis/loading shows inter-correlations between variables. Items of questions that loaded similarly imply measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

Certain variables are divided into finer components. This is explained by the following Matrices A, B and C as depicted in Tables 4.3-4.9 below.

A	Component 1
Recruitment process at Toyota is driven by business strategy	0.734
Future talent requirements are considered when recruiting new talent	0.794
Toyota's recruitment process is fair and transparent	0.818
Toyota's remuneration package contributes greatly to my retention at Toyota	0.633
Human resources (HR) and management recruitment and retention responsibilities are aligned	0.777
Toyota has a robust strategy to prevent good talent from leaving	0.698

Table 4.3: Component Matrix (A)

B1	Component	
	1	2
Candidate selection process is clear and transparent	0.829	-0.168
Development timing plan is clear and transparent	0.805	0.213
Development training schedule & milestones are clear and transparent	0.017	0.977

Table 4.4: Rotated Component Matrix (B1)

Graphical depiction of Matrices A, B and C is continued below:

B2	Component 1
Reason(s) for their selection & expectation	0.554
Detailed future plan within the organization	0.688
Detailed development plan is clear and discussed upfront	0.634

Table 4.5: Component Matrix (B2)

B3	Component 1
Regular progress reviews/feedback meetings are in place and are recorded	0.619
A candidate is strategically placed in development/leadership positions as per timing plan, progress is monitored and feedback is given	0.770
A candidate is allocated a mentor	0.483

Table 4.6: Component Matrix (B3)

B4	Component 1
Succession candidate is identified & agreed upfront with HR	0.727
A development plan is communicated & agreed upfront with HR	0.737
Candidate progress is tracked & monitored by HR	0.447

Table 4.7: Component Matrix (B4)

B5	Component 1
Departmental workforce changes are discussed & agreed with the candidate	0.700
Departmental workforce changes are discussed & agreed between management & HR	0.755
Departmental structural changes are communicated with candidate upfront	0.708
Revised succession/development plan is discussed and agreed with candidate & HR	0.513

Table 4.8: Component Matrix (B5)

Graphical depiction of Matrices A, B and C is further continued below:

C	Component 1
Employee competence development at Toyota is linked to business strategy	0.747
Toyota working environment/culture is conducive for employees to pursue competency development opportunities	0.662
Competency development is used as a retention strategy	0.775
There is alignment between HR and all Toyota departments on the importance of employee competence development	0.784
Employee competency development at Toyota improves business performance	0.628

Table 4.9: Component Matrix (C)

The statements that constituted all but one section loaded perfectly along a single component. This implies that the statements that constituted these sections perfectly measured what it set out to measure. It is noted that the variables that constituted section B1 (Table 4.4 above) loaded along 2 components (sub-themes). This means that respondents identified different trends within the section. The splits are indicated by components 1 & 2.

4.6 Correlations

Bivariate correlation was also performed on the (ordinal) data. The results tables for both MSG and FEG will be presented below:

The results indicate the following patterns. Positive values indicate a directly proportional relationship between the variables and a negative value indicates an inverse relationship. All significant relationships are indicated by an asterisk symbol(s) - (*) or (**).

** - Correlation is significant at the 0.01 level (2-tailed).

* - Correlation is significant at the 0.05 level (2-tailed).

MSG		A1	A2	A3	A4	A5	A6	C1	C2	C3	C4	C5
Spearman's rho	A1	Correlation Coefficient	1.000									
		Sig. (2-tailed)										
		N	112									
	A2	Correlation Coefficient	.563**	1.000								
		Sig. (2-tailed)	0.000									
		N	112	113								
	A3	Correlation Coefficient	.520**	.618**	1.000							
		Sig. (2-tailed)	0.000	0.000								
		N	112	113	115							
	A4	Correlation Coefficient	.496**	.481**	.416**	1.000						
		Sig. (2-tailed)	0.000	0.000	0.000							
		N	112	113	115	116						
	A5	Correlation Coefficient	.408**	.550**	.688**	.427**	1.000					
		Sig. (2-tailed)	0.000	0.000	0.000	0.000						
		N	111	111	112	112	112					
	A6	Correlation Coefficient	.329**	.460**	.547**	.363**	.470**	1.000				
		Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000					
		N	112	113	115	116	112	116				
	C1	Correlation Coefficient	.430**	.472**	.377**	.312**	.328**	.296**	1.000			
		Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000	0.001				
		N	110	111	113	114	110	114	114			
	C2	Correlation Coefficient	.304**	.380**	.324**	0.161	0.172	.245**	.451**	1.000		
		Sig. (2-tailed)	0.001	0.000	0.000	0.086	0.072	0.009	0.000			
		N	110	111	113	114	110	114	113	114		
	C3	Correlation Coefficient	.299**	.455**	.318**	.257**	.381**	.438**	.524**	.385**	1.000	
		Sig. (2-tailed)	0.001	0.000	0.001	0.006	0.000	0.000	0.000	0.000		
		N	110	111	113	114	110	114	113	114	114	
C4	Correlation Coefficient	.245**	.421**	.350**	.267**	.396**	.359**	.534**	.330**	.496**	1.000	
	Sig. (2-tailed)	0.010	0.000	0.000	0.004	0.000	0.000	0.000	0.000	0.000		
	N	111	112	113	114	111	114	112	113	113	114	
C5	Correlation Coefficient	.266**	.284**	.252**	.197**	0.123	0.150	.352**	.322**	.281**	.434**	1.000
	Sig. (2-tailed)	0.005	0.003	0.007	0.037	0.202	0.112	0.000	0.001	0.003	0.000	
	N	109	110	112	113	109	113	112	113	113	112	113

Table 4.10: MSG correlation among variables

MSG results are all positive. In summary there is a direct relationship between all variables. As shown in Table 4.10 above. Following are some examples to illustrate this relationship:

The correlation value between “Future talent requirements are considered when recruiting new talent” (A2) and “There is alignment between HR and all Toyota departments on the importance of employee competency development” (C4) is 0.421. This is a directly related proportionality. Respondents indicate that the greater the alignment between HR and Departments, the more talent requirements would be placed on recruiting new talent, and vice versa.

The correlation value between “Toyota’s remuneration package contributes greatly to my retention a Toyota” (A4) and “Employee competency development at Toyota improves business performance” (C5) is 0.197. This is a directly related proportionality. Respondents indicate that good remuneration package influences them to remain with the company and be more willing to participate in their competency development and contributes greatly to business performance, and vice versa.

The correlation value between “Future talent requirements are considered when recruiting new talent” (A2) and “Employee competency development at Toyota is linked to business strategy” (C1) is 0.472. This is a directly related proportionality. Respondents indicate that considering future talent requirements during recruitment, the easier it become to link employee competency development with business strategy, and vice versa.

FEG		A1	A2	A3	A4	A5	A6	C1	C2	C3	C4	C5	
Spearman's rho	A1	Correlation Coefficient	1.000										
		Sig. (2-tailed)											
		N	36										
	A2	Correlation Coefficient	.593**	1.000									
		Sig. (2-tailed)	0.000										
		N	36	36									
	A3	Correlation Coefficient	.400*	0.241	1.000								
		Sig. (2-tailed)	0.016	0.157									
		N	36	36	36								
	A4	Correlation Coefficient	0.260	0.026	.423*	1.000							
		Sig. (2-tailed)	0.126	0.879	0.010								
		N	36	36	36	36							
	A5	Correlation Coefficient	0.319	.340*	0.196	0.216	1.000						
		Sig. (2-tailed)	0.058	0.043	0.252	0.206							
		N	36	36	36	36	36						
	A6	Correlation Coefficient	0.194	0.299	0.233	-0.025	.454**	1.000					
		Sig. (2-tailed)	0.257	0.077	0.172	0.883	0.005						
		N	36	36	36	36	36	36					
	C1	Correlation Coefficient	.512**	.439**	0.282	0.045	0.310	0.167	1.000				
		Sig. (2-tailed)	0.001	0.007	0.096	0.795	0.066	0.329					
		N	36	36	36	36	36	36	36				
	C2	Correlation Coefficient	.448**	.461**	.348*	0.061	.396*	.354*	0.318	1.000			
		Sig. (2-tailed)	0.006	0.005	0.037	0.722	0.017	0.034	0.059				
		N	36	36	36	36	36	36	36	36			
	C3	Correlation Coefficient	0.233	0.294	-0.039	-0.053	0.305	0.250	.390*	0.191	1.000		
		Sig. (2-tailed)	0.171	0.082	0.822	0.760	0.070	0.142	0.019	0.264			
		N	36	36	36	36	36	36	36	36	36		
C4	Correlation Coefficient	0.139	.400*	0.123	-0.102	.361*	.399*	0.278	0.324	.533**	1.000		
	Sig. (2-tailed)	0.418	0.016	0.474	0.556	0.030	0.016	0.100	0.054	0.001			
	N	36	36	36	36	36	36	36	36	36	36		
C5	Correlation Coefficient	0.048	0.288	0.078	0.104	0.315	0.268	0.322	0.165	.513**	.545**	1.000	
	Sig. (2-tailed)	0.780	0.088	0.649	0.545	0.061	0.114	0.056	0.336	0.001	0.001		
	N	36	36	36	36	36	36	36	36	36	36	36	

Table 4.11: FEG correlation among variables

FEG results are all positive except 4. In summary there is a direct relationship between all variables. One example to illustrate inverse relationships between variables: Table 4.11 above. Following are some examples to illustrate this relationship:

The correlation value between “Toyota’s recruitment process is fair and transparent” (A3) and “Competency development is used as a retention strategy” (C3) is -0.039. This is an inverse relationship between these two variables. Respondents indicate that fairness and transparency of recruitment process, has no positive relationship with competency development being used as a retention strategy, and vice versa.

The correlation value between “Toyota’s recruitment process is fair and transparent” (A4) and “There is alignment between HR and all Toyota departments on the importance of employee competency development” (C4) is -0.102. This is an inverse relationship between these two variables. Respondents indicate that fairness and transparency of recruitment process, has no positive relationship with HR and departmental alignment, and vice versa.

The correlation value between “Toyota’s remuneration package contributes greatly to my retention at Toyota.” (A4) and “Competency development is used as a retention strategy” (C3) is -0.053. This is an inverse relationship between these two variables. Respondents indicate that good remuneration package, has no positive relationship with competency development being used as a retention strategy, and vice versa.

It is important to note that, MSG and FEG combined correlation results are all positive. In summary there is a direct relationship between all variables (MSG and FEG combined). This is shown in the combined results in Table 4.12 below.

Combined		A1	A2	A3	A4	A5	A6	C1	C2	C3	C4	C5	
Spearman's rho	A1	Correlation Coefficient	1.000										
		Sig. (2-tailed)											
		N	148										
	A2	Correlation Coefficient	.573**	1.000									
		Sig. (2-tailed)	0.000										
		N	148	149									
	A3	Correlation Coefficient	.488**	.536**	1.000								
		Sig. (2-tailed)	0.000	0.000									
		N	148	149	151								
	A4	Correlation Coefficient	.420**	.375**	.417**	1.000							
		Sig. (2-tailed)	0.000	0.000	0.000								
		N	148	149	151	152							
	A5	Correlation Coefficient	.400**	.511**	.583**	.375**	1.000						
		Sig. (2-tailed)	0.000	0.000	0.000	0.000							
		N	147	147	148	148	148						
	A6	Correlation Coefficient	.333**	.436**	.481**	.272**	.470**	1.000					
		Sig. (2-tailed)	0.000	0.000	0.000	0.001	0.000						
		N	148	149	151	152	148	152					
	C1	Correlation Coefficient	.452**	.466**	.351**	.243**	.328**	.277**	1.000				
		Sig. (2-tailed)	0.000	0.000	0.000	0.003	0.000	0.001					
		N	146	147	149	150	146	150	150				
C2	Correlation Coefficient	.365**	.401**	.325**	0.134	.230**	.286**	.427**	1.000				
	Sig. (2-tailed)	0.000	0.000	0.000	0.102	0.005	0.000	0.000					
	N	146	147	149	150	146	150	149	150				
C3	Correlation Coefficient	.291**	.421**	.235**	.184*	.364**	.401**	.496**	.339**	1.000			
	Sig. (2-tailed)	0.000	0.000	0.004	0.025	0.000	0.000	0.000	0.000				
	N	146	147	149	150	146	150	149	150	150			
C4	Correlation Coefficient	.231**	.419**	.295**	.179	.391**	.370**	.474**	.330**	.505**	1.000		
	Sig. (2-tailed)	0.005	0.000	0.000	0.029	0.000	0.000	0.000	0.000	0.000			
	N	147	148	149	150	147	150	148	149	149	150		
C5	Correlation Coefficient	.191*	.274**	.212**	.178	0.150	0.153	.332**	.257**	.322**	.444**	1.000	
	Sig. (2-tailed)	0.021	0.001	0.010	0.030	0.072	0.063	0.000	0.002	0.000	0.000		
	N	145	146	148	149	145	149	148	149	149	148	149	

Table 4.12: Combined correlation among variables

4.7 Biographical Data

This section summarises the biographical characteristics of the respondents.

Figure 4.1 below shows that there were marginally more employees in FEG in the youngest and oldest age categories, with the trend reversed for the middle aged grouping ($p = 0.400$). In total, the participants in the age groups 25 – 35 & 36 – 50 are precisely the same.

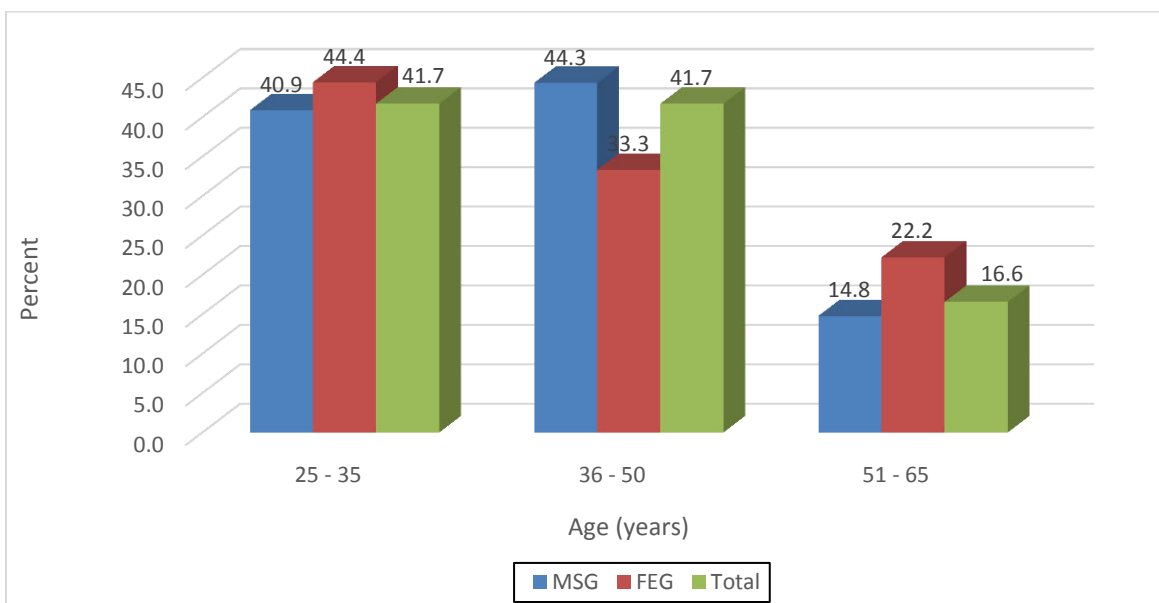


Figure 4.1: Participants age distribution

Figure 4.2 below shows that there were more male employees in MSG whilst there were more female employees in FEG. Overall, there was slightly less than twice as many males than females. The difference in numbers was significant ($p = 0.048$).

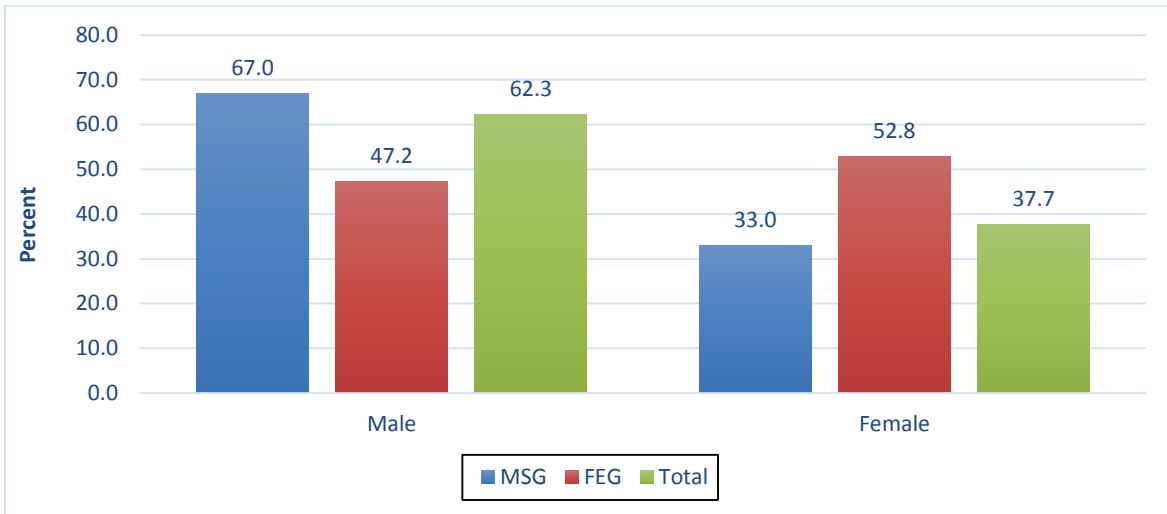


Figure 4.2: The gender composition of the sample

Figure 4.3 below shows that the majority of respondents (98.7%) had a post school qualification with more than 96% having a university qualification. Nearly 40% of the respondents had a postgraduate degree. The level of postgrad qualifications between two divisions is almost identical (33% MSG vs 36.1% FEG). Overall the qualification patterns between the divisions were similar ($p = 0.238$).

This is a useful statistic as it indicates that a fair proportion of the respondents have a higher qualification. This indicates that the responses gathered would have been from an informed (learned) source.

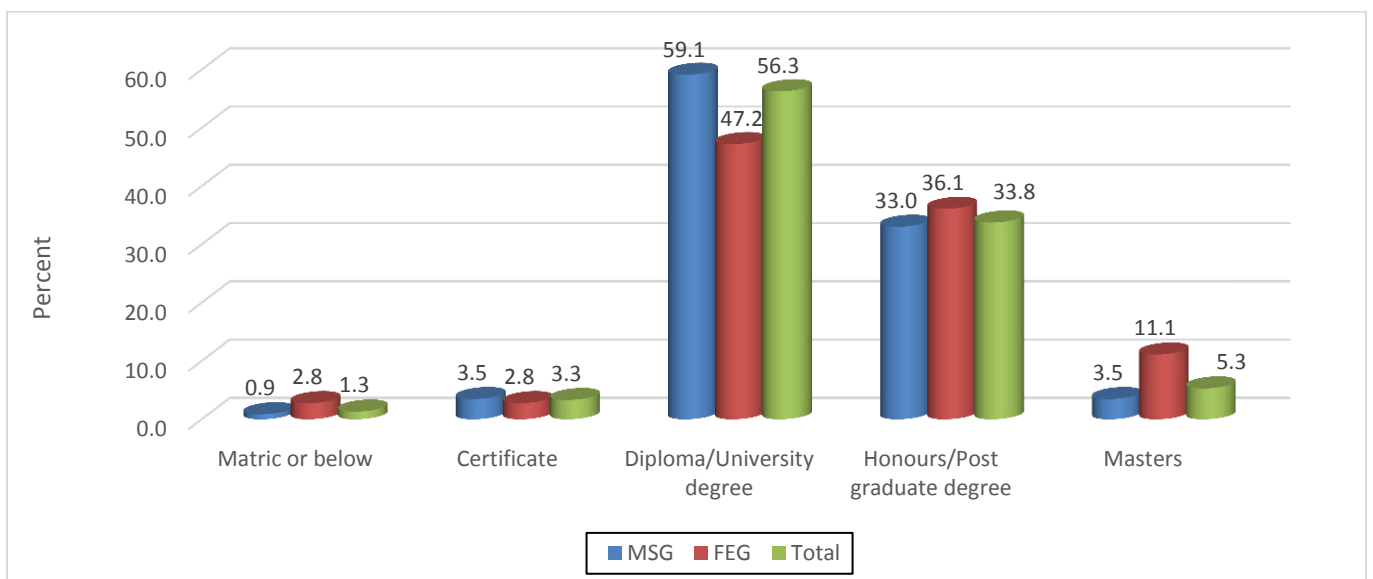


Figure 4.3: The education levels of the respondents

The patterns observed in Figure 4.4 below is expected as in most organizations organograms, the ratio of Senior Managers to Managers would be disproportionate ($p = 0.020$).

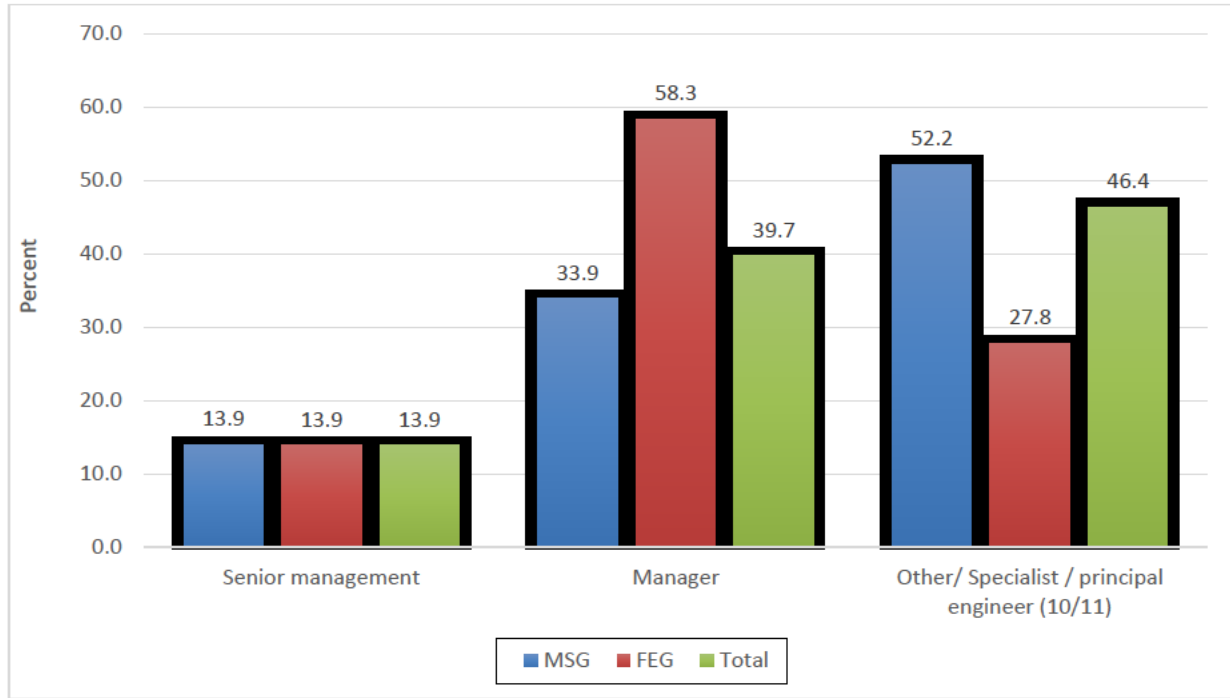


Figure 4.4: The job levels of the respondents

Figure 4.5 below indicates that the differences in the number of years worked is not large between the divisions ($p = 0.457$). It is encouraging to note that all length of service categories are being represented in this study. The majority of the respondents in both divisions are in the 6 – 10 years followed by 5 years or less. The respondents who have been with the company for more than 20 years is quite high, their input will be valuable in this study.

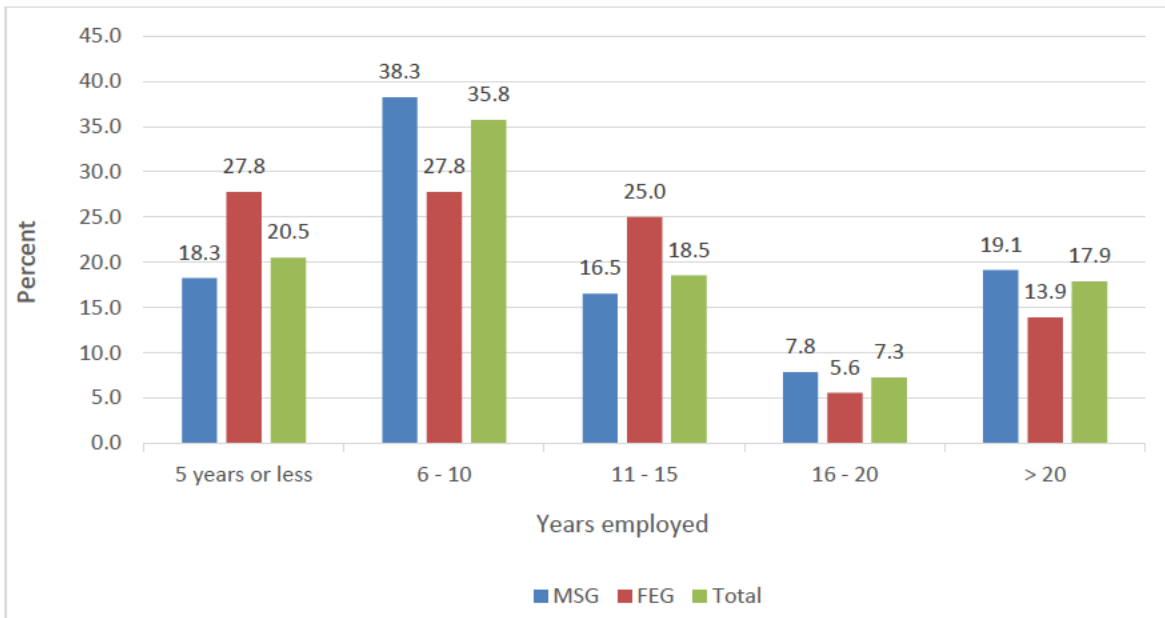


Figure 4.5: The length of service of the respondents

4.8 Talent recruitment and retention

Talent recruitment and retention in increasing competitive advantage was measured by giving the respondents a set of six questions to answer. To graphically depict the results obtained for this objective, the Figures and Tables are placed below. The respondents scoring patterns summary per variable, division and combined will be analysed. Thereafter the comparison analysis between MSG and FEG will be done, followed by the combined analysis.

Question	Division																
	MSG								FEG								
	Strongly disagree		Disagree		Agree		Strongly agree		Strongly disagree		Disagree		Agree		Strongly agree		
	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	
Recruitment process at Toyota is driven by business strategy	A1	6	5.4 %	23	20.5 %	70	62.5 %	13	11.6 %	2	5.6 %	1	4.4 %	1	47.2 %	1	2.8 %
Future talent requirements are considered when recruiting new talent	A2	6	5.3 %	34	30.1 %	64	56.6 %	9	8.0 %	1	2.8 %	1	3.8 %	2	5.5 %	1	2.8 %
Toyota's recruitment process is fair and transparent	A3	13	11.3 %	48	41.7 %	46	40.0 %	8	7.0 %	5	13.9 %	1	3.6 %	1	5.0 %	0	0.0 %
Toyota's remuneration package contributes greatly to my retention at Toyota	A4	6	5.2 %	41	35.3 %	64	55.2 %	5	4.3 %	3	8.3 %	9	25.0 %	2	6.3 %	1	2.8 %
Human resources (HR) and management recruitment and retention responsibilities are aligned	A5	13	11.6 %	61	54.5 %	36	32.1 %	2	1.8 %	4	11.1 %	2	6.3 %	9	25.0 %	0	0.0 %
Toyota has a robust strategy to prevent good talent from leaving	A6	28	24.1 %	65	56.0 %	20	17.2 %	3	2.6 %	1	3.0 %	2	6.3 %	2	5.6 %	0	0.0 %

Table 4.13: Talent recruitment and retention separate summary analysis

Within each division, the following patterns are observed in Table 4.13 above:

- ❖ Question A1 for MSG indicate significantly higher levels of agreement, question A2 and A4 are also in agreement. Whereas question A3, question A5 and question A6 indicate the contrary.
- ❖ In FEG question A5 and question A6 indicate higher levels of disagreement, whilst question A4 and question A2 indicate agreement. Question A1 and question A3 indicate neither agreement nor disagreement.

Question		Strongly disagree		Disagree		Agree		Strongly agree	
		Co unt	Row N %	Co unt	Row N %	Co unt	Row N %	Co unt	Row N %
Recruitment process at Toyota is driven by business strategy	A1	8	5.4%	39	26.4%	87	58.8%	14	9.5%
Future talent requirements are considered when recruiting new talent	A2	7	4.7%	48	32.2%	84	56.4%	10	6.7%
Toyota's recruitment process is fair and transparent	A3	18	11.9%	61	40.4%	64	42.4%	8	5.3%
Toyota's remuneration package contributes greatly to my retention at Toyota	A4	9	5.9%	50	32.9%	87	57.2%	6	3.9%
Human resources (HR) and management recruitment and retention responsibilities are aligned	A5	17	11.5%	84	56.8%	45	30.4%	2	1.4%
Toyota has a robust strategy to prevent good talent from leaving	A6	39	25.7%	88	57.9%	22	14.5%	3	2.0%

Table 4.14: Talent recruitment and retention combined summary analysis

Combined, the following patterns are observed in Table 4.14 above:

- ❖ Question A1, question A2 and question A4 indicate levels of agreement, whereas question A5 and question A6 indicate high level of disagreement, whereas question A3 is slightly in disagreement.

4.8.1 Recruitment process and business strategy

The findings show that the majority of the respondents in MSG (74.1%) indicated that recruitment process is driven by business strategy. Figure 4.6 below indicate that 62.5% agree and additional 11.6% strongly agree. FEG respondents neither agree nor disagree. Figure 4.6 below also indicate that 50% of respondents agree that recruitment process is driven by business strategy and the other 50% disagree.

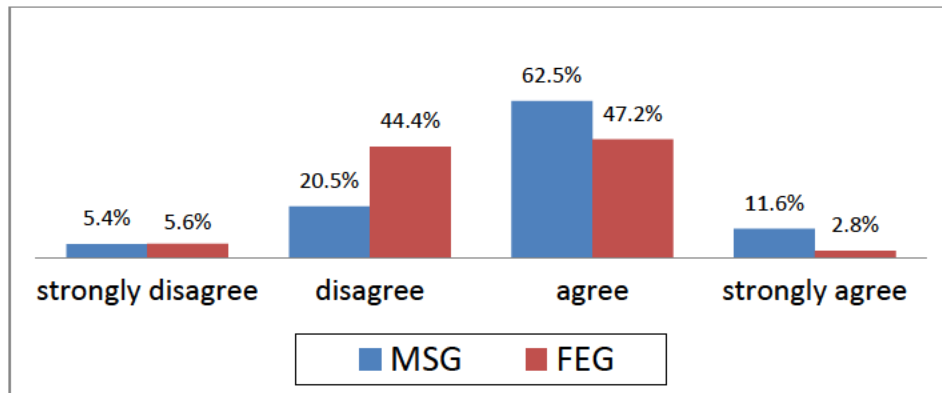


Figure 4.6: Separated recruitment and business strategy

The findings in Figure 4.7 below indicate that 68.3% of combined (MSG and FEG) respondents revealed that recruitment process is driven by business strategy. Figure 4.7 below also show that 58.8% agree and 9.5% strongly agree. Only 5.4% of total respondents strongly disagree that recruitment process is driven by business strategy.

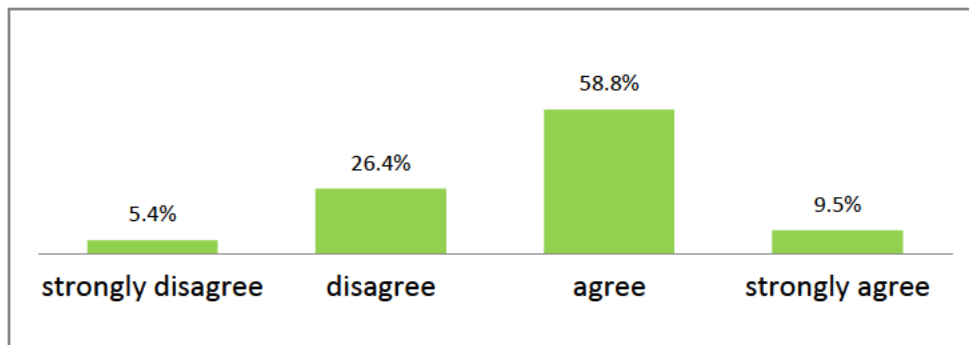


Figure 4.7: Combined recruitment and business strategy

The findings in Figure 4.8 below indicate that 86.7% of MSG senior management agree that recruitment process is driven by business strategy (80% agree and 6.7% strongly agree), whilst 60% of FEG senior management disagrees. Both FEG and MSG managers are in agreement that recruitment process is driven by business strategy. FEG and MSG other (specialists/principal engineers), are not in agreement, 62.1% and 8.6% of MSG agree and 60% of FEG disagree.

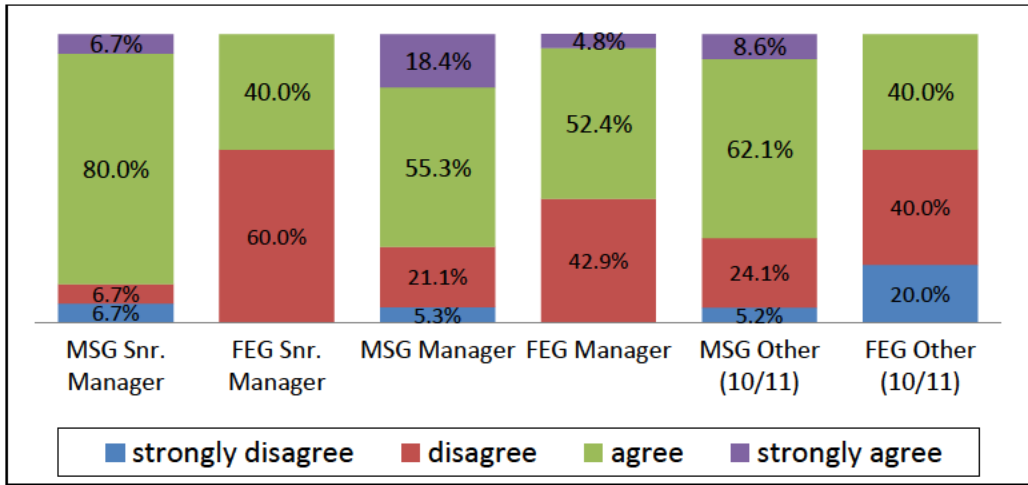


Figure 4.8: Separated job level recruitment and business strategy

Combined, all levels agree that the recruitment process is driven by business strategy. This is indicated in Figure 4.9 below: senior managers (70% agree and 5.0% strongly agree); Managers (54.2% agree and 13.6% strongly agree); other 10/11: specialists/principal engineers (58.8% agree and 7.4% strongly agree).

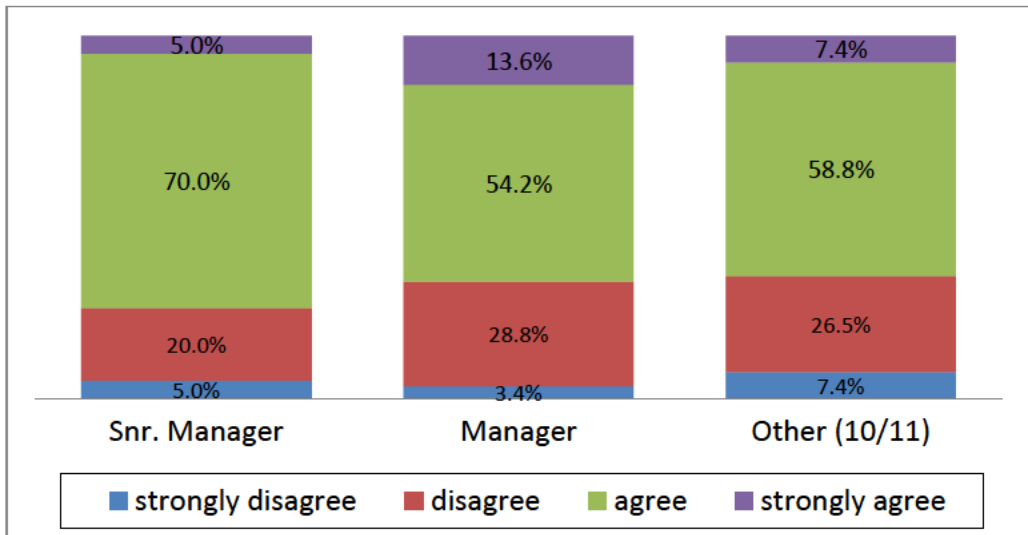


Figure 4.9: Combined job level recruitment and business strategy

4.8.2 Future talent requirements and talent recruitment

The findings reveal that the majority of MSG (64.6%) agrees that future talent requirements are being considered when recruiting new talent. This is indicated in Figure 4.10 below that 56.6% of MSG agrees and 8% strongly agree. Majority of FEG 58.4% (55.6% agree and 2.8% strongly agree) are also in agreement with MSG.

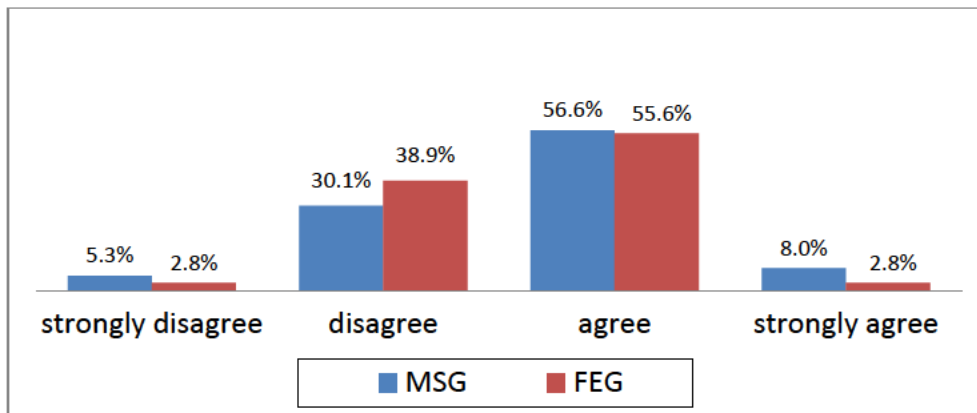


Figure 4.10: Separated future talent requirements and talent recruitment

Combined results in Figure 4.11 below show that in total 63.1% (56.4% agree and 6.7% strongly agree) agree that future talent requirements are being considered when recruiting talent.

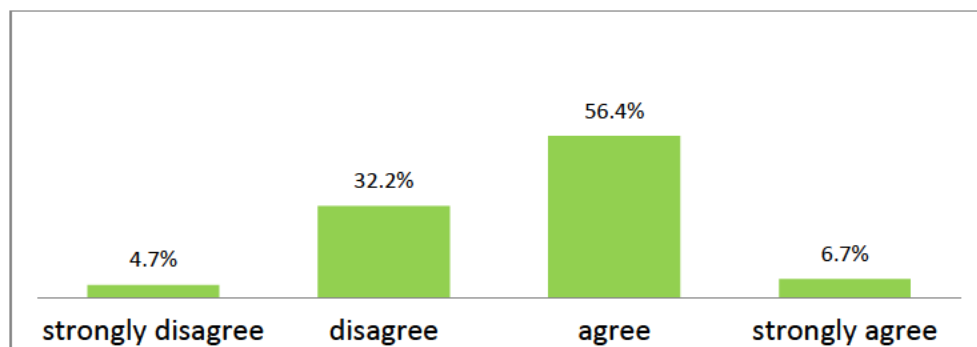


Figure 4.11: Combined future talent requirements and talent recruitment

The results in Figure 4.12 below indicate that only FEG senior managers (60%) and FEG other 10/11 (specialists/principal engineers) (60%) agree that the future talent requirements are not being considered when recruiting talent. Figure 4.12 further indicate that a large number (80%) of MSG senior managers agree that future talent requirements are being considered when recruiting talent.

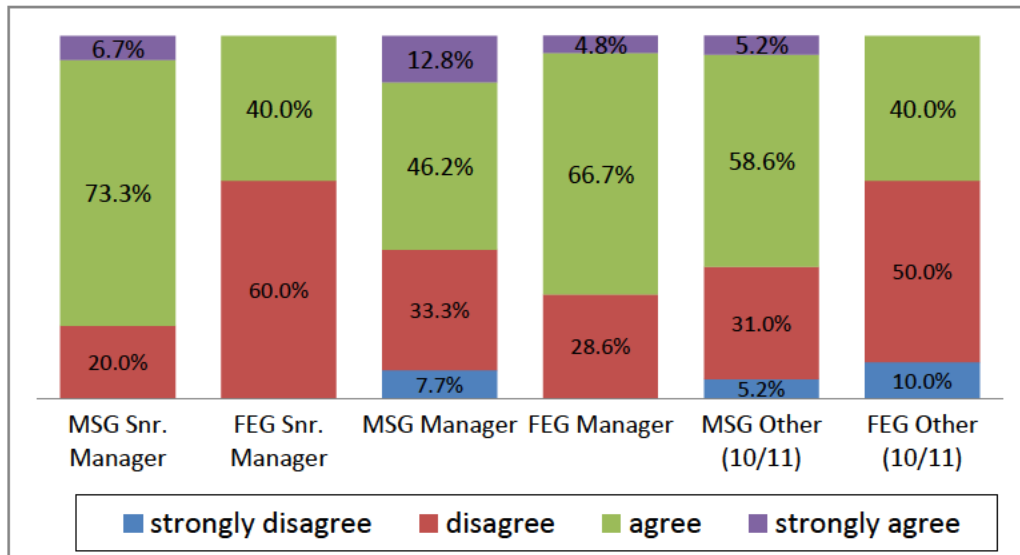


Figure 4.12: Separated job level future talent requirements and talent recruitment

The results depicted in Figure 4.13 below reveal that combined all job levels are in agreement that future talent requirements are being considered when recruiting new talent. Only 30% of senior managers, 36.7% of managers and 39.7% of other (10/11): specialists/principal engineer disagree.

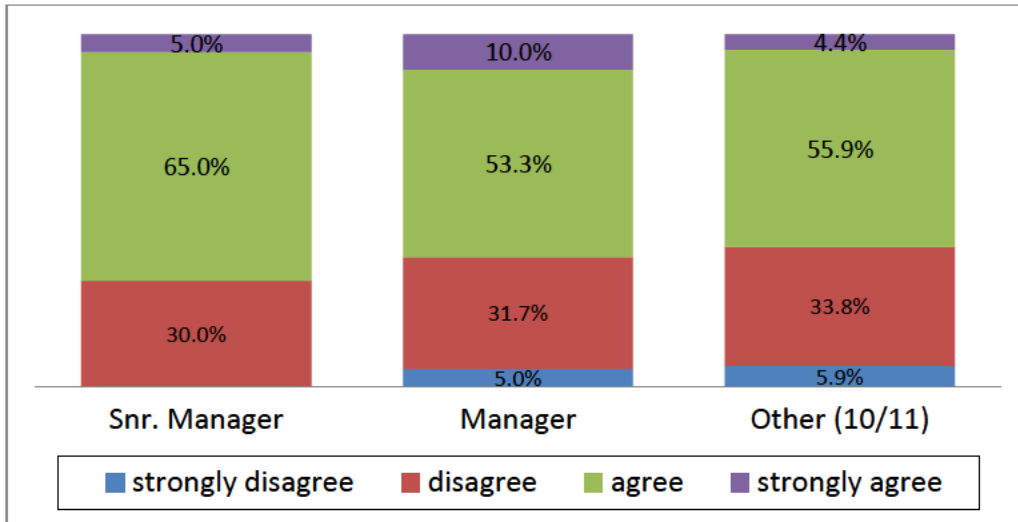


Figure 4.13: Combined job level future talent requirements and talent recruitment

4.8.3 Recruitment process fairness and transparency

The results in Figure 4.14 below show that 53% of MSG respondents revealed that recruitment process is not fair and transparent. Figure 4.14 below indicate 41.7% disagree and 11.3% strongly disagree. Whereas 50% of FEG respondents indicated that recruitment process is fair and transparent and the other 50% are not in agreement (36.1% disagree and 13.9% strongly disagree).

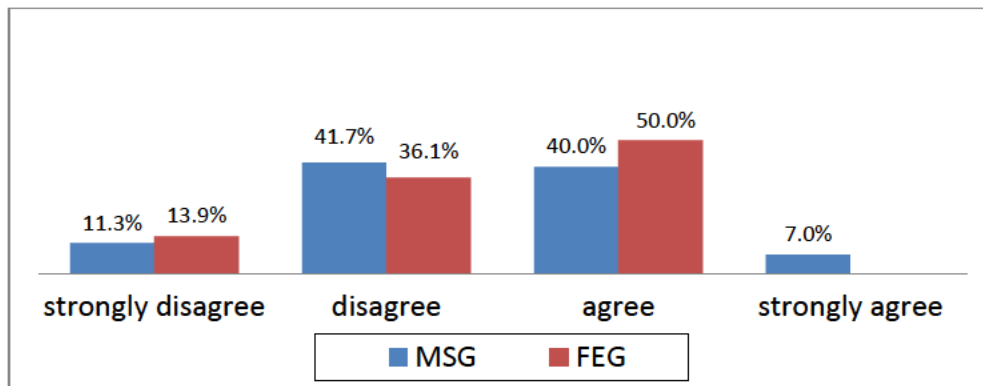


Figure 4.14: Separated recruitment process fairness and transparency

MSG and FEG combined respondents (52.3%) indicate in Figure 4.15 below that recruitment process is not fair and transparent, 11.9% of 52.3% strongly disagree. In total 47.7% agree that recruitment process is fair and transparent (42.4% agree and 5.3% strongly agree).

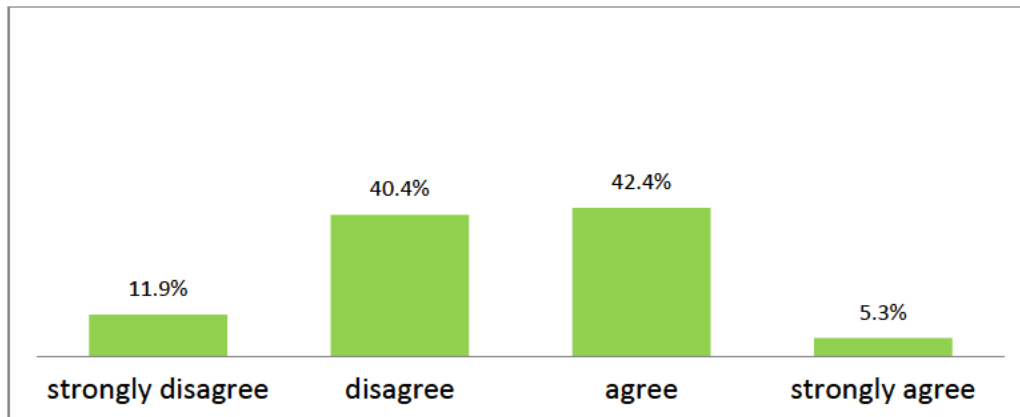


Figure 4.15: Combined recruitment process fairness and transparency

Figure 4.16 below indicates that the majority of senior managers from both MSG and FEG agree that the recruitment process is fair and transparent, only 31.5% and 20% respectively disagree. MSG managers (51.3%) respondents agree whereas FEG managers (52.4%) disagree. The majority of both FEG and MSG other (10/11); specialists/principal engineers disagree, 61.1% and 60% respectively.

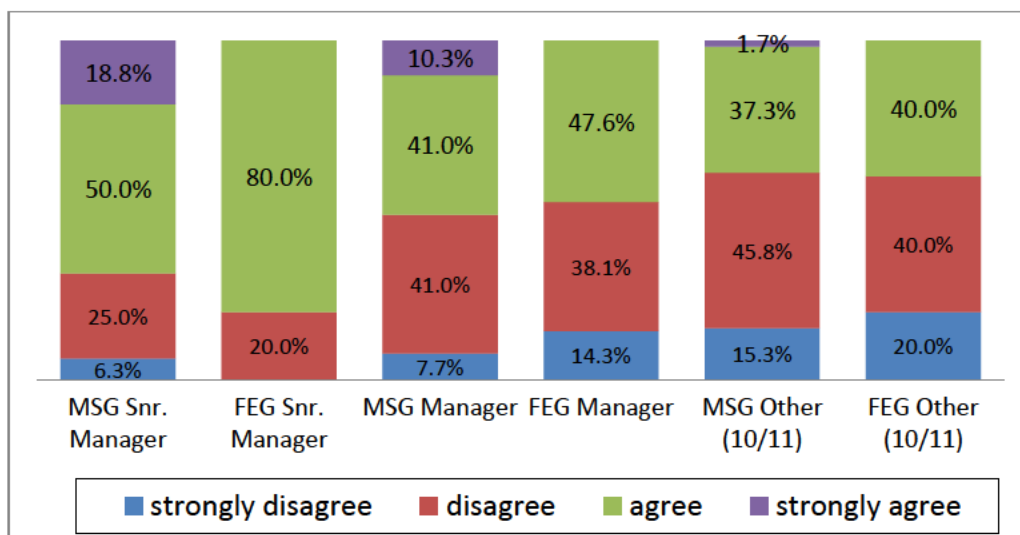


Figure 4.16: Separated job level recruitment process fairness and transparency

The majority of senior managers combined (71.4%) indicate that recruitment process is fair and transparent. In the manager level there is a 50/50 split whereas the majority of other (10/11): specialists/principal engineer (60.8%) revealed that the recruitment process is not fair and transparent. This is depicted in Figure 4.17 below.

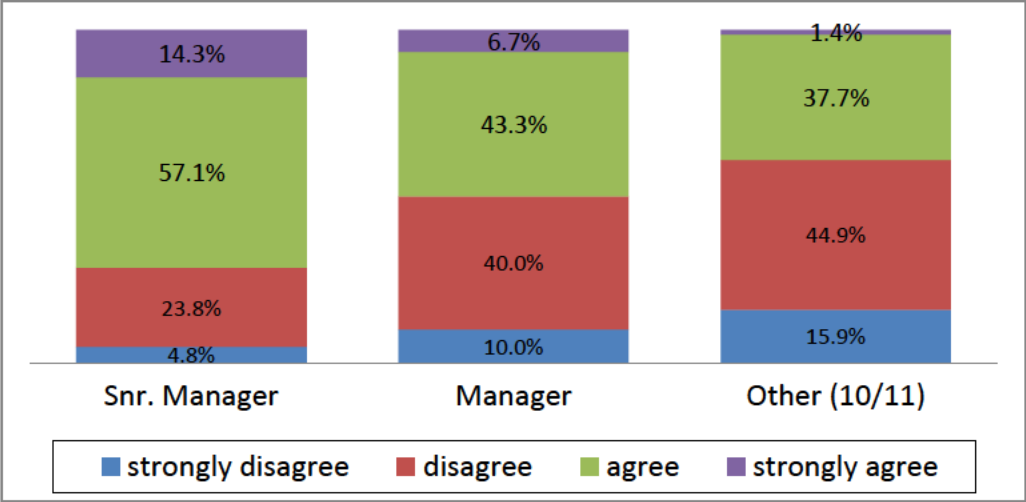


Figure 4.17: Combined job level recruitment process fairness and transparency

4.8.4 Remuneration package and employee retention

The majority of respondents from both MSG and FEG indicate that remuneration package contributes to employee retention. MSG 59.5% (55.2% agree and 4.3% strongly agree); FEG 66.7% (63.9% and 2.8% strongly agree). This is depicted in Figure 4.17 below.

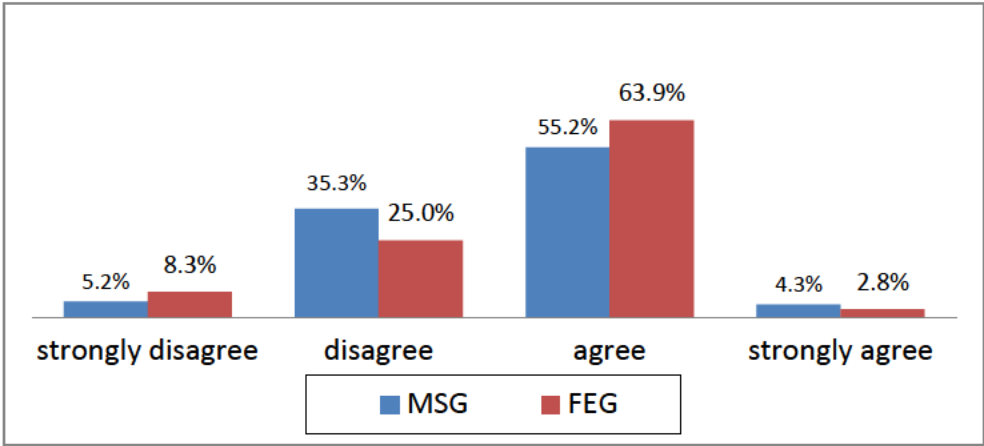


Figure 4.18: Separated remuneration package and employee retention

The majority of MSG and FEG combined respondents indicate that remuneration package contributes to employee retention (61.1%), 57.2% agree and 3.9% strongly agree, as Figure 4.19 below shows.

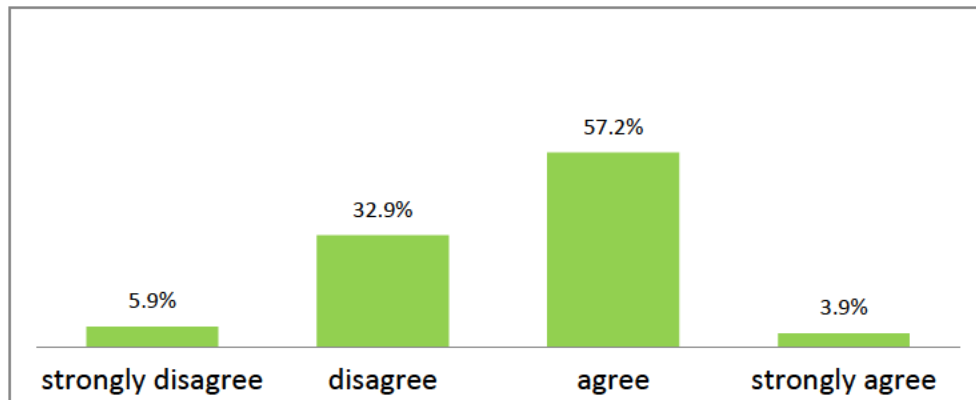


Figure 4.19: Combined remuneration package and employee retention

The results indicate that the majority of senior managers for both MSG (75.1%) and FEG (80%) indicated that remuneration package contributes greatly to employee retention. Both MSG (64.1%) and MSG (76.2%) managers also agree. Only majority of FEG other (10/11): specialists/principal engineer disagree, as Figure 4.20 below shows.

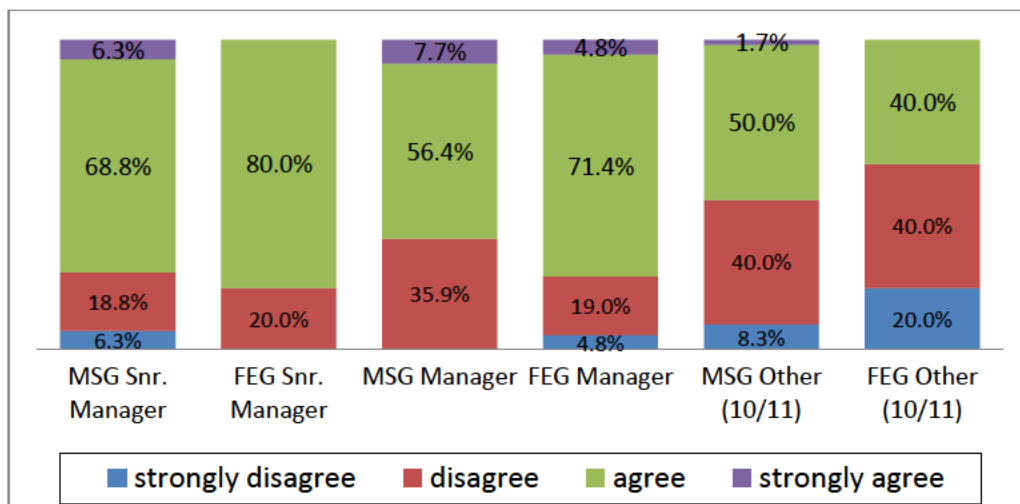


Figure 4.20: Separated job level remuneration package and employee retention

Combined results per job level in Figure 4.21 below reveal that majority of senior managers (76.2%) and managers (68.4%) all agree that remuneration package contributes to employee retention. Results also reveal a 50%/50% split amongst other (10/11): specialists/principal engineer.

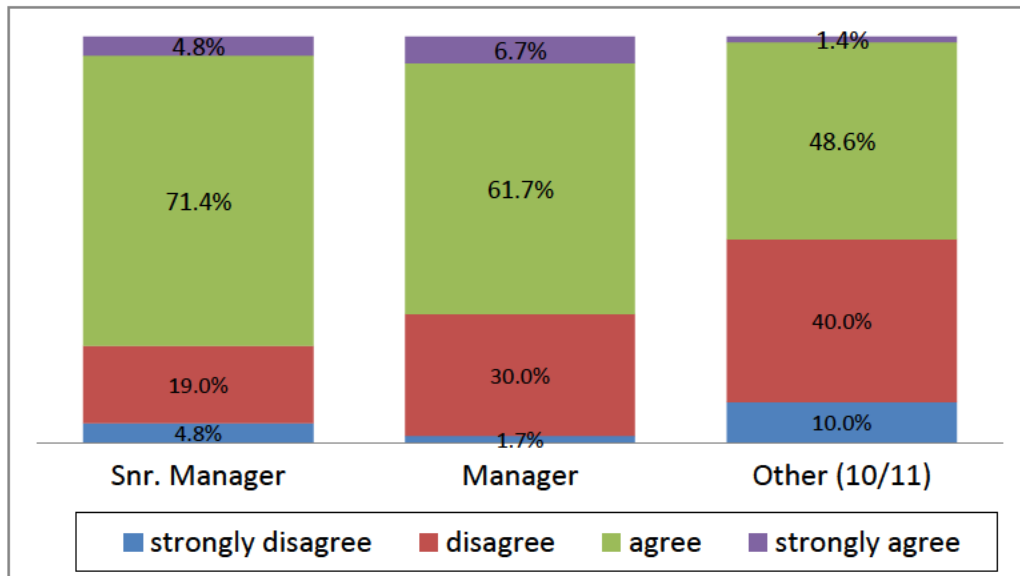


Figure 4.21: Combined job level remuneration package and employee retention

4.8.5 HR and Management recruitment responsibilities alignment

The study results indicate that both MSG and FEG do not agree that human resources and management recruitment and retention responsibilities are aligned. Figure 4.22 below shows that 54.5% and 11.6% of MSG agree and strongly agree respectively. FEG shows 63.9% and 11.1% of respondents that also agree and strongly agree respectively.

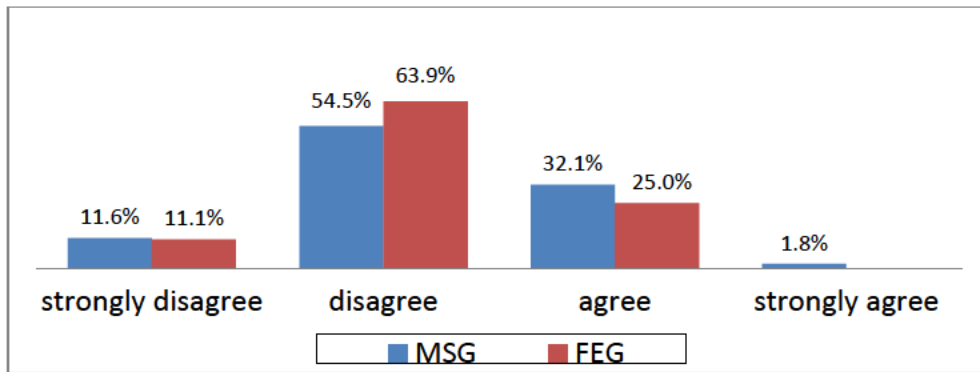


Figure 4.22: Separated HR and Management recruitment and retention responsibilities alignment

Combined results show that majority of respondents (68.3%) revealed that Human resources and recruitment and retention responsibilities are not aligned. As indicated in Figure 4.23 below that 56.8% disagree and 11.5% strongly disagree.

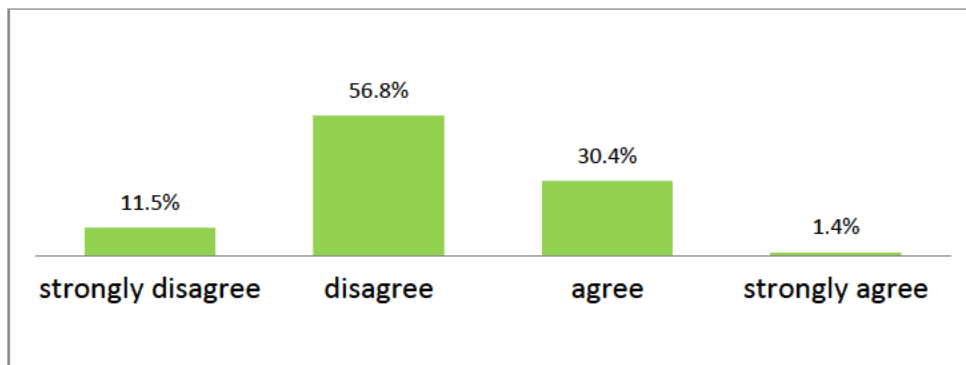


Figure 4.23: Combined HR and Management recruitment and retention responsibilities alignment

The results in Figure 4.24 below indicate that 100% of FEG senior managers disagree that human resources and management recruitment and retention responsibilities are aligned. MSG also show majority of senior managers that disagree (73.3%). All MSG and FEG managers and other (10/11) specialists/ principal engineers also disagree.

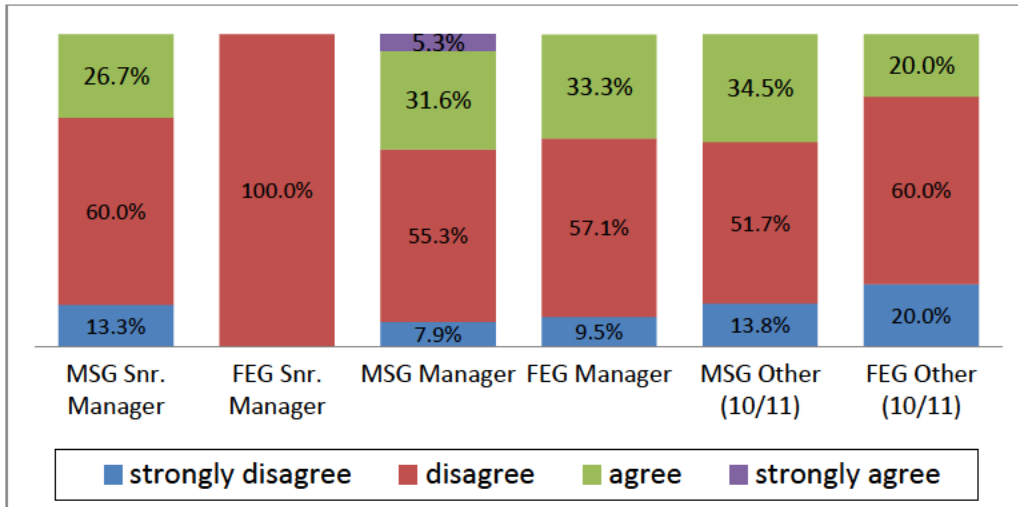


Figure 4.24: Separated job level HR and Management recruitment and retention responsibilities alignment

Combined results in Figure 4.25 below reveal that majority of senior managers, managers and other (10/11): specialists/engineers do not agree that human resources and management recruitment and retention responsibilities are aligned. Figure 4.25 below also show that only 20% of senior managers agree; 32.2% and 3.4% agree and strongly agree respectively; 32.4% of other (10/11): specialists/principal engineers agree.

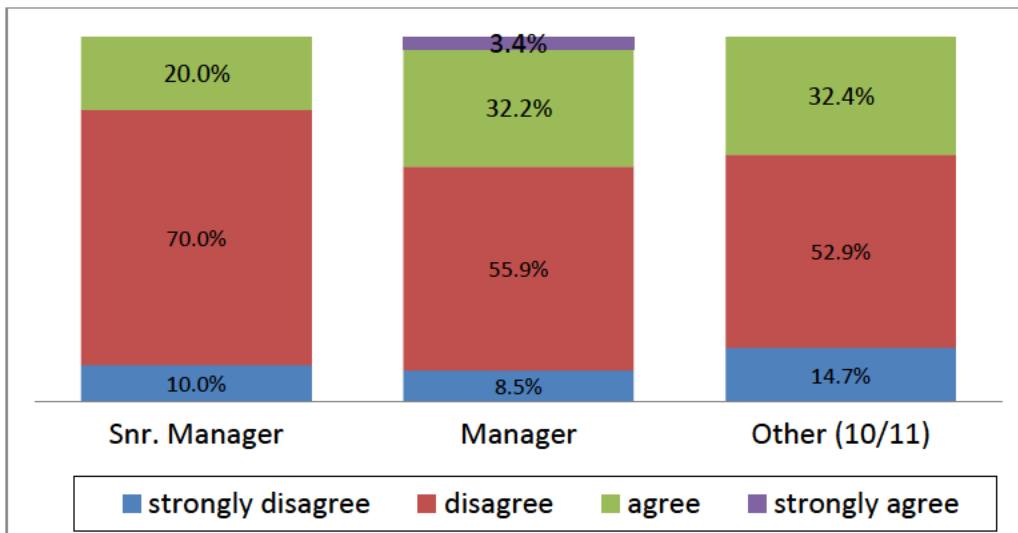


Figure 4.25: Combined job level HR and Management recruitment and retention responsibilities alignment

4.8.6 Robust retention strategy

As shown below in Figure 4.26 the majority MSG respondents (80.1%) reveal that retention strategy is not robust to prevent good talent from leaving. Figure 4.26 below also indicate that only 5.6% of FEG respondents agree that retention strategy is robust enough to prevent good talent from leaving.

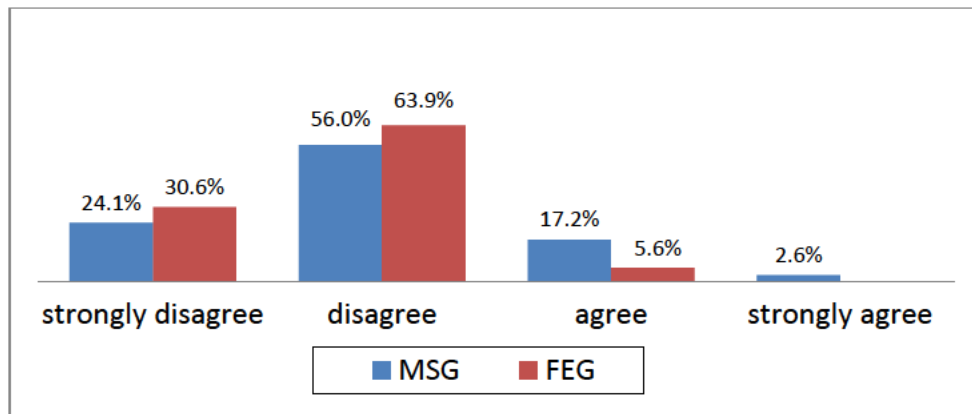


Figure 4.26: Separated robust retention strategy

As depicted in Figure 4.27 below the majority of the respondents disagree that there is a robust strategy in place to prevent good talent from leaving. Only 14.5% agree and 2.0% strongly agree.

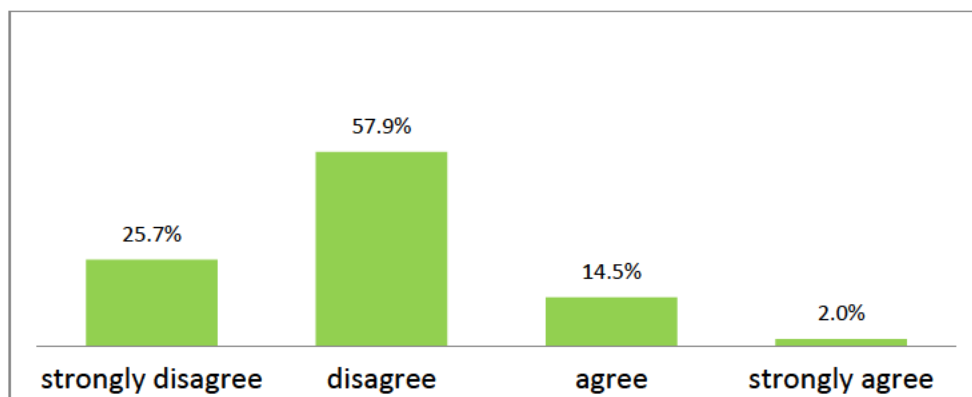


Figure 4.27: Combined robust retention strategy

The results in Figure 4.28 below show that 100% of FEG senior managers do not agree that retention strategy is robust to prevent good talent from leaving. Only 31.1% of MSG senior management, 15.4% MSG managers, 4.8% FEG managers, 20% MSG other (10/11): specialists/principal engineers and 10% of FEG (10/11): specialists/principal engineers agree that there is a robust strategy in place to prevent good people from leaving.

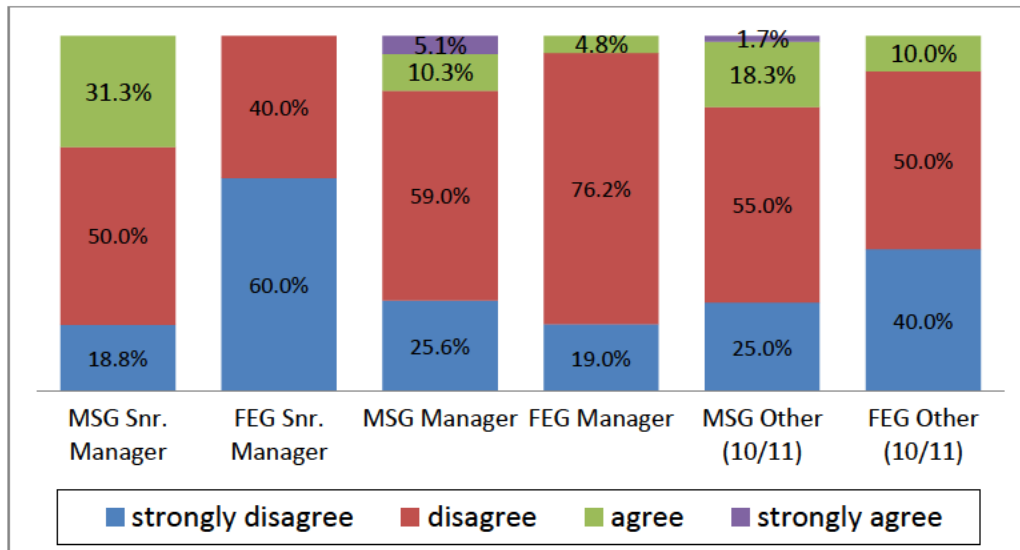


Figure 4.28: Separated job level robust retention strategy

Figure 4.29 below shows that the majority of senior managers combined (76.2%), managers combined (88.3%) and other (10/11) specialists and engineers combined (81.4%) agree that a robust strategy is not in place to prevent good people from leaving.

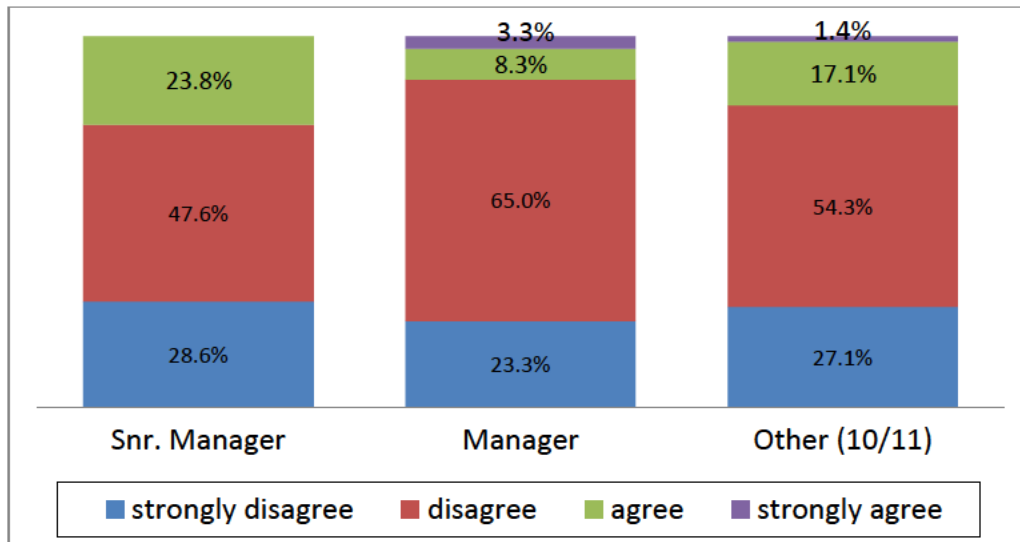


Figure 4.29: Combined job level robust retention strategy

4.9 Succession planning

This objective was measured by giving the respondents a set of five questions with five or six options per question to choose from. The respondents were also given the opportunity to give their opinion. To graphically depict the results obtained for this objective, the Figures and Tables are placed below. In this section the comparison analysis between MSG and FEG will be done, followed by the combined analysis.

4.9.1 Succession planning strategy is clearly articulated

This subsection had five options to choose from:

Question: B1: Succession planning strategy at Toyota is clearly articulated to all employees

Options: B1.1: Candidate selection process is clear transparent

B1.2: Development timing plan is clear and transparent

B1.3: Development training schedule & milestones are clear & transparent

B1.4: All of the above

B1.5: Other. Please indicate

As per Figure 4.30 below only FEG 2.8% and MSG 9.5% revealed that succession planning strategy is clearly articulated to all employees (selected B1.4 - All of the above option). Majority of the respondents for both MSG (62.1%) and FEG (61.1%) selected option B1.5 (Other. Please indicate). Only 22% of FEG respondents and 14.7% of MSG respondents selected B1.3 (Development training schedule & milestones are clear & transparent).

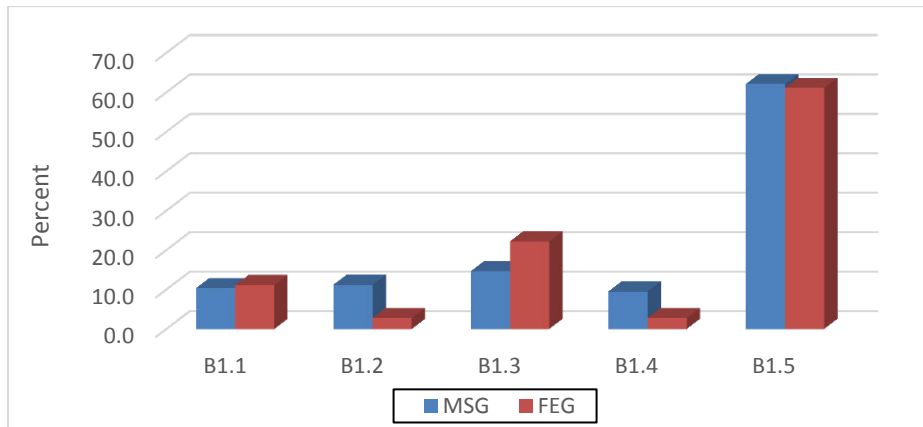


Figure 4.30: Separated succession planning is clearly articulated

The majority of combined respondents from MSG & FEG (61.8%) gave their opinion if succession planning strategy is clearly articulated (selected option B1.5 - Other. Please indicate). Figure 4.31 below indicate that only 7.9% of total respondents agree that the succession planning strategy is clearly articulated (option B1.4 - All of the above).

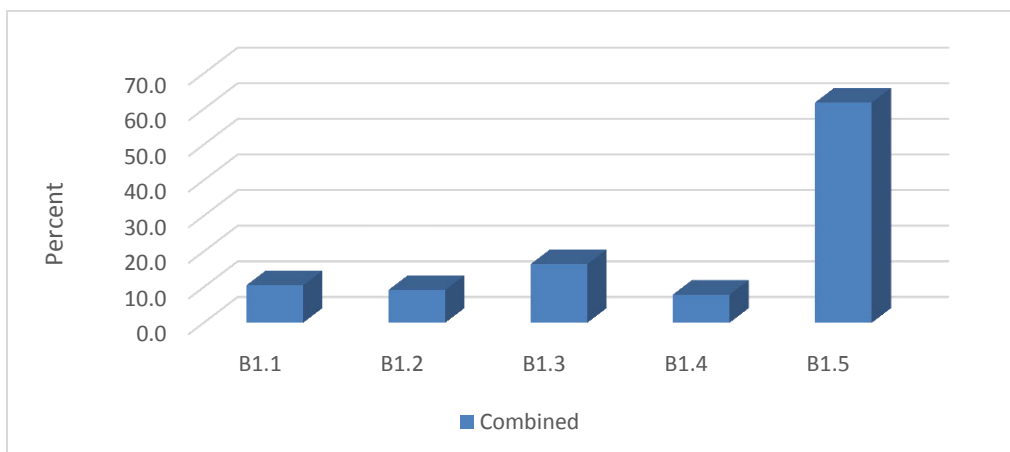


Figure 4.31: Combined succession planning is clearly articulated

The majority of the respondents per job level fall under B1.5 (Other. Please indicate). This is indicated in Figure 4.32 below: 80% of FEG senior managers and 62.5% of MSG senior managers; 61.9% of FEG managers and 59.0% MSG managers; 63.3% MSG Other (10/11): specialists/principal engineer and 50% FEG Other (10/11): specialists/principal engineer. Another 40% of FEG Other (10/11): specialists/principal engineer are under B1.3 (Development training schedule & milestones are clear and transparent).

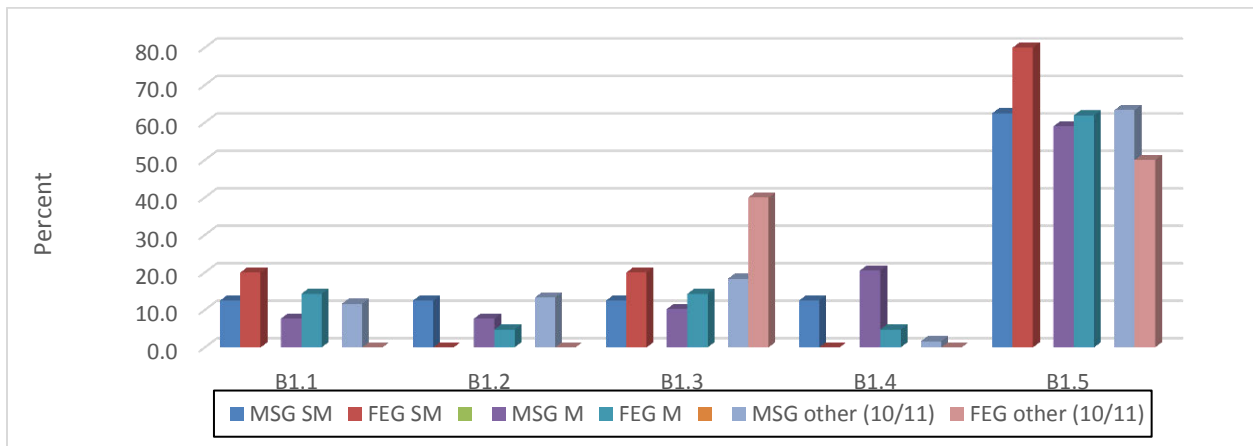


Figure 4.32: Separated job level succession planning is clearly articulated

The majority of combined respondents by job level are under B1.5 (Other. Please indicate). Majority of all job levels respondents opted to give their opinions. This trend is shown in Figure 4.33 below: 66.7% of senior managers, 60% of managers and 61.4% of other (10/11): specialists/principal engineers.

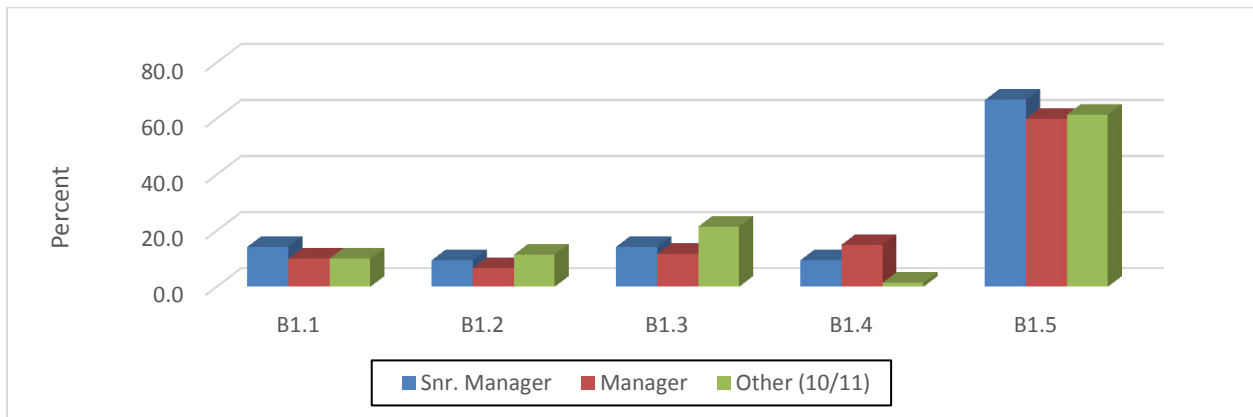


Figure 4.33: Combined job level succession planning is clearly articulated

Table 4.15 below shows a summary of B1.5 (Other. Please indicate) responses given by both MSG and FEG if succession planning strategy is clearly articulated to all employees. MSG respondents in summary indicated that there is no succession planning in place, it is not clearly articulated, is not clear and transparent, it is applicable to few employees and transparency improvement is necessary. FEG respondents in summary indicated that are not aware or they are unsure if there is succession planning or not, it is not clearly articulated, none of the options given under this section exist. In short responses from both divisions are similar.

	Division		Total
	MSG	FEG	
B1 - Succession planning strategy at Toyota is clearly articulated to all employees:			
It is not	0.0%	2.8%	0.7%
No succession plan in place	1.7%	0.0%	1.3%
None of the above	0.0%	5.6%	1.3%
Not clearly articulated	1.7%	0.0%	1.3%
Not seen a succession plan probably due to its confidentiality	0.9%	0.0%	0.7%
Only a few employees, not to all	0.9%	0.0%	0.7%
Succession plan not clear	0.9%	0.0%	0.7%
Transparency and plan sharing can be improved on	0.9%	0.0%	0.7%
Unaware	0.0%	2.8%	0.7%
Unaware apart from IDP and nominations for management training	0.9%	0.0%	0.7%
Unsure	0.0%	5.6%	1.3%
We do not see the plans in effect	0.9%	0.0%	0.7%
No comment	53.4%	44.4%	51.3%
Total	62.1%	61.1%	61.8%

Table 4.15: Other: Please indicate (B1.5) respondents detail

4.9.2 Succession candidates and company plans

This subsection had five options to choose from:

Question: B2: Identified succession candidates are informed of company plans about them

Options: B2.1: Reason(s) for their selection & expectation

B2.2: Detailed future plan within the organisation

B2.3: Detailed development plan is clear & discussed upfront

B2.4: All of the above

B2.5: Other. Please indicate

As shown in Figure 4.34 below the majority of the respondents for both MSG (64.7%) and FEG (72.2%) selected option B2.5 (Other. Please indicate). Only MSG 10.3% and FEG 9.5% revealed that identified succession candidates are informed of company plans about them (B2.4 - All of the above). 17.2% of MSG respondents and 16.7% of FEG respondents selected B2.1 (Succession candidate are given reasons for their selection & expectation).

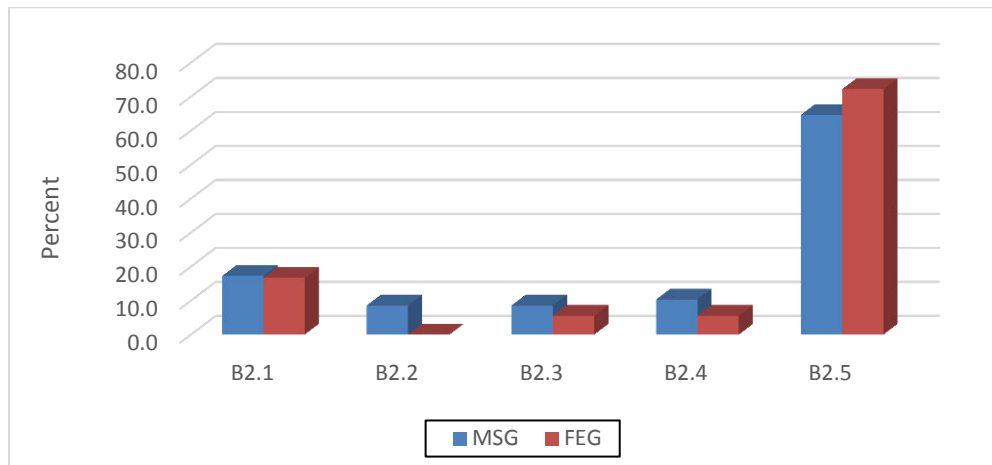


Figure 4.34: Separated succession candidates and company plans

As shown in Figure 4.35 below the majority of combined respondents from MSG & FEG (66.4%) chose to give their opinion if identified candidates are informed of company plans about them (B2.5 - Other. Please indicate). Figure 4.35 also indicate that only 9.2% of total respondents agree that succession planning strategy is clearly articulated (option B2.4 - All of the above).

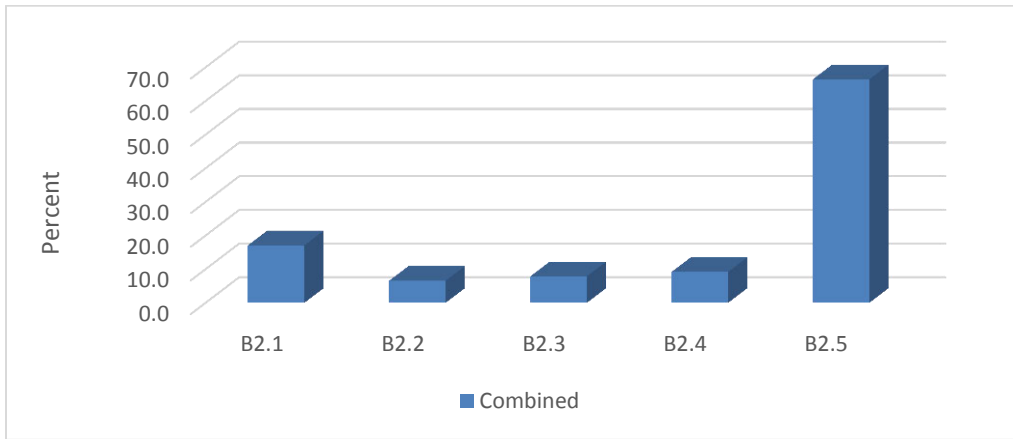


Figure 4.35: Combined succession candidates and company plans

The majority of the respondents per job level fall in B2.5 (Other. Please indicate). This is indicated in Figure 4.36 below: 80% of FEG senior managers and 75.0% of MSG senior managers; 71.4% FEG managers; 56.4% MSG managers; 70.0% FEG Other (10/11): specialists/principal engineer, 66.7% MSG Other (10/11): specialists/ principal engineer.

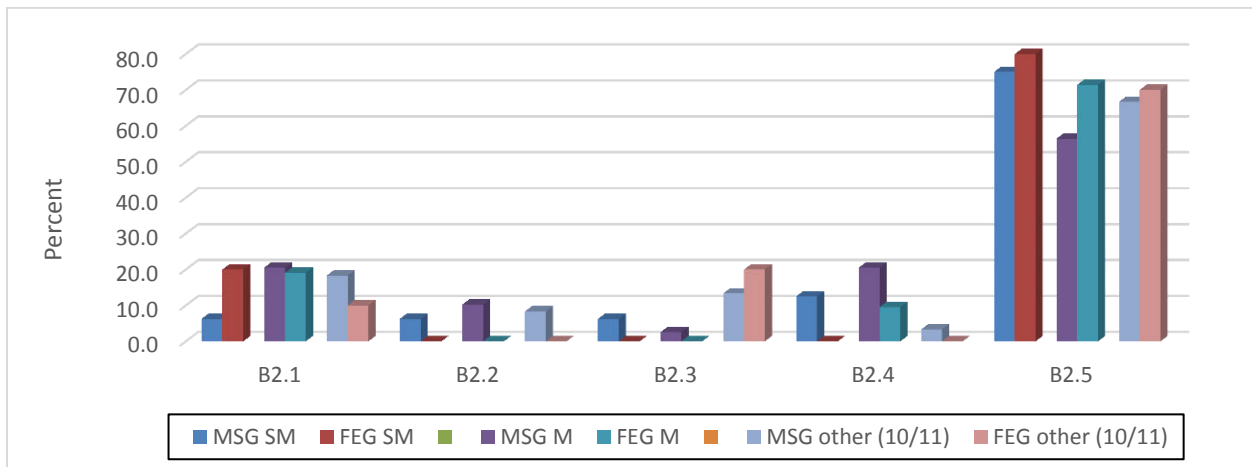


Figure 4.36: Separated job level succession candidates and company plans

The majority of combined respondents by job level are under B1.5 (Other. Please indicate). Majority of all job levels respondents opted to give their opinions. This trend is shown in Figure 4.37 below: 76.2% of senior managers, 61.7% of managers and 67.1% of other (10/11): specialists/principal engineers.

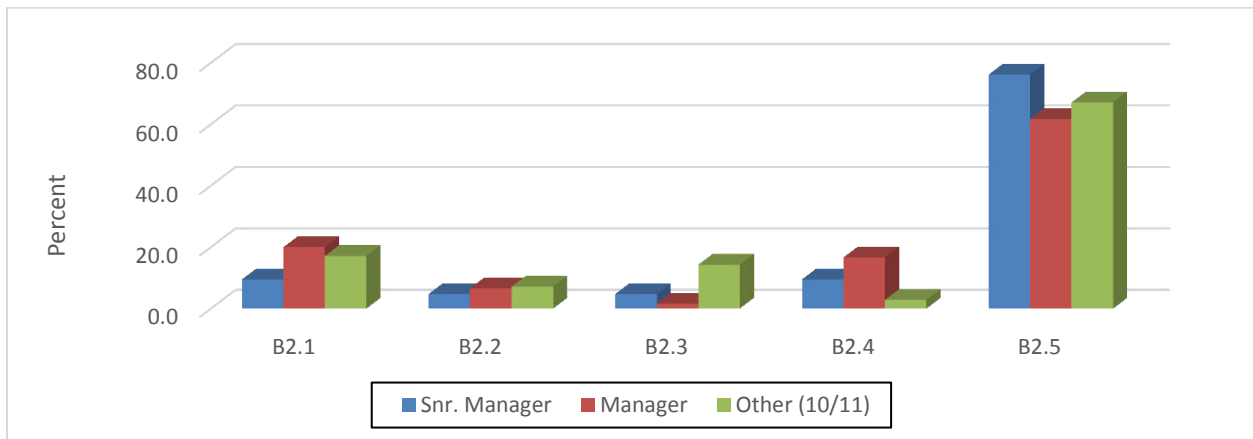


Figure 4.37: Combined job level succession candidates and company plans

Table 4.16 below shows the summary of B2.5 (Other. Please indicate) responses given by both MSG and FEG if identified succession candidates are informed of company plans about them. MSG respondents in summary stated that they are not aware if such process existed, candidates are not informed of plans about them and improvement is necessary. FEG respondents in summary indicated that such process is not in place, candidates are made aware but no formal plans made from management side, and some stated they were unsure.

	Division		Total
	MSG	FEG	
B2 - Identified succession candidates are informed of company plans about them:			
Candidates are made aware that they are candidates but management is reluctant to create expectations on future plans	0.0%	2.8%	0.7%
Detail plan of company plan not informed	0.9%	0.0%	0.7%
Detail sharing can be improved	0.9%	0.0%	0.7%
It is not	0.0%	2.8%	0.7%
It might be done at GM level and above but not fully inclusive of manager and senior manager level	0.9%	0.0%	0.7%
Not informed	0.9%	0.0%	0.7%
Not seen a succession plan probably due to its confidentiality	0.9%	0.0%	0.7%
Poor communication for selected candidates	0.9%	0.0%	0.7%
Unaware	2.6%	2.8%	2.6%
Unaware but had informal discussions of this nature with members of staff	0.9%	0.0%	0.7%
Unaware, have not been approached by a succession candidate	0.9%	0.0%	0.7%
Unsure	0.0%	8.3%	2.0%
No comment	55.2%	55.6%	55.3%
Total	64.7%	72.2%	66.4%

Table 4.16: Other: Please indicate (B2.5) respondents detail

4.9.3 Tools in place to track succession candidate's development

This subsection had five options to choose from:

Question B3: There are tools in place to track succession candidate's development progress

Options B3.1: Regular progress reviews/feedback meetings are in place and are recorded

B3.2: A candidate is strategically placed in development/leadership position as per timing plan, progress is monitored & feedback is given

B3.3: A candidate is allocated a mentor

B3.4: All of the above

B3.5: Other. Please indicate

Few respondents, MSG 9.5% and FEG 5.6% revealed that there are tools in place to track succession candidate's development progress (B1.4 All of the above). Majority of the respondents for both MSG (62.9%) and FEG (63.9%) selected option B3.5 (Other. Please indicate). Second highest responses, 15.5% of MSG respondents and 11.1% of FEG respondents fall under B3.1 (Regular progress review/feedback meetings are in place and are recorded). This is shown in Figure 4.38 below.

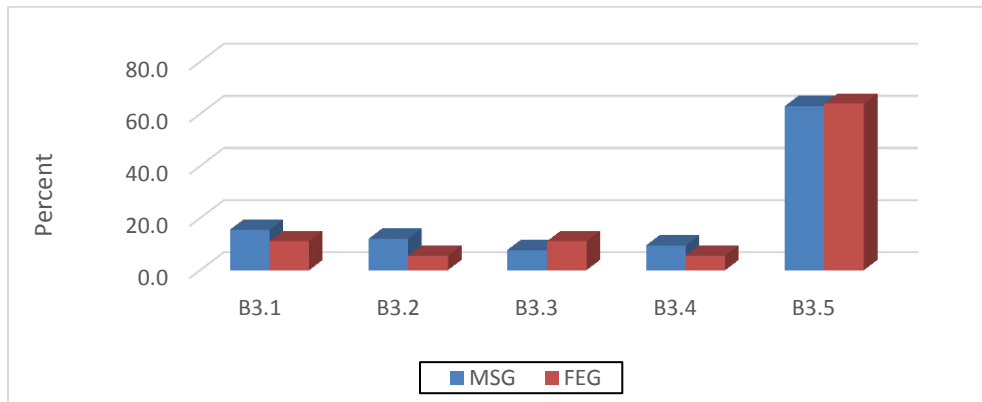


Figure 4.38: Separated tools in place to track succession candidate's development

Figure 4.39 indicates that the majority of combined respondents from MSG & FEG (63.2%) opted to give their opinion about whether there are tools in place to track succession candidate's development progress (option B3.5 - Other. Please indicate). Only 8.6% of total respondents agree that there are tools in place to track succession candidate's development progress (option B3.4 - All of the above).

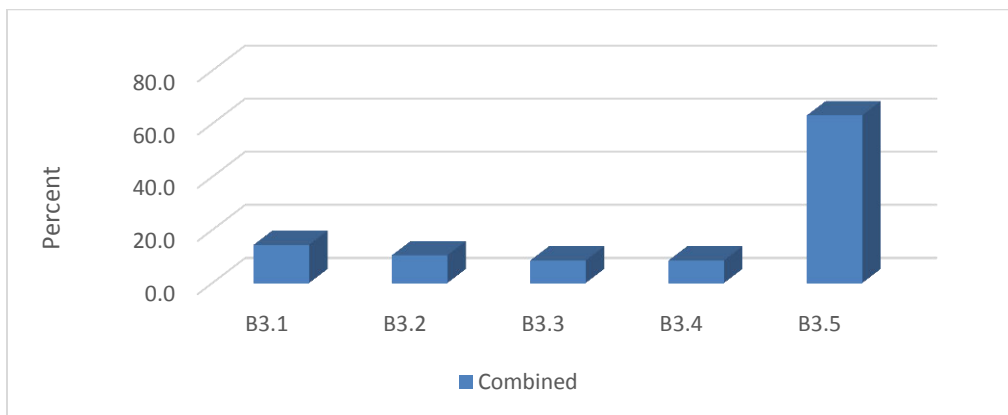


Figure 4.39: Combined tools in place to track succession candidate's development

The majority of the respondents per job level fall under B3.5 (Other. Please indicate). This is indicated in Figure 4.40 below: 62.5% of MSG senior managers, 100.0% of FEG senior managers; 56.4% of MSG managers and 57.1% of FEG managers; 66.7% of MSG Other (10/11): specialists/principal engineer and 60% of FEG Other (10/11): specialists/ principal engineer.

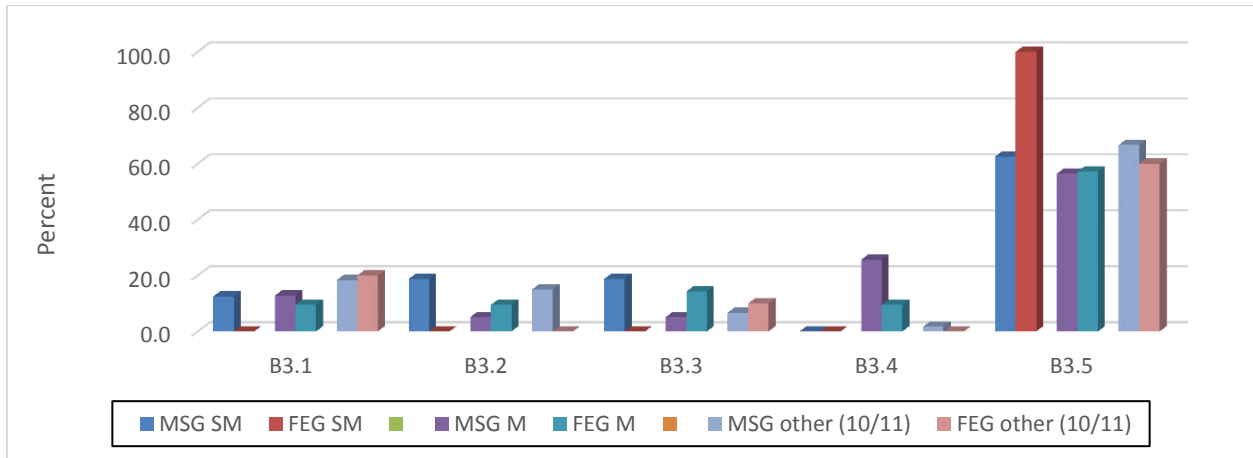


Figure 4.40: Separated job level tools in place to track succession candidate's development

The majority of combined respondents by job level are under B3.5 (Other. Please indicate). Majority of all job levels respondents selected to give their opinions. This trend is shown in Figure 4.41 below: 71.4% of senior managers, 56.7% of managers and 65.7% of other (10/11): specialists/principal engineers.

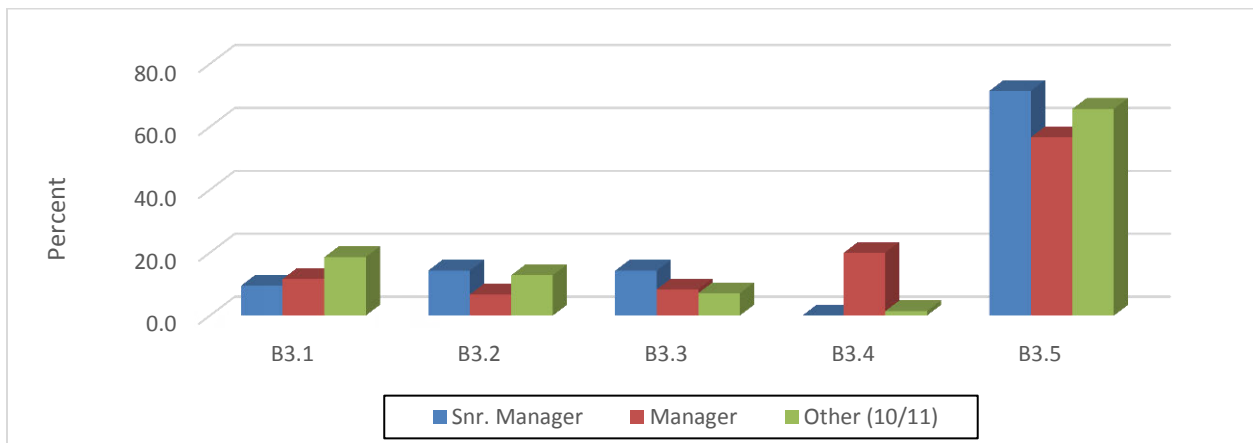


Figure 4.41: Combined job level tools in place to track succession candidate's development

Table 4.17 below shows the summary of B3.5 (Other. Please indicate) responses given by both MSG and FEG if there are tools in place to track succession candidate's development progress. MSG respondents in summary indicated that candidates are the one leading this process and there is no fixed process, no tools are in place, some stated they had no idea if such process is in place or not. FEG respondents in summary indicated that are not aware of such process, they have no idea if there is a process in place.

	Division		Total
	MSG	FEG	
B3 - There are tools in place to track succession candidate's development progress:			
AS per 2.5	0.9%	0.0%	0.7%
Candidate leads the above - not a set process	0.9%	0.0%	0.7%
Have not seen them	0.9%	0.0%	0.7%
No idea	0.0%	2.8%	0.7%
No tools in place	0.9%	0.0%	0.7%
Unaware	1.7%	2.8%	2.0%
Unaware apart from IDP	0.9%	0.0%	0.7%
Unknown	2.6%	0.0%	2.0%
No comment	54.3%	58.3%	55.3%
Total	62.9%	63.9%	63.2%

Table 4.17: Other: Please indicate (B3.5) respondents detail

4.9.4 Departmental planning and HR succession strategy integration

This subsection had five options to choose from:

Question: B4: Departmental succession planning is integrated with HR succession strategy

Options: B4.1: Succession candidate is identified & agreed upfront with HR

B4.2: A development plan is communicated & agreed upfront with HR

B4.3: Candidate progress is tracked & monitored by HR

B4.4: All of the above

B4.5: Other. Please indicate

As shown in Figure 4.42 below the majority of the respondents for both MSG (66.4%) and FEG (77.8%) selected option B4.5 (Other. Please indicate). Second highest respondents for MSG (19.0%) are in B4.1 (Succession candidate is identified & agreed upfront with HR). Second highest respondents for FEG (8.3%) are in B4.2 (A development plan is communicated & agreed upfront with HR). Only MSG 6.9% and FEG 5.6% revealed that the departmental succession planning is integrated with HR succession strategy (B4.4 All of the above).

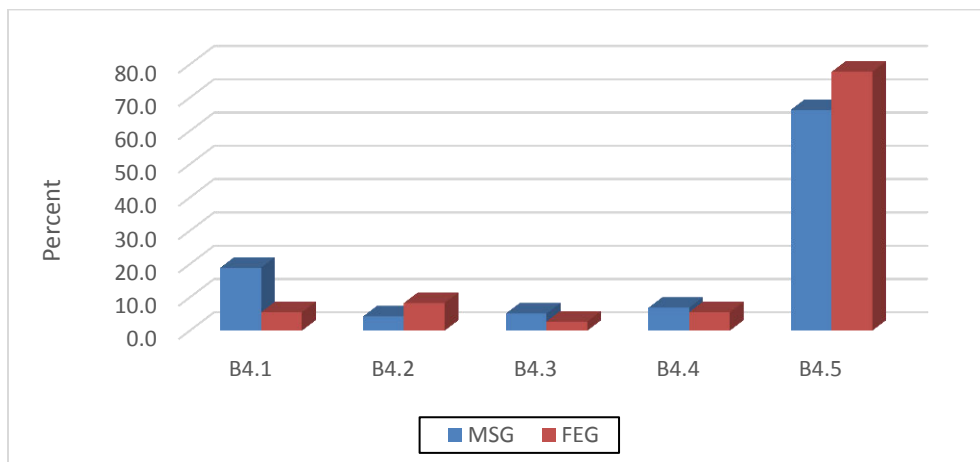


Figure 4.42: Separated Departmental planning and HR succession strategy integration

As shown in Figure 4.43 the majority of combined respondents from MSG & FEG (69.1%) selected to give their opinion if departmental succession planning is integrated with HR succession strategy (option B4.5 - Other. Please indicate). Figure 4.43 below also indicates that only 6.6% of total respondents agree that the departmental succession planning is integrated with HR succession strategy (option B1.3 - All of the above).

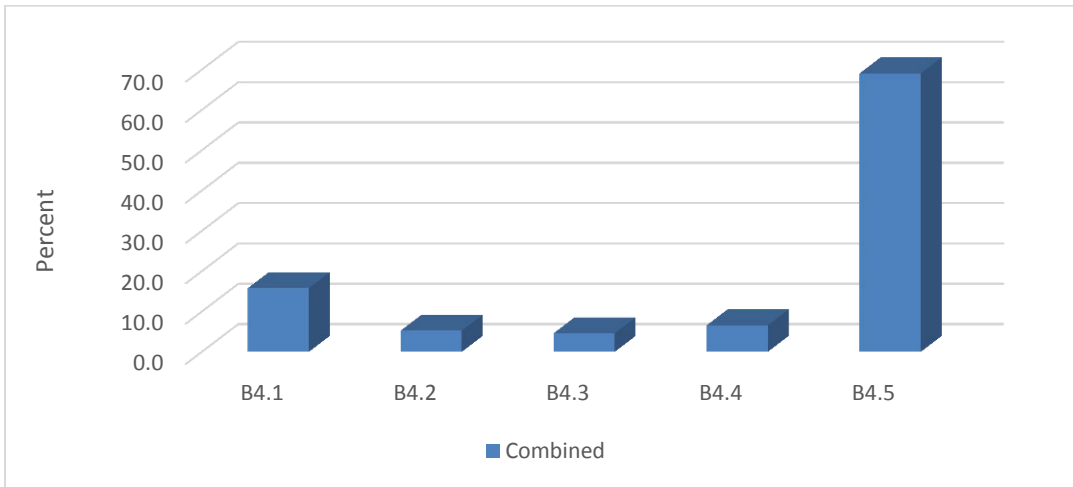


Figure 4.43: Combined Departmental planning and HR succession strategy integration

The majority of the respondents per job level fall under B4.5 (Other. Please indicate). This is indicated in Figure 4.44 below: 100% of FEG senior managers and 62.5% of MSG senior managers; 76.2% of FEG managers and 59.0% of MSG managers; 70.0% of FEG Other (10/11): specialists/principal engineer and 71.7% of MSG Other (10/11): specialists/ principal engineer. Another big portion of MSG senior managers responses (25%) are under B4.1 (Succession candidate is identified & and agreed upfront with HR).

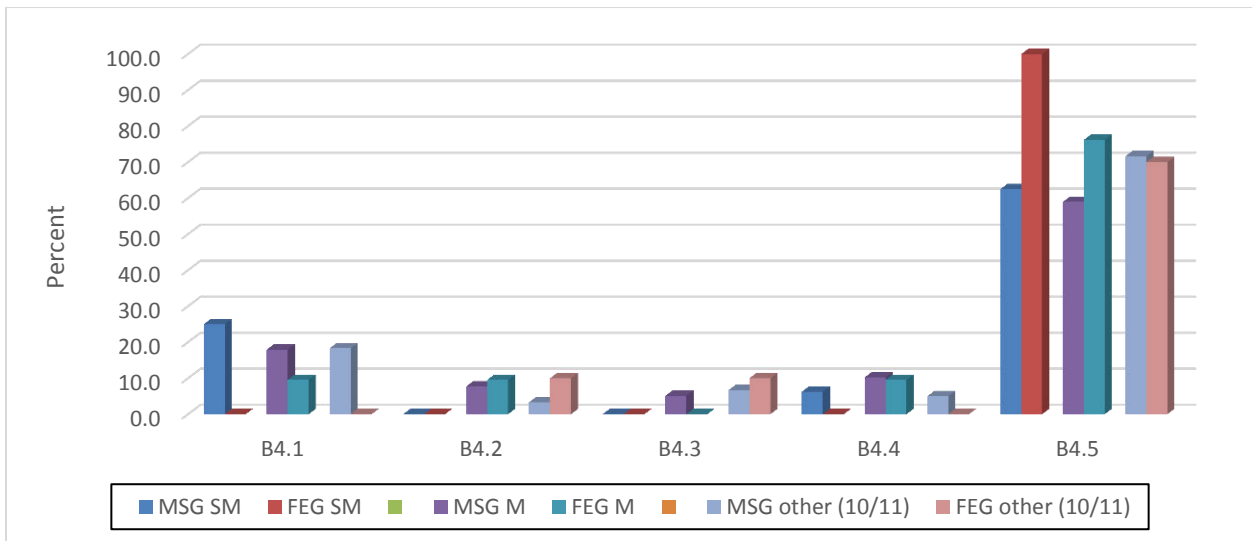


Figure 4.44: Separated job level Departmental planning and HR succession strategy integration

Majority of combined respondents by job level are under B4.5 (Other. Please indicate). Majority of all job levels respondents opted to give their opinions. This trend is shown in Figure 4.45 below: 71.4% of senior managers, 65.0% of managers and 71.4% of other (10/11): specialists/principal engineers. Second highest combined respondents for all job levels fell under B4.1 (Succession candidate is identified & agreed upfront with HR), 19.0% senior managers, 15.0% managers and 15.7% other (10/11): specialist/principal engineer.

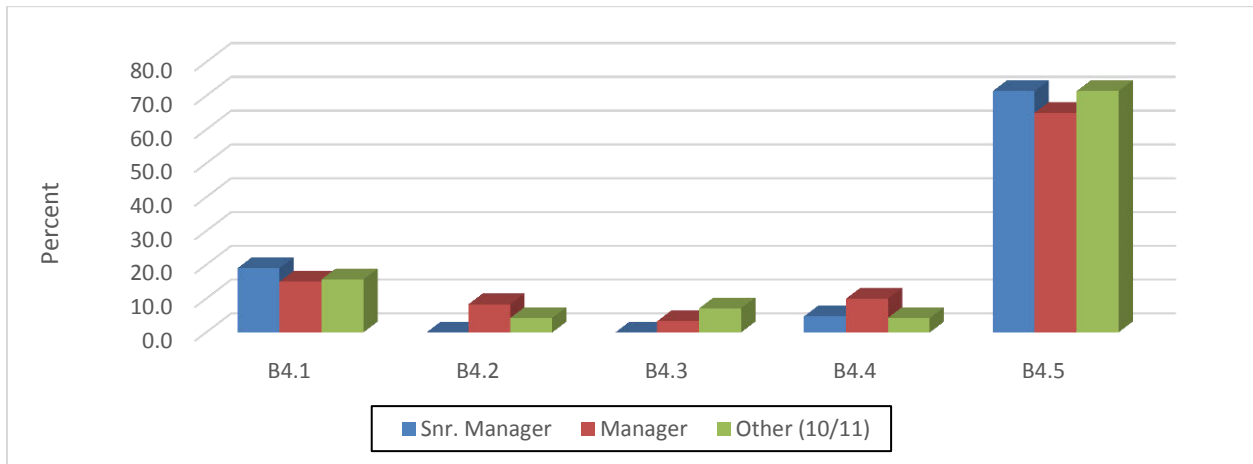


Figure 4.45: Combined job level Departmental planning and HR succession strategy integration

Table 4.18 below shows the summary of B4.5 (Other. Please indicate) responses given by both MSG and FEG if departmental succession planning is integrated with HR succession strategy. MSG respondents in summary stated that they are not exposed to this process, they are not aware or they have no idea if process exist, process is ineffective. FEG respondents in summary stated they are unaware of this process, unsure if process exists. Majority of the comments are similar from both divisions.

	Division		Total
	MSG	FEG	
B4 - Departmental succession planning is integrated with HR succession strategy:			
Never experienced a targeted employee being mentor/or progress tracking of his/her development	0.9%	0.0%	0.7%
No idea	0.0%	2.8%	0.7%
None of the above	0.9%	0.0%	0.7%
Unaware	3.4%	5.6%	3.9%
Unaware, and if there is, it is highly ineffective	0.9%	0.0%	0.7%
Unknown	3.4%	0.0%	2.6%
Unsure	0.0%	8.3%	2.0%
No comment	56.9%	61.1%	57.9%
Total	66.4%	77.8%	69.1%

Table 4.18: Other: Please indicate (B4.5) respondents detail

4.9.5 Departmental workforce reshuffling and HR succession strategy alignment

This subsection had six options to choose from:

Question: B5: Departmental workforce reshuffling is aligned with HR succession strategy

Options: B5.1: Departmental workforce changes are discussed & agreed with the candidate

B5.2: Departmental workforce changes are discussed & agreed between management & HR

B5.3: Departmental structural changes are communicated with candidate upfront

B5.4: Revised succession/development plan is discussed & agreed with candidate & HR

B5.5: All of the above

B5.6: Other. Please indicate

Few MSG 3.4% and FEG 2.8% revealed that departmental reshuffling is aligned with HR succession planning (B5.5 - All of the above). Majority of the respondents for both MSG (52.6%) and FEG (52.8%) selected option B5.6 (Other. Please indicate). Other responses from both departments are spread between 16.7% and 30.6% across B5.1: departmental workforce changes are discussed & agreed with the candidate, B5.2:

departmental workforce changes are discussed & agreed between management & HR, B5.3: departmental structural changes are communicated with candidate upfront). This is shown in Figure 4.46 below.

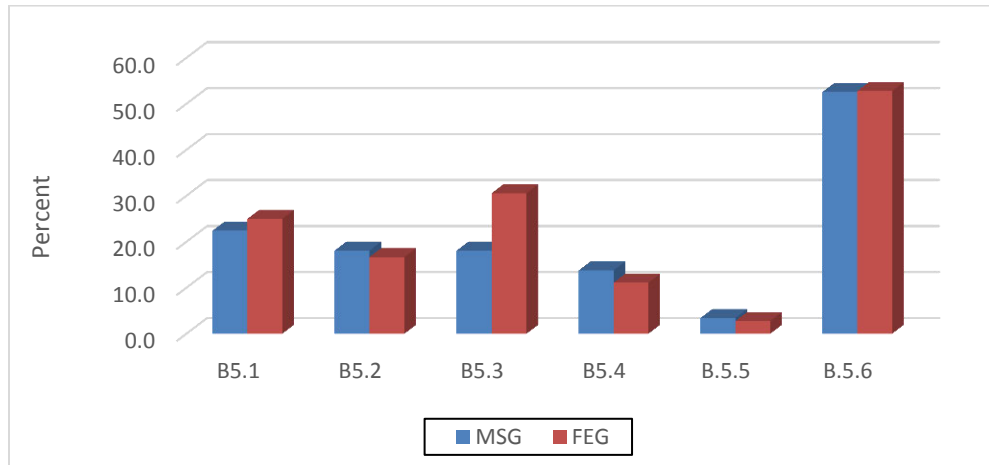


Figure 4.46: Separated Departmental workforce reshuffling and HR succession strategy alignment

The majority of combined respondents from MSG & FEG (52.6%) gave their opinion if departmental workforce reshuffling is aligned with HR succession strategy (option B5.6 - Other. Please indicate). Only 3.3% of total respondents indicated that the departmental workforce reshuffling is aligned with HR succession strategy (option B5.6 - All of the above). Other combined responses are spread between 17.7% and 23.0% across B5.1: departmental workforce changes are discussed & agreed with the candidate, B5.2: departmental workforce changes are discussed & agreed between management & HR, B5.3: departmental structural changes are communicated with candidate upfront). This is shown in Figure 4.47 below.

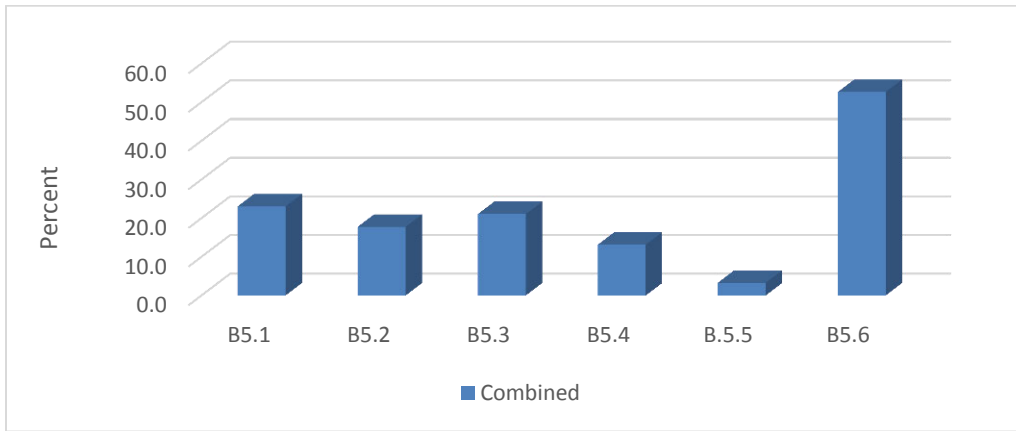


Figure 4.47: Combined Departmental workforce reshuffling and HR succession strategy alignment

The majority of FEG senior management respondents (80%) fell under B5.1: departmental workforce changes are discussed & agreed with the candidate and 60% fell under B5.2: departmental workforce changes are discussed & agreed between management & HR. Majority of MSG senior management responses are spread between B5.1: departmental workforce changes are discussed & agreed with the candidate (43.8%) and B5.3: departmental structural changes are communicated with candidate upfront (43.8%). Figure 4.48 shows that majority of managers and other (10/11): specialists from both MSG and FEG fell under B5.6: Other. Please indicate. This is shown in Figure 4.48 below.

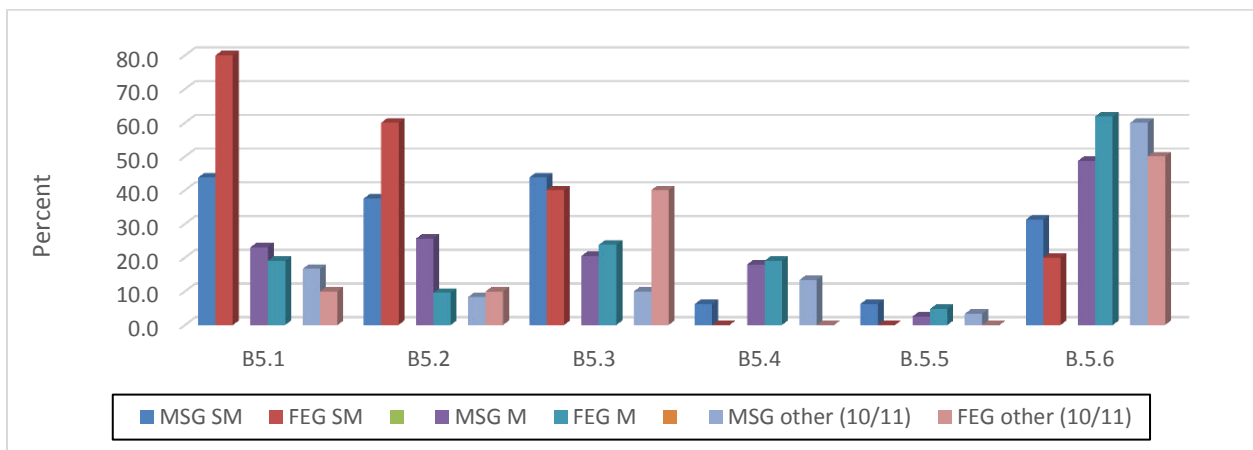


Figure 4.48: Separated job level Departmental workforce reshuffling and HR succession strategy alignment

The majority of combined respondents by job level for senior management (52.4%) fell under B5.1 (Departmental workforce changes are discussed & agreed with the candidate). There is also a high percentage of 42.9% under both B5.2 (Departmental workforce changes are discussed & agreed between management & HR) and B5.3 (Departmental structural changes are communicated with candidate upfront). Majority of combined respondents by job level for managers and other (10/11): specialists/principal engineers are in B5.6 (Other. Please indicate), 53.3% and 58.6% respectively. This is shown in Figure 4.49 below.

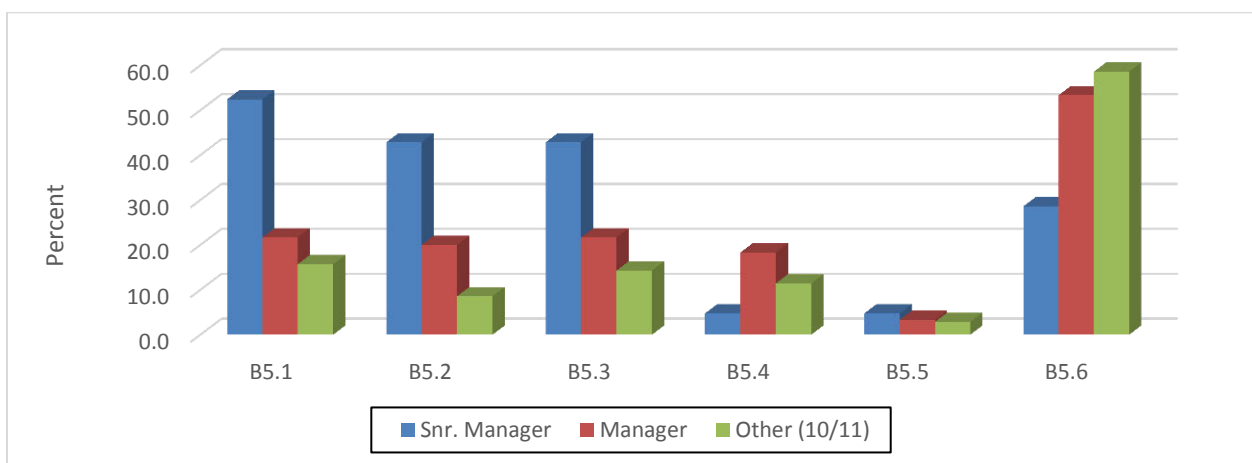


Figure 4.49: Combined job level Departmental workforce reshuffling and HR succession strategy alignment

Table 4.19 below shows the summary of B5.6 (Other. Please indicate) responses given by both MSG and FEG if departmental workforce reshuffling is aligned with HR succession strategy. MSG respondents in summary stated that there is no logic applied, unaware/does not know of the process, some indicated that process only taking place at senior management level. FEG respondents in summary stated that they have no idea or they unaware, some made the assumption that all of the options give are in place.

	Division		Total
	MSG	FEG	
B5 - Departmental workforce reshuffling is aligned with HR succession strategy:			
As per 4.5	0.9%	0.0%	0.7%
Assuming all of the above is applicable	0.0%	2.8%	0.7%
HR is informed to ensure no red tape	0.0%	2.8%	0.7%
Mostly at senior management level, not engineering level	0.9%	0.0%	0.7%
No idea	0.0%	2.8%	0.7%
Perception is not, logic is not shared	0.9%	0.0%	0.7%
Unaware	1.7%	2.8%	2.0%
Unaware but try to be transparent in communicating with the candidates and HR	0.9%	0.0%	0.7%
Unknown	1.7%	0.0%	1.3%
No comment	45.7%	41.7%	44.7%
Total	52.6%	52.8%	52.6%

Table 4.19: Other: Please indicate (B5.6) respondents detail

4.10 Competency development

This objective was measured by giving the respondents a set of five questions to answer. To graphically depict the results obtained for this objective, the Figures and Tables are placed below. The respondents scoring patterns per variable, division and combined will be analysed. Thereafter the comparative analysis between MSG and FEG will be done, followed by the combined analysis.

		Division															
		MSG								FEG							
		Strongly disagree		Disagree		Agree		Strongly agree		Strongly disagree		Disagree		Agree		Strongly agree	
Question		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Employee competence development at Toyota is linked to business strategy	C1	8	7.0 %	3	27.2 %	68	59.6 %	7	6.1 %	1	2.8 %	1	41.7 %	19	52.8 %	1	2.8 %
Toyota working environment/culture is conducive for employees to pursue competency development opportunities	C2	4	3.5 %	2	20.2 %	78	68.4 %	9	7.9 %	1	2.8 %	1	38.9 %	20	55.6 %	1	2.8 %
Competency development is used as a retention strategy	C3	8	7.0 %	5	50.0 %	46	40.4 %	3	2.6 %	2	5.6 %	2	55.6 %	13	36.1 %	1	2.8 %
There is alignment between HR and all Toyota departments on the importance of employee competence development	C4	1	8.8 %	6	52.6 %	43	37.7 %	1	0.9 %	4	11.1 %	1	52.8 %	13	36.1 %	0	0.0 %
Employee competency development at Toyota improves business performance	C5	3	2.7 %	2	23.9 %	75	66.4 %	8	7.1 %	0	0.0 %	5	13.9 %	27	75.0 %	4	11.1 %

Table 4.20: Competency Development separate analysis

Within each division, the following patterns are observed in Figure 4.20 above:

- ❖ Question C2 and question C5 for MSG indicate significantly higher levels of agreement and question C1 is also in agreement. Whereas question C3 and question C4 indicate the contrary.
- ❖ For FEG question C5 indicate significantly higher level of agreement, whereas question C1 and question C2 also indicate agreement. Question C3 and question C4 on the other hand indicate disagreement.
- ❖ In both divisions question C3 and question C4 indicate disagreement.

Question		Strongly disagree		Disagree		Agree		Strongly agree	
		Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
Employee competence development at Toyota is linked to business strategy	C1	9	6.0%	46	30.7%	87	58.0%	8	5.3%
Toyota working environment/culture is conducive for employees to pursue competency development opportunities	C2	5	3.3%	37	24.7%	98	65.3%	10	6.7%
Competency development is used as a retention strategy	C3	10	6.7%	77	51.3%	59	39.3%	4	2.7%
There is alignment between HR and all Toyota departments on the importance of employee competence development	C4	14	9.3%	79	52.7%	56	37.3%	1	0.7%
Employee competency development at Toyota improves business performance	C5	3	2.0%	32	21.5%	102	68.5%	12	8.1%

Table 4.21: Competency development combined analysis

Combined, following patterns are observed:

- ❖ Question C1, question C2 and question C5 indicate levels of agreement, whereas question C3 and question C4 indicate high level of disagreement. This appears in Figure 4.21 above.

4.10.1 Competency development and business strategy

The results in Figure 4.50 below indicate that the majority of the respondents both in MSG (65.7%) and FEG (55.6%) indicated that employee competency development is linked to business strategy. MSG 59.6% and 6.1% respondents agree and strongly agree respectively. FEG 52.8% and 2.8% respondents agree and strongly agree respectively.

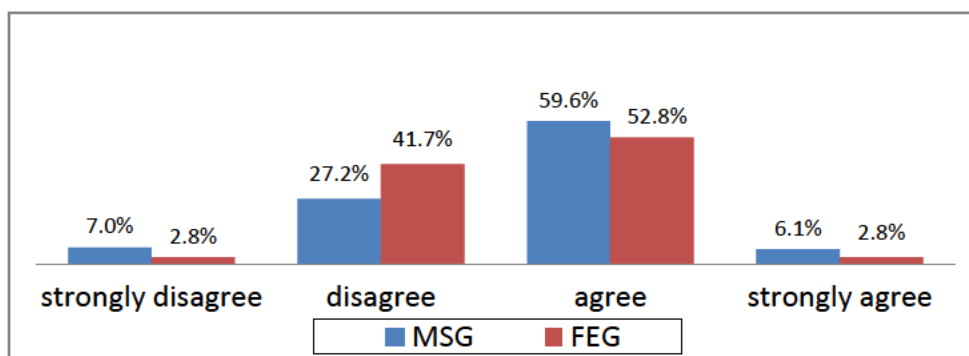


Figure 4.50: Separated competency development and business strategy

The majority of both MSG and FEG respondents combined (63.3%) indicated that competency development is linked to business strategy. Only 6% strongly disagree and 30.7% disagree. This is shown in Figure 4.51 below.

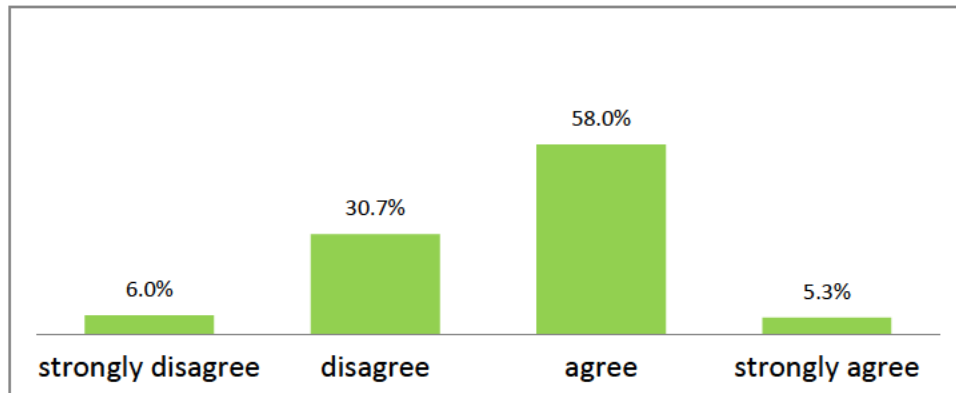


Figure 4.51: Combined competency development and business strategy

The majority of both MSG senior management (73.3%) and FEG senior management (60%) agree that competency development is linked to business strategy. Majority of MSG managers (66.7%) agree whilst majority of FEG managers (52.5%) disagree. Majority of both MSG (62.7%) and FEG (70%) other (10/11): specialists/principal engineers agree. This is shown in Figure 4.52 below.

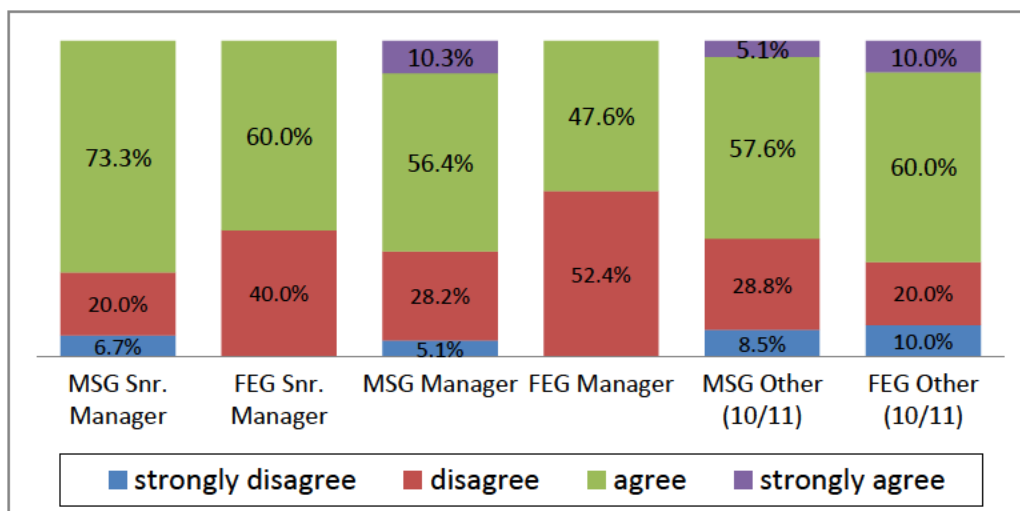


Figure 4.52: Separated job level competency development and business strategy

Combined results per job level results indicate that all 3 levels agree that competency development is linked to business strategy. Figure 4.53 below indicates that 70% of senior managers, 60% of managers and 63.6% of other (10/11): specialists/principal engineers all agree.

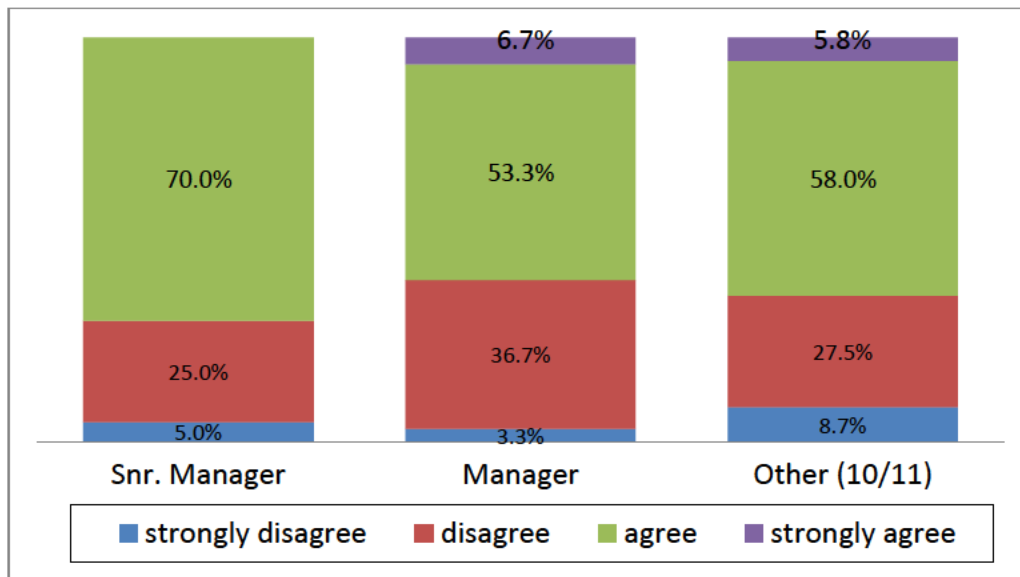


Figure 4.53: Combined job level competency development and business strategy

4.10.2 Working environment/culture and competency development opportunities

Both the majority of MSG respondents (76.3%) and FEG respondents (58.4%) indicated that the working environment/culture is conducive for employees to pursue competency development opportunities, as Figure 4.54 shows.

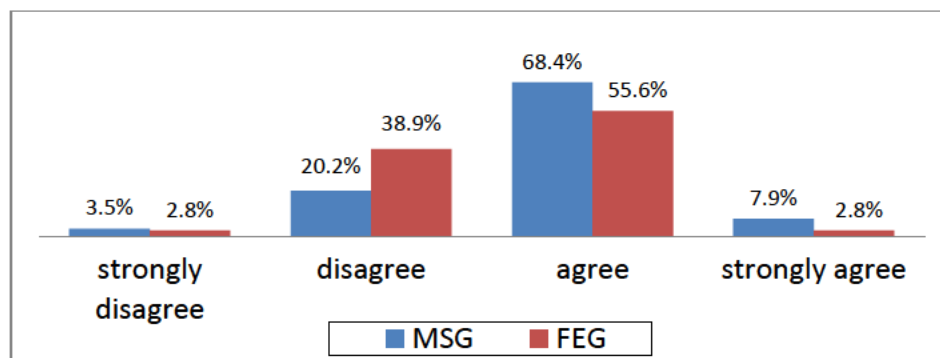


Figure 4.54: Separated working environment/culture and competency development opportunities

Combined results reveal that majority of respondents are in agreement that the working environment/culture is conducive for employees to pursue competency development opportunities. Figure 4.55 below indicates that 65.3% agree and 6.7% strongly agree.

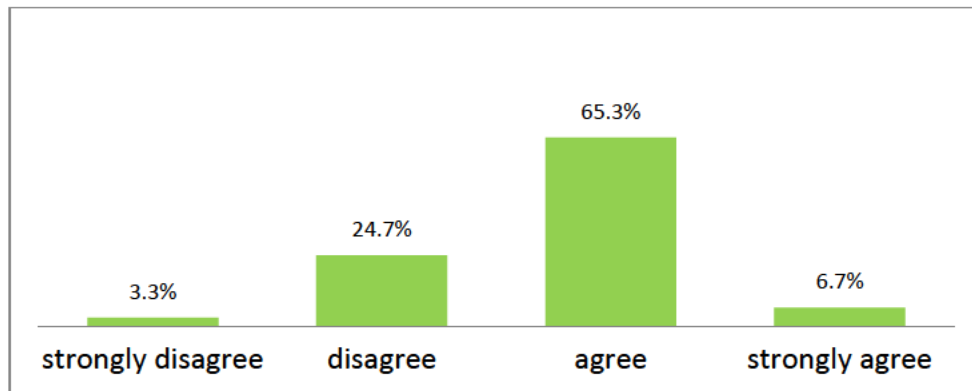


Figure 4.55: Combined working environment/culture and competency development opportunities

The majority of respondents in all job levels in Figure 4.56 below, except FEG other (10/11): specialists/principal engineers indicated that working environment is conducive for employees to pursue competency development opportunities. FEG other (10/11): specialists/principal engineers neither agree nor disagree, these is a 50/50 split.

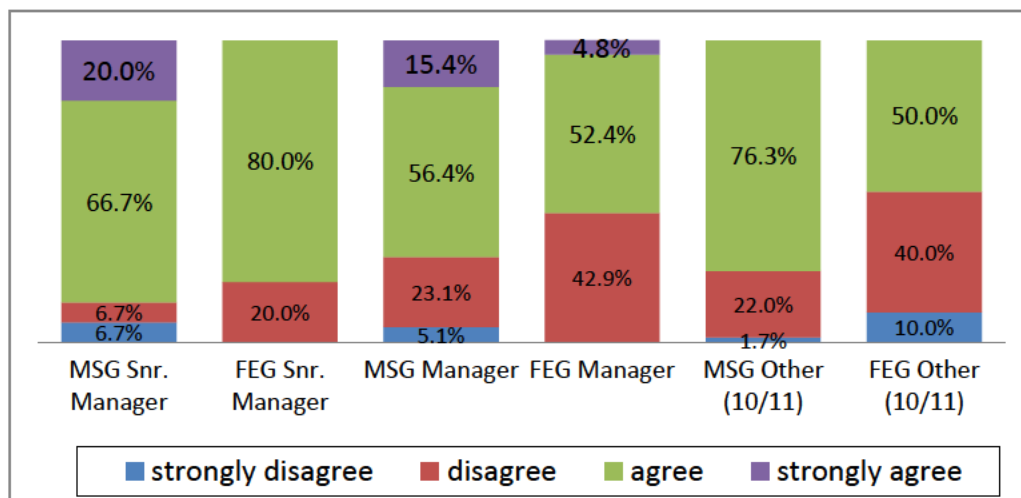


Figure 4.56: Separated job level working environment/culture and competency development opportunities

Combined results indicate that all the majority of respondents in all job levels agree that working environment/culture is conducive for employees to pursue competency development opportunities. Figure 4.57 below indicates that 70% and 15% of senior managers agree and strongly agree respectively; 55% and 11.7% of managers agree and strongly agree respectively and other (10/11): 72.5% of specialists/principal engineers agree.

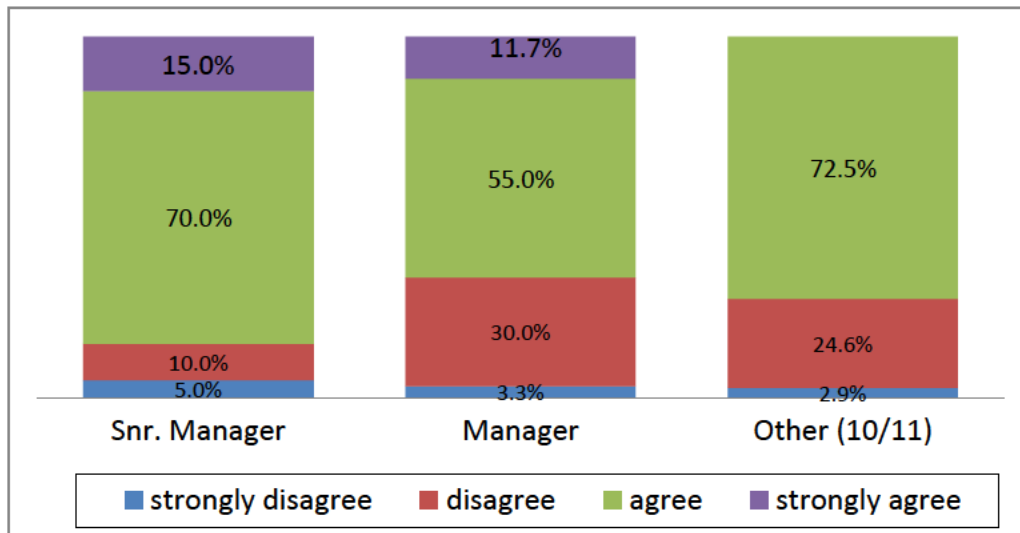


Figure 4.57: Combined job level working environment/culture and competency development opportunities

4.10.3 Competency development and retention strategy

The results reveal that the majority of respondents in both MSG (57%) and FEG (61.2%) revealed that competency development is not used as a retention strategy. A large number of MSG respondents (43%) and FEG respondents (38.97%) of MSG respondents agree that competency development is used as a retention strategy. This is shown in Figure 4.58 below.

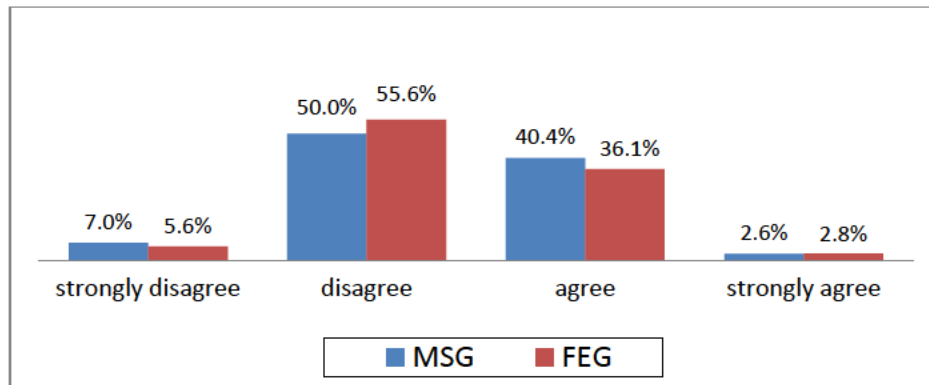


Figure 4.58: Separated competency development and retention strategy

Combined results reveal that majority of respondents do not agree that the competency development is used as a retention strategy. Figure 4.59 below indicates that 51.3% disagree and 6.7% strongly disagree.

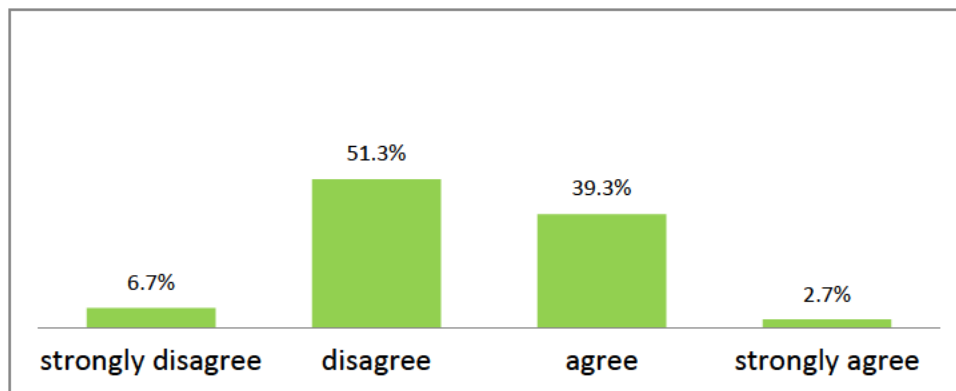


Figure 4.59: Combined competency development and retention strategy

The results in Figure 4.60 below indicate that 66.7% MSG senior managers disagree that competency development is used as a retention strategy, on the contrary FEG senior managers (60%) agree. Majority of MSG managers, FEG managers and MSG other (10/11): specialists/principal engineers all disagree, except 60% of FEG (10/11): specialists/principal engineers who agrees.

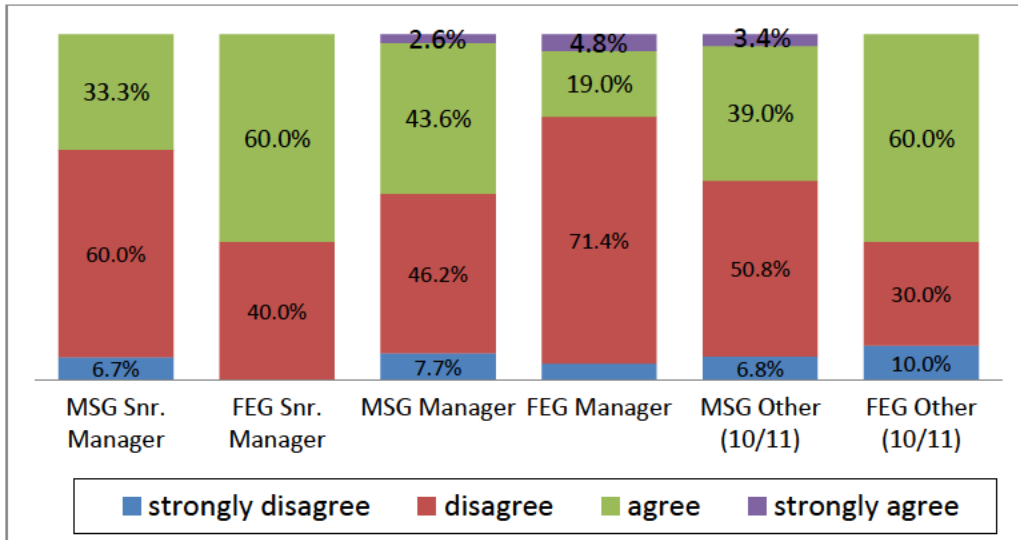


Figure 4.60: Separated competency development and retention strategy

Combined results show that the majority of the respondents in all job levels disagree that competency development is used as a retention strategy. Table 4.61 below shows that 55% and 5% of senior managers disagree and strongly disagree respectively; 55% and 6.7% of managers disagree and strongly disagree respectively, 47.8% and 7.2% other: (10/11) specialists/principal engineers disagree and strongly disagree respectively.

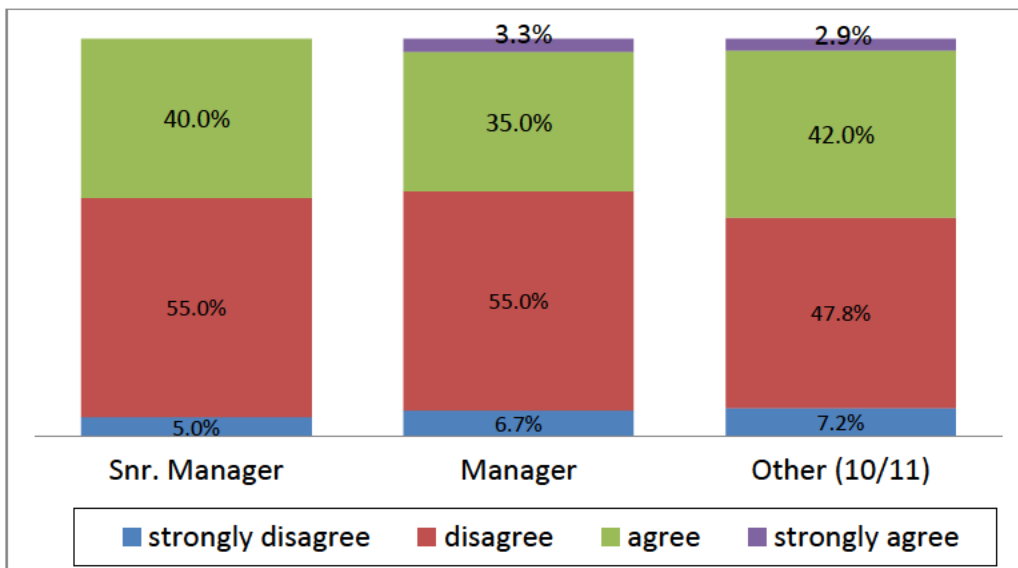


Figure 4.61: Combined job level competency development and retention strategy

4.10.4 HR and departments alignment and importance of employee development

The majority of the respondents from both MSG and FEG indicated that human resources and departments are not aligned when it comes to employee competency development. Figure 4.62 below indicates that only 37.7% of MSG respondents who agree and 0.9% who strongly agree and 36.1% of FEG respondents who agree.

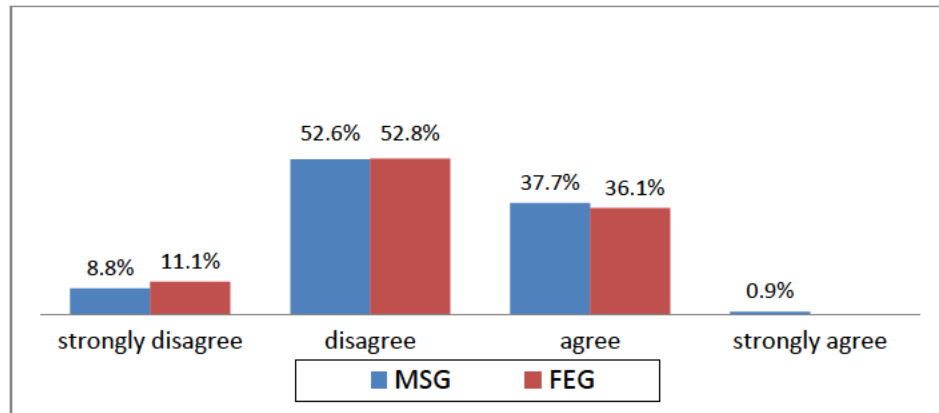


Figure 4.62: Separated HR and department alignment and importance of employee development

The majority of the respondents revealed that human resources and departments are not aligned when it comes to employee competency development. Figure 4.63 below indicates that 52.7% of respondents who disagree and 9.3% who strongly disagree.

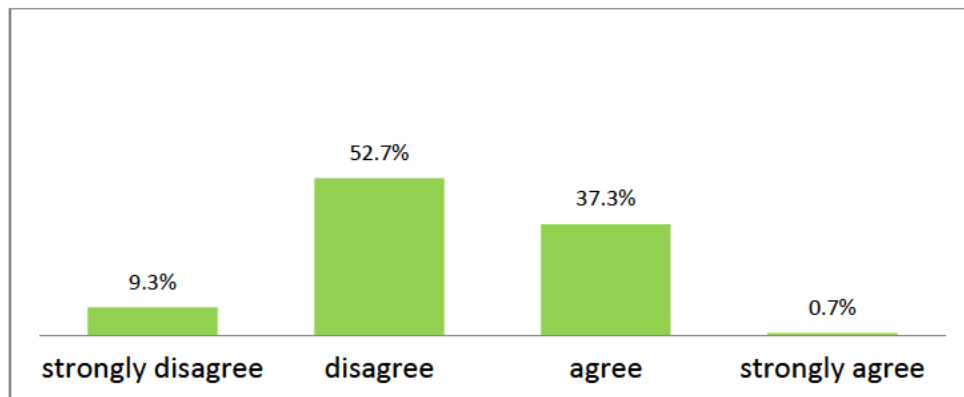


Figure 4.63: Combined HR and department alignment and importance of employee development

The majority of respondents from all job levels except 50% of FEG revealed that human resources and the departments are not aligned when it comes to employee competency development. Senior management from both MSG and FEG have higher percentages of respondents who disagree when compared to other levels, MSG senior manager (73.3%) and FEG senior managers (80%). This is shown in Figure 4.64 below.

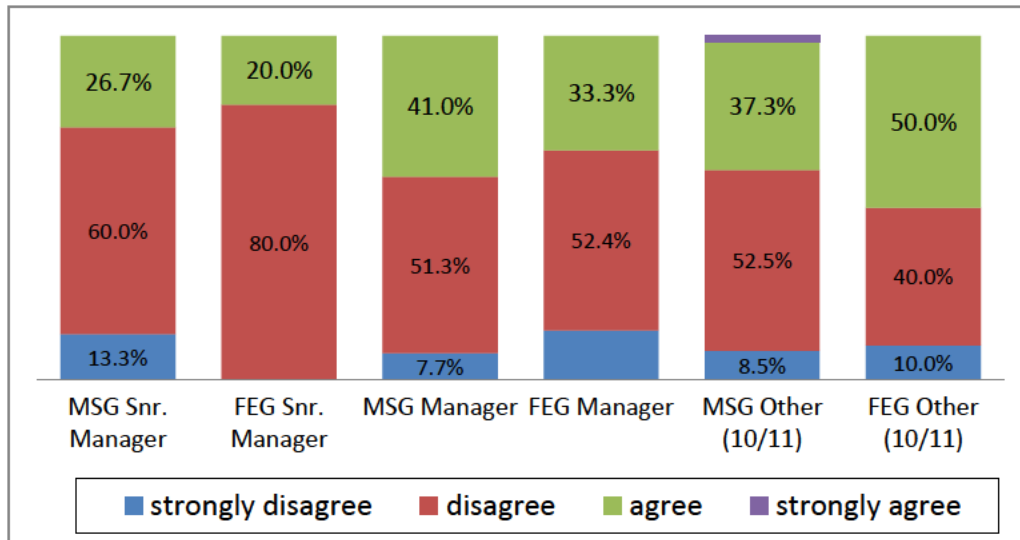


Figure 4.64: Separated job level HR and department alignment and importance of employee development

Combined results show that the majority of the respondents in all job levels revealed that human resources and departments are not aligned when it comes to employee competency development. Table 4.65 below shows that 65% and 10% of senior managers disagree and strongly disagree respectively; 51.7% and 10.0% of managers disagree and strongly disagree respectively; 50.7% and 8.7% other (10/11): specialists/principal engineers disagree and strongly disagree respectively.

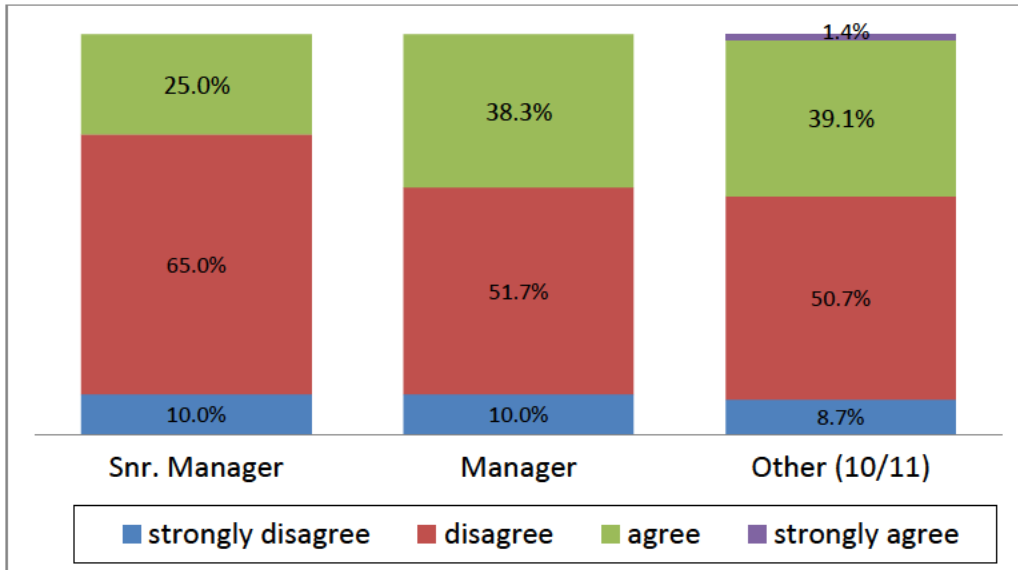


Figure 4.65: Combined job level HR and department alignment and importance of employee development

4.10.5 Competency development and business performance improvement

As shown in Figure 4.66 below the majority of respondents from MSG (73.5%) and FEG (86.1%) indicated that employee competency development improves business performance. Figure 4.66 below also indicates that only 23.9% of MSG and 13.9% of FEG respondents disagree and strongly disagree respectively and only 13.9% of FEG respondents disagree.

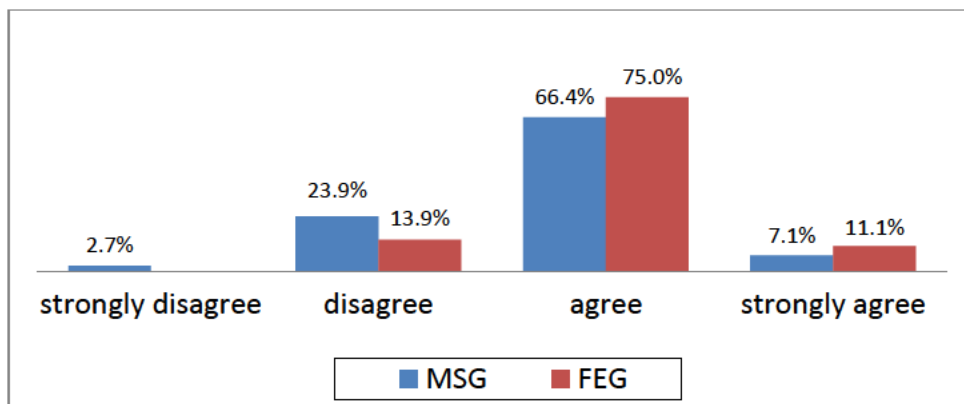


Figure 4.66: Separated competency development and business performance improvement

Combined results indicate that majority of respondents indicated that employee competency development improves business performance. Figure 4.67 below indicates that 68.5% agree and 8.1% strongly agree.

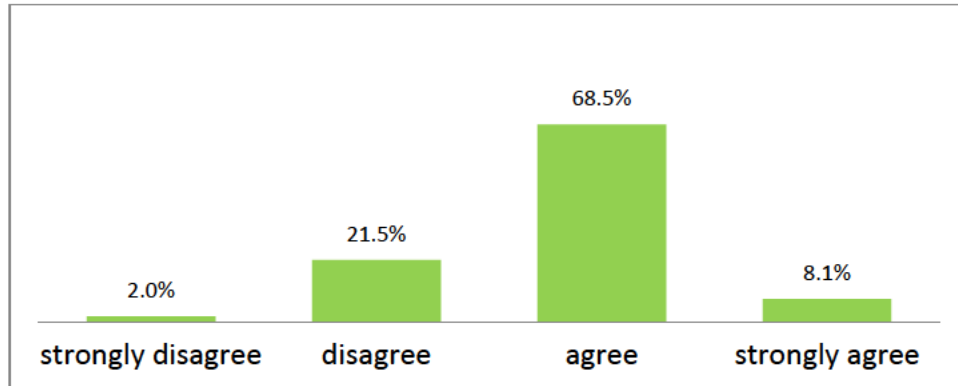


Figure 4.67: Combined competency development and business performance improvement

The majority of respondents from all job levels indicated that the employee competency development improves business performance. Figure 4.68 below indicates that the responses in agreement are above 80%, except MSG manager which equals to 63.7%. All FEG senior managers agree (100%) compared to 86.7% MSG senior manager that also agree.

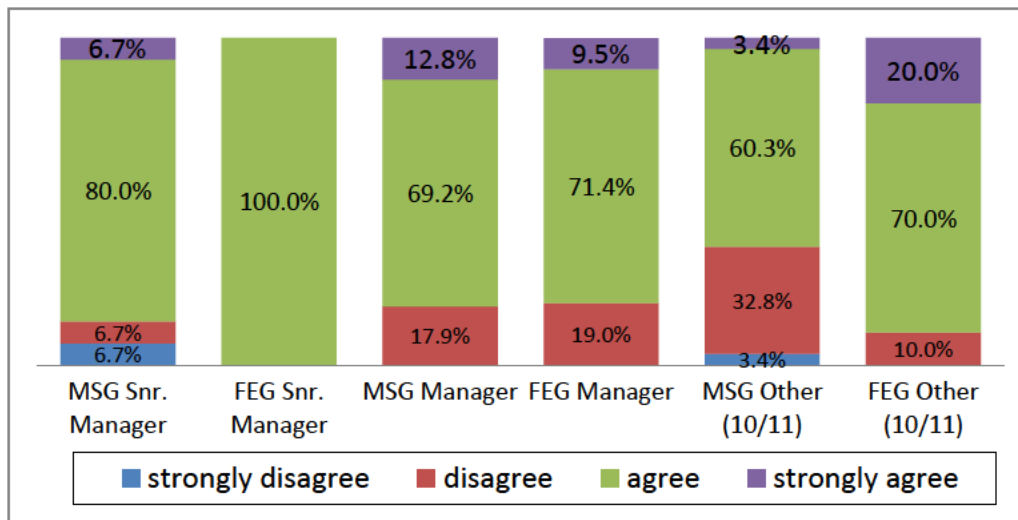


Figure 4.68: Separated job level competency development and business performance improvement

The combined result from all respondents per job level indicates that employee competency development improves business performance. Figure 4.68 below shows that 90% of senior managers agree, 81.7% of managers agree and 67.7% of other (10/11): specialists/principal engineer agree.

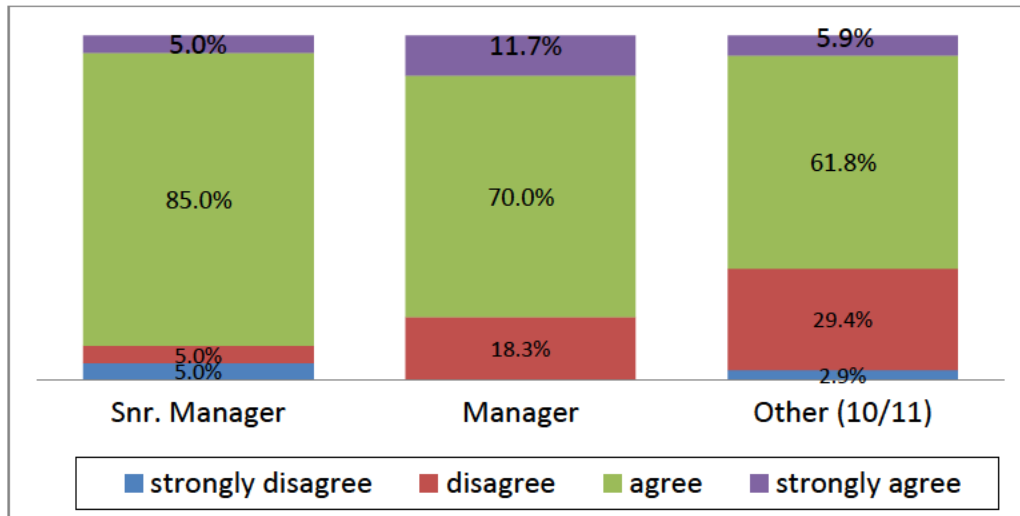


Figure 4.69: Combined job level competency development and business performance improvement

4.11 Summary

The results presented in this chapter confirmed the adequacy of the sample size, the validity and reliability of the research instrument. The findings confirmed that the research instrument perfectly measured what it was intended to measure (factor analysis), the correlations analysis were done to test and confirm the relationship between the variables.

The demographics and professional respondents profile analyses were conducted. Separate and combined analysis based on the research instrument feedback was dealt with in great detail.

The next chapter will look at detailed discussions based on the findings from this chapter.

Chapter 5

Discussions

5.1 Introduction

In the previous chapter the results collected from the research instrument (questionnaire) was presented. This chapter will discuss the findings from previous chapter and assess if the objectives of the study were indeed achieved or not. The research findings will be discussed in conjunction with the literature already reviewed in chapter 2.

5.2 To evaluate talent sourcing and retention in increasing competitive advantage

This objective included six questions from the research instrument. The discussion under this section will be based on the respondents' feedback from these questions.

5.2.1 Recruitment process and business strategy

The combined findings reveal that 68.3% respondents agree that recruitment process is driven by business strategy. The findings show that the 74.1% of MSG respondents agree that recruitment process is driven by business strategy. The worrying factor in these findings is that 60% of MSG senior management disagree that the recruitment process is driven by business strategy. It is still agreeable to note that the overall response is positive. Gretczko & Cleary (2016) pointed out that recruitment and selection function does not function separately as it was the case historically, now it must operate in conjunction with management and aligned to business objectives.

Toyota HRM guiding model, states that the Human Resources (HR) division must conduct hiring activities from a company-wide perspective to prevent each departmental hiring that might result in hiring specialists who lack desired capabilities such as teamwork or an understanding of the Toyota way thinking. These findings are consistent

with Collings & Mellahi (2013) who highlighted that skilled human capital is critical for organizational sustainability, achieving business objectives and gaining competitive advantage. Murongazvombo (2015) further added that attracting and recruiting the right skills required by the organization is critical in achieving and sustaining competitive advantage.

5.2.2 Future talent requirements and talent recruitment

Combined findings of 63.1% (64.6% MSG and 58.4% FEG) revealed that the future talent requirements are being considered when recruiting new talent. It is of great interest to note that 60% of FEG senior managers did not agree. Senior management respondents were the ones expected to give positive feedback. The overall results are nevertheless positive. These findings are consistent with the literature by Barkhuizen *et al.* (2014), who maintain that talent management involves a thoughtful process to attract, retain, train and develop individuals who has the necessary drive and potential to meet both current and future needs of the organization.

As per Toyota HRM Guiding model, hiring must be conducted from a perspective that focuses on developing employees over a mid to long-term, and not just from a perspective of immediate headcount need.

5.2.3 Recruitment process fairness and transparency

The results show that 53% of MSG respondents revealed that the recruitment process is not fair and transparent, on the other hand FEG respondents are indecisive, 50% agree and the other 50% disagree. Combined findings (52.3%) indicate that recruitment process is not fair and transparent. The overall results are of great concern, since the majority does not have faith in TSAM recruitment process. This is a bit contradictory since the majority in the above variable indicated that TSAM considers future needs when recruiting talent. The assumption can therefore be made that the right talent are being placed in the strategic positions but the correct process is not being followed.

Toyota HRM guiding model emphasize the importance of fairness and transparency in the recruitment process, the guide states that establishing a recruitment evaluation criteria that enable an objective comparison of all potential candidates is an indication that there is a fair and objective selection process within the organization.

Gretczko & Cleary (2016) raised a significant point that too frequently HR department amend its recruitment process reactively, depending on the organization's cash flow or the internal demands from influential and powerful business units, this clearly shows that such organizations have not connected hiring process with the business strategy.

5.2.4 Remuneration package and employee retention

The results show that the majority of the combined respondents (61.1%) indicated that remuneration package contributes to employee retention. Looking at individual divisions, both divisions agree (MSG 59.5% and FEG 66.7%). These results confirm that majority of employees are happy with the remuneration package.

Happy employees perform better in their day to day activities and they remain loyal to the organization. Osibanjo *et al.* (2014) point out that employees work in order to get paid so they can satisfy their daily needs namely foodstuff, clothing and accommodation. They perceive remuneration as a greatest controlling or motivating factor for job satisfaction. The remuneration received offers staff a sense of fulfillment, such will ultimately support increased skills retention within the organization.

It is important to note that almost 40% of respondents from all job levels revealed that remuneration package does not contribute to employee retention. Mehta *et al.* (2014) agree that in order to improve employee retention and commitment, the organization must provide on the job training opportunities, providing sufficient employee insurance and health benefits, namely training facilities, clinics within the workplace, offer special rewards to staff who not just get the job completed timeously but also do it efficiently and exceptionally well.

5.2.5 HR and Management recruitment and retention responsibilities alignment

The study results indicate that both MSG 66.1% and FEG 75% (68.3% combined) do not agree that human resources and management recruitment and retention responsibilities are aligned. It is important to note that 100% of FEG senior managers disagree and 73.3% of MSG senior managers. It was expected that senior management were the ones expected to give positive feedback. This is very worrying that the results show there is misalignment between HR and other departments.

Literature by Stanz & Barkhuizen (2010); Barkhuizen & Veldtman (2012); Du Plessis, Mporu & Barkhuizen (2013); Mtila, Barkhuizen & Mokgele (2013) point out that a close relationship between organization leaders and talent management is a key driver in candidate attraction, developing and retention. Numerous South African studies indicated that the level to which management apply talent management practices within an organization have a huge effect on employees decision to remain or seek better employment outside the organization.

5.2.6 Robust retention strategy

The combined majority from both divisions (83.5%) disagree that there is a robust strategy in place to prevent good talent from leaving (MSG 80.1% and FEG 94.4%). It is interesting to note that 100% of FEG senior management form part of the respondents that disagree. The findings reveal that there seems to be a dilemma because over 80% of the respondents from both divisions do not agree there is a good enough retention strategy in place to prevent good talent from leaving. The literature shows as Murongazvombo (2015) highlights that in every organization, employee retention is a fundamental source for competitive advantage. Organizations mainly depend on the skills, knowledge and talent development in order to successfully compete in the industry and moreover achieve competitive advantage not only locally but globally as well.

Furthermore, Murongazvombo (2015) adds that retention is a complex concept and there is no one technique for keeping employees within an organization. However, business leaders have to decide which strategies motivate employees to remain with the company and which benefit both the company and the employees.

5.3 To analyse the role of succession planning in sustaining competitive advantage

This objective was evaluated by five questions from the questionnaire with five or six options to choose from. The respondents were also given the opportunity to voice their opinions. The discussion under this section will be based on the respondents' feedback from these questions.

5.3.1 Succession planning strategy is clearly articulated

Only FEG 2.8% and MSG 9.5% revealed that the succession planning strategy is clearly articulated to all employees. The majority of all respondents from both the divisions and all job levels (MSG 62.1% and FEG 61.1%), chose the option that allowed them to voice their opinions. In summary, the most noted response from both divisions is that succession planning is not clearly articulated; others stated it is only applicable to the few individuals; some revealed that there is no succession planning at all.

Such feedback has the potential to prevent TSAM ambition of remaining the market leader in South Africa and becoming the mother plant in Africa. Literature by Chigada & Ngulube (2015) emphasize that succession planning is designed to guarantee continuity and to sustain effective performance by planning for the replacement of key employees over a period of time. Such processes should be clear and transparent.

Literature by Schutte & Barkhuizen (2014), added that strategic leaders should recognize that succession planning is a long term process that seeks unconditional commitment from all stakeholders in order to achieve business objectives.

Jones (2015) states that for succession planning to be effective it needs a culture that is agile, receptive and that recognizes and develops the high performers. In order to support the organization to maintain its competitiveness, the talent selection criteria must be in line with the requirements of the organization and not about employing best talent who might not fit within the organization. Such talent must possess or develop required skills to quickly adapt when and if the organization realigns its priorities or evolving technology.

5.3.2 Succession candidates and company plans

Only MSG 10.3% and MSG 9.5% revealed that identified succession candidates are informed of company plans about them. The majority of the respondents from both the divisions and all job levels MSG (64.7%) and FEG (72.2%) selected the option that gave them the opportunity to give their view on the subject matter. In summary, respondents stated that they are not aware if such a process existed, some made it clear that candidates are not informed of plans about them and made suggestions that TSAM needed to make some improvements.

Most employees from both MSG and FEG divisions are between the ages 25 and 35; the majority of the respondents are highly educated, possess a diploma, degree, honours degree or post graduate degree. Majority of them are currently at the management level. To see such feedback from employees is very disturbing and responses are contrary to the literature by Fajčíková *et al.* (2016) who corroborate that succession planning is critical in addressing continuity problems inside the organizations. Succession planning approaches identify key positions and subsequently equipping employees with the necessary skills to take up the vacated positions or that will become vacant in the near future. Salustri (2016) adds that succession planning is not an overnight process but that it takes a minimum of two or three years.

5.3.3 Tools in place to track succession candidate's development

A very small percentage of respondents from both MSG 9.5% and FEG 5.6% revealed that there are tools put in place to track succession candidate's development progress. Majority of the respondents from both the divisions and all job levels MSG (62.9%) and FEG (63.9%) selected the option that gave them the opportunity to express themselves. Included in FEG 63.9% is 100% of FEG senior management.

In summary, feedback given was that candidates are the ones leading this process. Some respondents stated that there is no fixed process or no tools are in place and other even stated that they had no idea if such a process is in place or not. This feedback is incoherent with the published literature by Marachi & Wario (2013) who highlight that an effective succession planning program supports in identifying and matching employees' abilities with the job function and this will in turn enhance employee talent within the organization.

According to Toyota HRM Guiding model, for important positions at TSAM successors must be developed based on succession planning, through planned acquisition of required competencies for the positions. Toyota HRM Guiding model provides examples of activities and tools to be incorporated with succession planning, namely psychometric testing, coaching and mentoring, chairing job evaluations, develop and deploy performance management tools.

Ximba (2016) added that training and education, networking, mentorship and work related challenges enable employees to develop in their careers while an absence of succession planning programs and tracking tools generate barriers for the employees to grow their careers.

5.3.4 Departmental planning and HR succession strategy integration

Only MSG 6.9% and FEG 5.6% revealed that departmental succession planning is integrated with the HR succession strategy. Majority of the respondents from both the

divisions and all job levels MSG (66.4%) and FEG (77.8%) selected the option that gave them the opportunity to voice their opinion. Included in the FEG 77.8% is 100% of FEG senior management.

In summary, respondents stated that they are not exposed to this process; some stated they are not aware or unsure if the process exists and others mentioned that this process is ineffective. Florea *et al.* (2013) highlight the importance of aligning HR and the other departments however succession planning does not entirely depend on the organization putting a strategy in place. The above mentioned authors draw attention to Coca Cola and Merck studies, pointing out that, to implement a succession strategy successfully is dependent on the employees and managers willingness to be hands-on and offer adequate attention to a process that can possibly result in no benefit to the organization but only benefit to the succession candidate. Florea *et al.* (2013) findings suggest if succession is not properly planned and structured however, there is a major conflict between management, succession candidate and the staff members not on succession program.

5.3.5 Departmental workforce reshuffling and HR succession strategy alignment

Only MSG 3.4% and FEG 2.8% revealed that departmental reshuffling is aligned with HR succession planning. Majority of the respondents from both the divisions and all job levels MSG (52.6%) and FEG (52.8%) selected the option that gave them the opportunity to voice their opinion.

In summary, respondents stated that there is no logic applied and they are unaware if the succession planning process is in place; some indicated that this process only takes place at senior management level. Camacho (2015) states succession planning offers a structure that is clear and a comprehensive development plan for succession candidate in order to progress their career inside the organization and thus contribute to the success of organization. Therefore any departmental decisions should be agreed with HR and candidate.

5.4 To determine the role of competence development sustaining competitive advantage

This objective was evaluated by five questions from the research instrument. The discussion under this section will be based on the respondents' feedback from these questions.

5.4.1 Competency development and business strategy

The results indicate that majority of the respondents both in MSG (65.7%) and FEG (55.6%) indicated that employee competency development is linked to business strategy. All job levels agree except the majority of FEG managers (52.5%).

TSAM has an employee development department in place (see Figure 2.1, p.13) that is responsible for competency development alignment with business strategy. Pam (2014) highlights that management of competency strives to align the business processes and internal systems in order to improve and deepen the competences of the individuals at their workstation.

5.4.2 Working environment/culture and competency development opportunities

Both divisions, MSG (76.3%) and FEG (58.4%) agree that the working environment/culture is conducive for employees to pursue competency development opportunities. Combined results also indicate that majority of all respondents in all job levels indicated that the working environment/culture is conducive for employees to pursue competency development opportunities.

Feedback tells us that the majority of employees at all levels are more or less happy with the working environment/culture as it gives them the opportunity to undergo development training. Toyota's HRM guiding model looks at human resources systems that support human resources development (employee competency development).

Furthermore, according to Figure 2.8, p.40, this HR development model focuses on performance appraisal, promotion, rotational training and succession planning.

Published literature by Young & Conboy (2013) state that employee competency development plan is divided into four steps, namely, formal learning, interpersonal affairs, assessment, and job experiences. Young & Conboy (2013) further state that organizations must offer an environment and chance for continuous learning and practical targets. For instance periodic employee rotation will keep them receptive to challenging jobs as it sustains motivation and satisfaction.

5.4.3 Competency development and retention strategy

Combined results reveal that the majority of the respondents do not agree that competency development is used as a retention strategy, MSG (57%) and FEG (61.2%). The results also reveal that 66.7% of MSG senior managers disagree that competency development is used as a retention strategy, on the contrary 60% of FEG senior managers agree.

Snelgar, Renard & Venter (2013) highlight that South African organizations have a huge challenge when it comes to developing a balanced competency model that will satisfy both the older and younger staff members and at the same time also offer a remuneration package that will keep them motivated.

Sibiya (2014) points out that competency development supports the company reduce staff turnover percentage. Sibiya (2014) further add that organizations with skilled employees tend to experience reduction in recruitment costs. Employees are placed on training programs, specialist and strategic positions thus lessening the need for recruiting skill externally; therefore avoid paying a premium to source that talent.

5.4.4 HR and departments alignment and importance of employee development

The majority of the respondents from both MSG (61.4%) and FEG (63.9) agree that human resources and departments are not aligned when it comes to employee

competency development. Surprisingly, the majority of senior management from both divisions are part of the job levels that agree that there is no alignment between the HR and departments, MSG senior managers (73.3%) and FEG senior managers (80%). Senior management and above levels are the ones responsible for such relationship to work in harmony.

Published literature by Fang (2014) points out that a robust competency development strategy might be in place but there are still a number of challenges impacting negatively on the competency development strategy.

5.4.5 Competency development and business performance improvement

Majority of respondents from MSG (73.5%) and FEG (86.1%) indicated that the employee competency development improves business performance. The majority of respondents from all job levels are in agreement.

The findings are in line with published literature by Pam (2014), management of competency is a method that sees individuals as the critical resource for the success of the organization. Competency management offers a plan to identify candidates, develop and nurture them and utilize these candidates for both the benefit of the individual and the organization.

Sengupta, Venkatesh & Sinha (2013) agree that for an organization to design a competency development plan, employee competencies must be matched with the job requirements.

5.5 Summary

The overall findings from TSAM talent management strategy, were somewhat not entirely positive; there are some areas of concern that require some improvements and other areas that require major and urgent improvements.

Results on talent recruitment and retention more importantly revealed that Toyota's recruitment process is driven by business strategy and future talent requirements are considered during talent sourcing. The study also revealed some areas that require minor attention such as the lack of a robust strategy to prevent good talent from leaving.

Results on competency development revealed that staff competency development is linked with business strategy. Alignment of human resources and departments requires some attention.

The study revealed that succession planning requires urgent attention. The findings from the two divisions about the objective related to succession planning, reveal to be very negative. The majority of respondents were not aware if succession planning existed or not and some have no clear understanding of the TSAM succession planning process and others don't agree that it is well structured.

The next chapter will present the conclusions and recommendations of the study in line with the research question, aim and the objectives. The next chapter will also focus on areas of future studies and the limitations that were encountered during this study.

Chapter 6

Conclusions and Recommendations

6.1 Introduction

The conclusion and recommendations of this research study findings are presented in this chapter. The conclusions and recommendations will be made based on the study objectives. This chapter will also focus on areas of future studies and the limitations that were encountered during this study.

Research question:

Is there a relationship between talent management strategy and achieving business objectives?

The study findings based on the below three objectives has answered this research question. The study results indicate that there is a relationship between TSAM talent management strategy and achieving business objectives.

The objectives of the study were:

1. to evaluate talent sourcing and retention in increasing competitive advantage
2. to analyse the role of succession planning in sustaining competitive advantage
3. to determine the role of competence development sustaining competitive advantage

6.2 Conclusions pertaining to the research objectives

6.2.1 Objective 1 – Evaluate latent sourcing and retention in increasing competitive advantage

The findings of the study in evaluating the role of talent sourcing and retention in increasing competitive advantage provided good feedback on some areas and also highlighted areas that need some improvements. The following conclusions arise because the majority of the respondents indicate being in agreement with the strategy:

- ❖ Recruitment process at Toyota is driven by business strategy
- ❖ Future talent requirements are being considered when recruiting new talent.
- ❖ Toyota's recruitment process is not fair and transparent.
- ❖ Toyota's remuneration package contributes greatly to employees' retention.
- ❖ HR and management recruitment and retention responsibilities are not aligned
- ❖ Toyota does not have a robust strategy to prevent good talent from leaving.

Therefore, objective 1 has been met.

6.2.2 Objective 2 - Analyse the role of success planning in sustaining competitive advantage

The findings of the study in analysing the role of succession planning in sustaining competitive advantage revealed that succession planning requires an urgent attention. Succession planning was not well received by the majority of the respondents, feedback given indicates that respondents were not aware succession planning at TSAM exist or not and some respondents have no clear understanding of TSAM succession planning strategy and the other respondents do not agree that succession planning is well structured. The following conclusions arise because the majority of the respondents indicate being in agreement with the strategy:

- ❖ Succession planning strategy at Toyota is not clearly articulated to all employees.
- ❖ Identified succession candidates are not informed of company plans about them.
- ❖ Toyota does not have tools in place to track succession candidate's development progress, candidates are the ones leading such processes and there is no formal structure in place.
- ❖ Departmental succession planning is not integrated with HR succession strategy.
- ❖ Departmental work force reshuffling is not aligned with HR succession strategy.

Therefore, objective 2 has been met.

6.2.3 Objective 3 - Determine the role of competence development sustaining competitive advantage

The findings of the study in determining the role of competence development in sustaining competitive advantage provided good feedback on some areas and also highlighted areas that need some improvements. The following conclusions arise because the majority of the respondents indicate being in agreement with the strategy:

- ❖ Employee competence development at Toyota is linked to business strategy.
- ❖ Toyota working environment/culture is conducive for employees to pursue competency development opportunities.
- ❖ Competency development is not used as a retention strategy.
- ❖ There is no alignment between HR and all Toyota departments on the importance of employee competence development.
- ❖ Competency development at Toyota improves business performance.

Therefore, objective 2 has been met.

6.3 Implications of the study

This study results will be beneficial to TSAM, more especially HR. It affords the organization the opportunity to reflect on the current talent management feedback from its employees and thereafter decide on next action. The study revealed that talent management realignment with business strategy is necessary for maintaining competitive advantage, sustainability and dominance.

The additional implications:

- ❖ TSAM employee's will have full understanding of TSAM HR and departmental management strategy and be part of it and reap its rewards.
- ❖ TSAM suppliers interface with TSAM's after necessary improvements are made will benefit them, since TSAM's processes improvements and successes is filtered down to suppliers, through Toyota Way.
- ❖ The Country will benefit through skills base increase and through skills transfer to the previously disadvantaged communities in South Africa.

- ❖ Skilled staff will be highly motivated to remain with TSAM and the skills retained within the country as well.

6.4 Limitations of the study

The response rate did eventually achieve the 95% confidence level as per scientific table by Krejck & Morgan (1970). The study response rate achieved was 76%.

The limitations encountered were:

- ❖ Approximately 40% response rate was received by the due date. The researcher had to send numerous follow up e-mails, respondent's workstations personally visits (face-to- face) follow up. Respondents were in fear of confidentiality of the study and some believe such study should be directly to HR only.
- ❖ Understanding of talent management across all respondents job levels and different age groups.
- ❖ Some respondents might not have detailed understanding of talent management.
- ❖ Some respondents might just answer the questionnaire for the sake of supporting the researcher.
- ❖ Due to time constraints and costs the study was only conducted at TSAM Durban manufacturing plant, the Sales and Marketing division in Sandton was excluded.
- ❖ Due to the size of the Durban manufacturing plant the study was limited to two out of four divisions and only one data collection method (questionnaire) was used.
- ❖ Due to time allocated to data collection, the targeted response rate per division job level was difficult to achieve.
- ❖ The case study involves the issues of reliability, validity and generalizability. It is therefore, difficult to come up with a definite route cause based on the study results.

6.5 Recommendations of the study

The research study provided some awareness regarding the improvement that TSAM has to focus on in order to improve the current talent management strategy and enjoy the benefits of a robust talent management strategy. The recommendations are drawn from literature and TSAM human resources guiding model.

6.5.1 Evaluate latent sourcing and retention in increasing competitive advantage

For TSAM to continue attracting and keeping best talent, it is recommended that:

- ❖ Human resources should be open and transparent during talent searching process, criteria for selection should be clear upfront and candidates should be engaged from beginning until the end of the process and unsuccessful candidates should be given reasons as to why they were unsuccessful.
- ❖ Roles and responsibilities for both HR and management during recruitment phase should be communicated throughout the organization and be followed at all times.
- ❖ TSAM to continue current recruitment process that is recruiting top performing students directly from the universities and put them on internal training and offer bursaries for further studies and offer lucrative packages.
- ❖ TSAM to continue internal development and make fair and transparent promotions (equal opportunities for all racial groups).
- ❖ HR and management to design and implement companywide retention strategies and follow them at all times.
- ❖ TSAM need to create a robust retention strategy that is much more appealing than just good pay package and good working environment. For example, overseas employment opportunities, intercompany transfers (ICT) must be extended to a large number of employees and to all departments.
- ❖ Continue to participate in Corporate Social Responsibilities (CSR) for the benefit of the community and instil the bond with the community (brand building). Such things will support TSAM be the employer of choice.

- ❖ Continue to instil the Toyota Way practices within the organization and also to new and fresh talent, in order to promote retention.

6.5.2 Analyse the role of success planning in sustaining competitive advantage

TSAM succession planning requires urgent and drastic improvements in order to address the negative feedback received. The recommendations are:

- ❖ Establish a short to medium term team (6 months to 1year), made up of internal HR and divisions representatives and external personnel.
- ❖ Mandate of the team should conduct a thorough analysis of the current TSAM succession planning strategy, engage with employees to have a deep understanding of their feelings and frustrations, and design and propose a strategy that will be favourable to both TSAM and employees
- ❖ The following improvements should be incorporated to the revised strategy:
 - Mentors to be assigned to each and every candidate on succession planning
 - Both internal and external mentors should be made available. External mentors are more required for industry and global trend exposure and related support.
 - Introduce bi-annual platforms for succession planning candidates to engage with prospective candidate or ordinary employees sharing their experiences and answering any arising questions. This will be a motivation to other employees and also promote succession planning process understanding and transparency.
 - Human resources together with top management must share annual strategy, succession planning process and any revisions made to the strategy and process.

6.5.3 Determine the role of competence development sustaining competitive advantage

For TSAM to make the necessary adjustments based on feedback given by the respondents, it is recommended that:

- ❖ TSAM human resources and departmental management need to agree on necessary and relevant development per department.
- ❖ Competency development needs per employee must be agreed upfront between the employee, department and human resources. Time frame must also be agreed and met; reasons for any deviation must be communicated.
- ❖ The competency development to achieve positive results, it must be designed for the benefit of both the employee and the company. In this way competency development is used as a tool for retention.
- ❖ On-the-job training must be accessible to all employees, such as rotational training. This will give the employees the opportunity to have a better and holistic understanding of the business.

6.6 Recommendation for future studies

Human capital is the critical component that drives the company to success. The study results suggest that there is a need to revisit TSAM talent management strategy and make few improvements on some areas and some drastic improvement on other areas, namely succession planning.

The study was limited to two divisions of one organization. Further study to ascertain the relationship between talent management strategy and business objectives will be of benefit, by enlarging the sample to several organisations. The results of this study also highlight the need for a further study that will look at talent management strategy and business objectives relationship and the impact or influence this relationship has on employee wellbeing.

6.7 Summary

In this chapter the conclusions and recommendations highlighted both the positive and negative study findings. The conclusions discussions focused more on the areas that produced positive feedback and recommendations focused more on the areas that require urgent improvements based on the respondents feedback. Conclusions and recommendations of the study were made based on research objectives.

Base on the findings of this study, the three study objectives call for some improvements. Recruitment and selection, competency development require minor improvements, whereas succession planning requires urgent attention in order for TSAM to maintain competitive advantage in the domestic market and realize the vision of being the mother plant in Africa.

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Appendices

Appendix 1 - Chapter 3 Methodology: Research Questionnaire

The survey is part of a research project I'm conducting for my Masters Degree, at the University of KwaZulu-Natal Graduate School of Business and Leadership. This questionnaire aims at evaluating the relationship between talent management strategy at Toyota SA Motors and achieving business objectives. Your participation in the research is voluntary and your answers are anonymous.

Section A

INSTRUCTIONS:		1.Strongly disagree	2.Disagree	3.Agree	4.Strongly agree
Please answer the questions/statements by choosing the response that best describes your response. Place a cross (X) in the spaces provided.					
A	Recruitment and retention				
	1. Recruitment process at Toyota is driven by business strategy				
	2. Future talent requirements are considered when recruiting new talent				
	3. Toyota's recruitment process is fair and transparent				
	4. Toyota's remuneration package contributes greatly to my retention at Toyota				
	5. Human resources (HR) and management recruitment and retention responsibilities are aligned				
	6. Toyota has a robust strategy to prevent good talent from leaving				

INSTRUCTIONS:

- Please answer by placing a cross (**X**) next to your preferred answer(s).

You can choose more than one answer.

B Succession planning**1. Succession planning strategy at Toyota is clearly articulated to all employees:**

1.1 Candidate selection process is clear and transparent

1.2 Development timing plan is clear and transparent

1.3 Development training schedule & milestones are clear and transparent

1.4 All of the above

1.5 Other. Please indicate:

2. Identified succession candidates are informed of company plans about them:

2.1 Reason(s) for their selection & expectation

2.2 Detailed future plan within the organization

2.3 Detailed development plan is clear and discussed upfront

2.4 All of the above

2.5 Other. Please indicate:

3. There are tools in place to track succession candidate's development progress:	
3.1 Regular progress reviews/feedback meetings are in place and are recorded	
3.2 A candidate is strategically placed in development/leadership positions as per timing plan, progress is monitored and feedback is given	
3.3 A candidate is allocated a mentor	
3.4 All of the above	
3.5 Other. Please indicate:	
4. Departmental succession planning is integrated with HR succession strategy:	
4.1 Succession candidate is identified & agreed upfront with HR	
4.2 A development plan is communicated & agreed upfront with HR	
4.3 Candidate progress is tracked & monitored by HR	
4.4 All of the above	
4.5 Other. Please indicate:	

5. Departmental workforce reshuffling is aligned with HR succession strategy:	
5.1 Departmental workforce changes are discussed & agreed with the candidate	
5.2 Departmental workforce changes are discussed & agreed between management & HR	
5.3 Departmental structural changes are communicated with candidate upfront	
5.4 Revised succession/development plan is discussed and agreed with candidate & HR	
5.5 All of the above	
5.6 Other. Please indicate:	

INSTRUCTIONS:		1.Strongly disagree	2.Disagree	3.Agree	4.Strongly agree
Please answer the questions/statements by choosing the response that best describes your response. Place a cross (X) in the spaces provided.					
C	Competency development				
	1. Employee competence development at Toyota is linked to business strategy				
	2. Toyota working environment/culture is conducive for employees to pursue competency development opportunities				
	3. Competency development is used as a retention strategy				
	4. There is alignment between HR and all Toyota departments on the importance of employee competence development				
	5. Employee competency development at Toyota improves business performance				

Section B

INSTRUCTIONS

Please indicate your selection by making a cross (X) in the appropriate block:

1. Biographical information

a) Your age

1. 25 - 35	
2. 36 - 50	
3. 51 - 65	
4. Over 65	

b) Your highest level of education

1. Matric or below	
2. Certificate	
3. Diploma/University degree	
4. Honours/Post graduate degree	
5. Masters	
6. Doctorate and above	

c) Your gender

1. Male	
2. Female	

d) Present job level

1. Senior management	
2. Manager	
3. Other/ Specialist / principal engineer (10/11)	

e) Number of years worked in the organization

1. 5 years or less	
2. 6 - 10	
3. 11 - 15	
4. 16 - 20	
5. Over 20	

f) Your division

1. MSG	
2. FEG	

You have completed the questionnaire.
Thank you very much for participating in this study.

Appendix 2 - Informed consent form

Declaration of consent

Project Title: Evaluation of Talent Management Strategy in Fulfilling Business Objectives: A Case Study at Toyota South Africa Motors.

RESEARCHER

Full Name: Thembinkosi Ngcobo
Martins
School: GSB&L
College: Humanities
Campus: Westville
Qualification: MBA
Contact: 081 460 8317
Email: tngcobo2@toyota.co.za

SUPERVISOR

Full Name of supervisor: Prof Ana
School: GSB&L
College: Humanities
Campus: Westville
Contact: +27 31 260 8350
Email: martinsa@ukzn.ac.za

HSSREC RESEARCH OFFICE

Full Name: Mariette Snyman
HSSREC Research Office
University of KwaZulu-Natal
Westville Campus
Tel: +27 31 260 8350
Email: snymanm@ukzn.ac.za

I am Thembinkosi Ngcobo, student no. 206523520 an MBA student at the Graduate School of Business and Leadership, the University of Kwazulu Natal. You are invited to participate in a research project entitled: **Evaluation of Talent Management Strategy in Fulfilling Business Objectives: A Case Study at Toyota South Africa Motors.** The aim of the study is to evaluate talent management strategy alignment to Toyota's business objectives and make necessary recommendations that will benefit both the company and the employees.

Through your participation, I hope to understand your perceptions and challenges pertaining to current talent management strategy at TSAM. I guarantee that your responses will not be identified with you personally. Your participation is voluntary and there is no penalty if you do not participate in the study. Please sign the dotted line to show that you have read and understood the contents of this letter. The questionnaire will take approximately 15 to 20 minutes to complete.

I
(Full Name) hereby confirm that I have read and understand the contents of this letter and the nature of the research project has been clearly defined prior to participating in this research project.

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

Participants Signature:

Date:

Appendix 4 – Ethical Clearance Approval Letter



03 May 2017

Mr Thembinkosi Innocent Ngcobo (206523520)
Graduate School of Business & Leadership
Westville Campus

Dear Mr Ngcobo,

Protocol reference number: HSS/0191/017M

Project title: Evaluation of Talent Management Strategy in Fulfilling Business Objectives: A case study at Toyota South Africa Motors

Full Approval – Expedited Application

In response to your application received on 01 March 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and FULL APPROVAL for the protocol has been granted.

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

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

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

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

Yours faithfully



.....
Dean (Research)

/ms

Cc Supervisor: Professor A Martins
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Appendix 5 Turnitin Report

Evaluation of Talent Management Strategy in Fulfilling Business Objectives: A case Study at Toyota South Africa Motors

ORIGINALITY REPORT

%**9**

SIMILARITY INDEX

%**6**

INTERNET SOURCES

%**3**

PUBLICATIONS

%**6**

STUDENT PAPERS

PRIMARY SOURCES

1

Submitted to Mancosa

Student Paper

%**1**

2

Submitted to University of KwaZulu-Natal

Student Paper

%**1**

3

uir.unisa.ac.za

Internet Source

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ir.dut.ac.za:8080

Internet Source

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5

www.coursehero.com

Internet Source

<%**1**

6

Submitted to Eiffel Corporation

Student Paper

<%**1**