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THE VALUE OF CAREER MANAGEMENT PRACTICES IN THE GAUTENG DEPARTMENT OF HEALTH

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DECLARATION OF ORIGINAL WORK

I, **ANDY MATHEBULA** hereby declare that this dissertation is my own unaided work. Any assistance that I have received has been duly acknowledged in the dissertation. It is submitted in partial fulfilment of the requirements for the degree of Master's of Commerce (Business Management) at the University of Johannesburg. It has not been submitted before for any degree or examination at this or any other University.

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(ANDY MATHEBULA)   (DATE)

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- I dedicate my work to my late mother, may her soul rest in peace;
- My family (parents, brother and sisters) for their understanding and support throughout this trying time; and
- To the Almighty for giving me the strength and showing me the path.
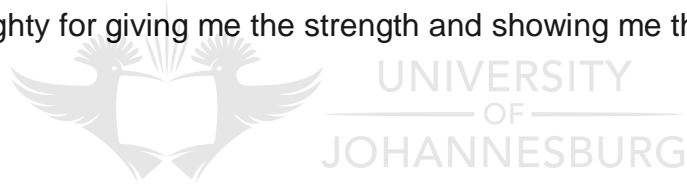
ABSTRACT

As insignificant as it might be considered, career management is a vital framework for human capital utilisation in any organisation. This relatively new concept, especially in the South African public service context, has moderately proved to enable organisations to achieve a competitive advantage in the modern global business landscape. Theoretically, many organisations regard employees as the most important asset and strive to position themselves as the employer of choice in the labour market. However, it seems this ideology has not been implemented as well it could have been in public service, through career management practices and programmes, which were the focus of this research.

The purpose of the study was thus to explore the value proposition of career management practices in a government department through the implementation process. A literature study was conducted in an effort to gain an understanding of career management as well as related human resource management concepts underpinning people utilisation. As an empirical study, the research employed both quantitative and qualitative methodological data collection techniques. The mixed method approach enabled data to be triangulated. Through the usage of the research methodology, primary data was collected through semi-structured interviews and a self-administered questionnaire. The questions were aligned with the aim and objectives of the research.

An analysis of the data revealed a severe lack of understanding of the value proposition of career management efforts. There is a need to review current policies and programmes, which are in place. The sentiments expressed by the interviewed respondents in the management hierarchy were echoed by those respondents on salary levels one to 12 in the data obtained through the questionnaire.

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LIST OF ABBREVIATIONS AND ACRONYMS

HRM	Human Resource Management
GDH	Gauteng Department of Health
HCM	Human Capital Management
NHI	National Health Insurance
OSD	Occupation Specific Dispensation
DPSA	Department of Public Service and Administration
AGSA	Auditor General of South Africa
PSA	Public Service Act
PFMA	Public Finance Management Act

Chapter ONE
INTRODUCTION AND PROBLEM STATEMENT

1.1   INTRODUCTION

This chapter provides an overview of this research study. It introduces the background to the context of this study as a point of reference for the research undertaken. Furthermore, this section lays a foundation and delivers keynote aspects, which are pertinent to the problem statement, the research objectives selected, and the findings and recommendations arising from the study.

1.2   BACKGROUND TO THE STUDY

Service delivery is at the heart of the South African government (PSC, 2010b:63). Citizens of this country repeatedly experience and witness incidents of poor government service such as:

- Fellow motorists queuing for hours for a simple licence disc at the vehicle licensing offices;
- Patients sitting for hours before treatment at outpatients departments at government hospitals; or
- Any member of the public complaining about the level or lack of customer service at government institutions (Times live, 2012).

Critics and opposition political parties have consistently condemned government officials, entrusted with taxpayers' money, as being incompetent and unable to fulfil their mandates. The low standard of services rendered by government institutions can be linked to the fact that historically, human resource (HR) management strategies, particularly in the South African public service, have failed to place any emphasis or enthusiasm on the development and implementation of career management programmes and practices (Sadik, 2012:16).

The Gauteng Department of Health (GDH) is no exception to this phenomenon. As one of the 12 provincial government departments in Gauteng

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tasked with providing quality health care services, the GDH is by far one of the largest organisations in terms of staff establishment and size in the public services. The GDH has 37 state hospitals, 4 nursing colleges, 4 district offices and several clinics, with the head office providing monitoring, leadership and oversight. The GDH seeks to provide excellent, integrated health and social development services, in partnership with stakeholders, to contribute towards the reduction of poverty, vulnerability and the burden of disease in Gauteng.

The GDH derives its mandate from the South African Constitution (RSA, 1996) and the National Health Act. (RSA, 2003) The GDH seeks to provide integrated services and programmes that promote healthy, quality and sustainable livelihoods. Its vision is to be the best provider of quality health services to the people of Gauteng. This is to be achieved through its mission of providing excellent health care services in partnership with stakeholders to contribute towards the reduction of poverty, vulnerability, and the burden of disease in the province.

The GDH is currently experiencing a high staff turnover and there seems to be a non-existence of career management policies and programmes in place, which explains why individual employees are leaving. Staff morale in the GDH is at its lowest and employees are disgruntled due to lack of vertical mobility because of moratoriums constantly being placed on filling vacant posts. This unfortunate circumstance has resulted in limited career opportunities and therefore low levels of motivation. The public at large has to bear the brunt by being the recipient of substandard services. In an effort to identify the root cause of employee indifference, the study investigated how employees at the GDH currently manage their careers.

Career management as highlighted by Lim and Mathis (2010:143) is part of a larger human capital management (HCM) system, which entails efforts to assist employees in an organisation to assess their career weaknesses and strengths. It further sets out priorities and specific career goals as well as providing information on various career paths and alternatives within the organisation. Czakan (2012:45) asserts that it is often uttered that while the public sector do recruit people based on their competence and credentials, the sector often still experience a high staff turnover rate due to lack of cultural

fit, among other things. Cultural fit is described as an employee who is comfortable working in an environment that is congruent with his or her own beliefs and values. It is believed that a highly competent employee who is unable to fit into an organisational culture is unlikely to be effective or remain in the organisation for long (Weaver, 2009:96).

As part of its three-year turnaround strategy, extracted from the GDH's 2012/2013 annual report (GDH, 2012:21), the GDH intends and is committed to reach out to all employees in a bid to improve relations. This will be done by extensively engaging with employees on a social level in order to portray the organisation as an employer of choice for graduates, employees within the organisation and other future incumbents (PSC, 2010a:47; 2010b:15). Furthermore, with the Minister of Health in the midst of ensuring a smooth transition towards the implementation of the National Health Insurance (NHI), the GDH will be expected to deliver exceptional primary health care services aligned with the NHI structures (Republic of South Africa, 2011). Consequently, career management systems will be one of the priorities if the GDH public servants are to support the Minister's NHI vision.

Against this background, the research study explored the value of career management in the GDH.

1.3   THE RESEARCH PROBLEM SITUATION

As South Africa embarks on its journey towards another decade of democracy, few can dispute that remarkable strides have been made on all fronts in comparison with the apartheid era (Paul, 2012:30). Our legislative frameworks and policy direction are among the most progressive in the world. However, there are many challenges when it comes to implementation. Government has very good policies and strategies on paper but often struggles to implement such resolutions. According to Grobler, Warnich, Carrell, Elbert and Hatfield (2004:4), one of the most prominent challenges in South Africa is the shortage of professional and managerial skills as well as the transformation and representation of women at these levels, both of which are prevalent in the public sector such as GDH. Career management is an important component of successful people utilisation and development (Armstrong, 2006:84). The

practice of career management is a comparatively new concept in South Africa, with special reference to the public service domain. Historically, the HR function has been considered as providing merely administrative activities with little strategic value. The HR Department had no seat in the boardroom table. Effective career development paths for employees should be undertaken as part of a strategic framework for effective HCM and HR utilisation (Werner & Desimone, 2006:33).

In 2007, the Department of Public Service and Administration (DPSA), as a regulatory and policy making body within the public service landscape, introduced and implemented a revised remuneration provision termed the Occupational Specific Dispensation (OSD) in an effort to retain and attract critical skills across the public sector spectrum (DPSA, 2007:1). Unfortunately, the OSD was strategically crafted with a view of improving fringe benefits for medical related staff, nursing staff and allied staff within the GDH with the exclusion of support and administrative staff. These clinicians were considered to be performing the GDH's core function of saving lives. Whereas administrative employees provides support functions to the health related professionals in the GDH. Administrative employees seem less important than health professionals hence OSD's intention was to retain employees performing health related duties, however no attention was given to the administrative functions that gave the clinicians the ability to serve the public optimally.

1.3.1   The research focus

This section provides an insight into the GDH, which is the focus of this concern and the main research problem to be reviewed. In addition, the secondary problems, arising from the research problem, further illustrate the magnitude of the HR management problem facing the GDH.

1.3.2   The research problem

The public sector is faced with a huge challenge with regard to implementing career management practices if it wants to maintain the support of its administrative staff and retain them within the public service. This category of

employee is the backbone of the GDH and it is within this context that the study sought to gain insight of this phenomenon. The GDH seems to deal firstly with patient care issues, with no real commitment to internal career management programmes. Lack of motivation and career progression has resulted in the GDH being unable to deliver satisfactorily on its mandate of providing quality healthcare to the people of Gauteng.

1.3.3 Secondary problems arising from the main problem

Emanating from the shortcoming posed by failure to realise the significance of career management programmes for staff, GDH is implementing a reward strategy and a change management process. A career management philosophy, driven by performance management principles, enables an organisation to realise the benefits of implementing career management practices. The GDH is not only faced with the challenge of having to compete with the private sector for scarce skills, but also with the retention of its employees by positioning the GDH as an employer of choice. As a driver of change to career management, the NHI serves as a progressive modification tool of adaptation. The employee turnover rate in the GDH is associated with limited career options within the organisation and will prove to be a resistance factor in implementing the NHI process if the staff turnover remains high. Thus, change management and the retention strategy are intertwined as a driver for transformation.

1.3.4 Research aims

The aim of the study was to explore the significance of career management practices and programmes in the public sector, more specifically in the GDH, for support and administrative staff. The effectiveness of training and development interventions as career management is questionable as the GDH continues to be overwhelmed by a high vacancy rate.

1.3.5 Research questions

The problem situation raised the following research questions:

[1] How are career management initiatives perceived within the organisation?

[2] What are the benefits of career related programmes?

[3] Are there any opportunities available to employees regarding their career paths?

[4] In the absence of formal career management programmes, how do employees manage their careers?

1.4   RESEARCH OBJECTIVES

This study contributes towards understanding the area of career management and its relation to other variables in the context of GDH. This entails the exploration of the value of career management initiatives in the public healthcare service.

1.4.1   Primary objective

The primary objective of the study is to investigate the value proposition of career management practices in the GDH.

1.4.2   Secondary objectives

In achieving the primary objective, the following secondary objectives were dealt with:

- Determine the implementation process of career management programmes;
- Assess the implication of external forces impacting on career management efforts;
- Identify any career development opportunities offered to employees;
- Establish possible direct relations between career management and other HR management components/activities;
- Carry out a qualitative and quantitative survey to identify relationships between GDH career management programmes for support and administrative staff, and staff turnover; and
- Establish if there is a correlation between career management and change management (secondary research).

1.5 LITERATURE REVIEW STRATEGY

The literature review contained in Chapter 2, describes the body of knowledge as prescribed by renowned sources consulted. In order to establish broad guidelines of career management, a thorough understanding of human capital management in its totality is essential. Hence, the literature review explored broader concepts, which are traceable and link to career management. Books and journals written by reputable authors, with remarkable insight in to the field of career management, provided a fundamental basis for building a solid and credible literature review. The literature review process involves reading and concluding judgments, on the ideas and findings that are of value, into a review. The search of the literature is preceded by generating and refining ideas that are relevant to the issue at hand. Critical review of the literature is necessary and important.

1.6 JUSTIFICATION FOR THE STUDY

As a relatively new concept in the public service, career management practices have often been relegated to the doldrums. Budget allocation at the beginning of new financial year makes no provision for career management initiatives. Top management support has always been lacking when it comes to career management programmes. With the implementation of the NHI imminent, the success thereof will depend on the calibre of employees at their disposal. Job dissatisfaction and employee turnover are attributed to inadequate career management philosophy. It is within this context that an exploration of this contentious subject was decided upon.

1.7 SCOPE OF STUDY

The research is confined to the GDH as a central point of study. Since all the government departments in South Africa are governed and regulated by the Public Service Act (PSA)(RSA, 2007) and Public Finance Management Act (PFMA) (RSA, 1999) respectively, the scope of applicability can be indirectly extended to other departments within the public service.

Given that the GDH employs a wide range of health professionals, including support staff, the study was focussed on a specific category of employees. The support staff commonly referred to as 'administrative and support personnel' usually experience slow career growth prospects because these individuals are not considered professionals with rare skills. Therefore, this occupational category represents a unit of analysis, in the form of individuals, for the investigation of the value of career management practices. According to Grobler et al. (2004:351), a unit of analysis refers to an entity that is being analysed in the research.

1.8   DEFINITION OF KEY CONCEPTS

The following concepts were used frequently within the context of the research study.

1.8.1   Career management

This is an integration of structured planning as well as the active management of one's own professional career. It is an ongoing process, which seeks to encourage employees to gain and apply knowledge of employment opportunities. It is a shared responsibility between the employer and the employee. The employer assumes a supporter role in the process, while the employee manages and controls his/her career (Grobler et al., 2004:351).

1.8.2   Succession

It is the process of developing and grooming certain employees with potential to succeed in senior positions. The high vacancy rate in the GDH, particularly at senior level, is attributed to lack of proper scenario planning, the earmarking of managers with an intention to appointment them in strategic positions (Grobler et al., 2004:140).

1.8.3   Training and development

This is concerned with empowering and enhancing employees' skills and proficiency levels in order to perform tasks optimally. Subjecting employees to

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continuous development interventions reduces the redundancy and encourages job enrichment (Mullins, 2007:488).

1.8.4 National Health Insurance (NHI)

NHI is a health policy system for providing good healthcare for all by sharing the funds available for heath related services. The NHI is deemed as one of the biggest initiatives to be implemented in the health system, it will require a change management process (RSA, 2011:4).

1.8.5 Occupation Specific Dispensation (OSD)

OSD is a public service reward management strategy aimed at retaining critical skills in the public service. Within the context of the GDH, the OSD system is seen as an attempt to lure health professionals from the private sector as well as to retain current personnel in the GDH (DPSA, 2007:1).

1.9 OVERVIEW OF CHAPTERS

The study is divided into five sections as follows:

1.9.1 Chapter 1: Introduction and problem statement

This chapter focuses on the introduction and overview of the research problem identified in this study. Fundamental aspects of the study, such as research problem background of the study, problem statement, research objectives, literature review strategy, significance of the study and the scope of the study are discussed at length. This chapter sets the tone for the content of the other chapters.

1.9.2 Chapter 2: Literature review

Through consulting different sources, who have contributed immensely tithe field of HCM, a literature review was formed. This chapter recognises the current body of knowledge and seeks to contribute in that regard. This chapter provides secondary data, which helps in defining the research instrument
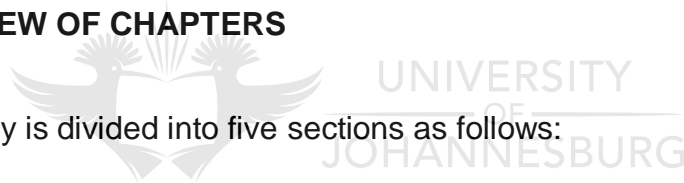
content and in interpreting the survey results. Various authors in the particular field whose work is of significant nature, are reviewed in this chapter.

1.9.3   Chapter 3: Research methodology

This chapter outlines the plan and style of the research. The section explicitly indicates the structure and pattern of the study. The exploratory position of the research, informed by the type of design and methodology, is clarified in this section. The approach to be followed and the research paradigm are presented together with the data collection technique and sampling.

1.9.4   Chapter 4 and Chapter 5: Quantitative and qualitative findings and discussion

These chapters outline the preparation of the primary data for analysis purposes and the findings of the research analysis. The literature review is used to interpret the findings.

1.9.5   Chapter 6: Summary and conclusion

This chapter provides the conclusions of the research. Recommendations are also made for future research relative to this research problem. This chapter contextualises the findings of the research in line with the objectives.

1.10   CONCLUSION

This chapter sets the tone and covers the essence of the study. It further introduces the study by outlining the background of the study, problem statement as well as the objectives of the study. The chapter reflects on the current situation of concern with regard to the challenges of career management in the public service. The theoretical concepts that are used inthis research are explicitly clarified.

Chapter 2, which follows, seeks to explore and review the current body of knowledge with regard to career management theory. In addition, Chapter 2 highlights the elements of career management, the implementation thereof and the challenges of career management from an organisational perspective.

Chapter TWO
LITERATURE REVIEW

2.1   INTRODUCTION

The purpose of this chapter is to provide a theoretical framework with regard to career management and related concepts, specifically the key concepts presented in Chapter 1. As a point of departure, the chapter explores the elements of career management, implementation of career management as well as the problems associated with career management during implementation. For any organisation seeking competitive advantage, whether it be a private company or a state owned entity, human resource management (HRM), performance management, staff turnover, factors leading to disgruntled employees, and factors such as the NHI, which forces a change upon the organisation, among other things are important variables to consider.

In order to establish broad guidelines within the unique work environment of the GDH a thorough comprehension of the characteristics that have an impact on this career management initiative is essential. To do this, relevant literature and research on these topics was reviewed.

2.2   A BRIEF OVERVIEW OF THE PUBLIC HEALTH SECTOR IN GAUTENG

This research focuses on the population of employees employed within the GDH; consequently, a brief synopsis of the GDH is described here.

The GDH is one of the twelve provincial government departments in the Gauteng province. The GDH is tasked with overseeing four central hospitals namely, Chris Hani Baragwanath Hospital, Charlotte Maxeke Johannesburg Academic Hospital, Steve Biko Academic Hospital and Dr George Mukhari Hospital. These four hospitals are classified as the largest hospitals in terms of size and number of beds, as per the government gazette (RSA, 2011:4), together with several other medium to small capacity hospitals, district offices and clinics, bring the total to an astounding 45 public health facilities. With a staff complement of approximately 62,000 employees on the payroll, the GDH

is undoubtedly the largest organisation in the province if not in the country (RSA, 2011:4).

According to the National Department of Health (NDH, n.d.:1) the looming NHI is about to completely overhaul the entire public health sector. The NHI model has been adopted from the UK, where it is presumed to be working effectively in that part of the world (Kruger, 2007:2). In order to ensure a smooth transition from the traditional, ancient public health sector to a modern and sophisticated South African health care system, the management of GDH employee' careers will therefore be brought to the fore.

2.3   DEFINING CAREER MANAGEMENT

Career management, as highlighted by Lim and Mathis (2010:143), is part of a larger HCM system, which entails efforts to assist employees in an organisation to assess their career weaknesses and strengths. It further sets out priorities and specific career goals and provides information on various career paths and alternatives within the organisation. Czakan (2012:45) asserts that it is often stated that while the public sector recruit people based on their competence and credentials, the same sector often experience a high staff turnover rate due to lack of organisational cultural fit, among other things. It is believed that a highly competent employee who is unable to fit into an organisational culture is unlikely to be effective or remain in their employ for long (Weaver, 2009:96).

2.4   PURPOSE OF CAREER MANAGEMENT

According to Nel, Werner, Haasbroek, Poisat, Sono and Schultz (2008:477), the broad concept of HRM is designed with a specific objective of creating an enabling framework for employees to perform optimally at work. HR is considered as a support function tasked with providing administrative processes, but the strategic role is for the line management stream. Career management practices are therefore located within the broader scope of HRM with the following intent:

2.4.1 Create a foundation for improving employee performance

Career management should attempt to encourage employees to define their own goals and take cognizance of their strengths and areas of development (Hartzenberg, 2002:8). The process assists employees to identify their skills gap thus suggesting means of addressing their career shortcomings, achieved through establishing a meaningful relationship between the supervisor and the employee. This process can be aligned with a performance management system (Nel et al., 2008:478).

2.4.2 Available career options

Through career management, employees are afforded the discretion and the opportunity to take full advantage of career options available in the organisation. Through succession planning and career management initiatives, future potential managerial incumbents can be identified to fill key positions in the organisation (Hartzenberg, 2002:8). Career options are particularly important for women who strive to move vertically and break the glass ceiling usually experienced by women in the workplace (Pichler, Simpson & Stroh, 2008:463).

2.4.3 Alignment of employee goals with organisational objectives

The alignment of employees' career goals and area of development with the organisational strategic objectives ensures that the employees remain satisfied while at the same time, the organisation achieves its performance targets (Hartzenberg, 2002:8). Assessing employees' skills and proficiency can assist the organisation to locate employees in positions best suited to them. Career management programmes provide an organisation with the capability to recruit internally by identifying those employees with the necessary qualifications and credentials to be promoted into vacant posts (Nel et al., 2008:479).

2.5 ELEMENTS OF CAREER MANAGEMENT

Baruch and Peiperi (2000:347) contend that the elements of career management, within the broader context of HRM initiatives, provide a foundation phase for the implementation of career management practices. They further reiterate that career planning be undertaken by employees and their immediate supervisors or managers. The responsibility of identifying career interests, development needs and self-assessment rests with the individual. During the process of self-assessment, employees' assess their skills and experience against their strengths and weaknesses (Hartzenberg, 2002:16).

Upon concluding the career planning stage, Baron and Armstrong (2007:81) state that decisions regarding the career path are based on the career expectations identified in the process of career planning. Possible paths should be mapped out for the employee by the supervisor. The career path is aligned with the organisational structure and depicted as a sequence of positions to which individual employees can be rotated, transferred and possibly promoted. An employee's career path is informed by the goals and objectives identified during the career planning stage.

Lepak and Gowan (2010:219) assert that career development, as the last phase of the element of career management from an employer's point of view, refers to a carefully planned effort to combine an employee's career needs with the organisation's objectives. This could further be perceived as beneficial to both employees and employers, by assisting employees to plan their careers in line with the organisation's strategic direction and business objectives (Meyer & Kirten, 2005:176). The turnaround strategy, visualised by the GDH, seeks to incorporate the objectives of the organisation and the employees.

2.6 IMPLEMENTATION OF CAREER MANAGEMENT

According to Palade (2010:125), the implementation of career management programmes in every organisation requires a holistic approach that entails developing a career management framework and policy, which should be initiated through a consultative process.

Employer needs are identified by gathering information about organisational objectives and strategies in order to facilitate individual employee career planning to support these objectives and strategies. Supervisors and managers must align the staff requirements of the organisation with areas of specific skills and competencies at their disposal (Mathis & Jackson, 2006:218). Organisations should provide employees with an opportunity to indicate their career goals and expectations in the short, medium and long term. An analysis of the employee's credentials, skills, experience and potential must be compared to the requirements attached to the positions identified through career expectations and goals. Upon implementing the career management system, it should be continuously evaluated and reviewed for effectiveness.

As depicted in Figure 2.1, career management initiatives involve the individual, the manager and the organisation, each with a specific task to perform (Nel et al., 2008:480).

Step 1
Determine where
you want to go

Role of Managers
Support employee
development at all steps

Step 2
Identify strengths and
development areas

Step 4
Getting closer
to your goal

Step 3
Make a career
development plan

Development Must Be
- Organizationally supported
- Manager facilitated
- Employee driven
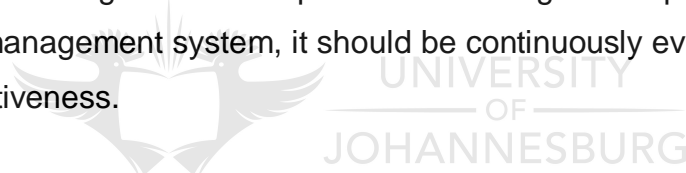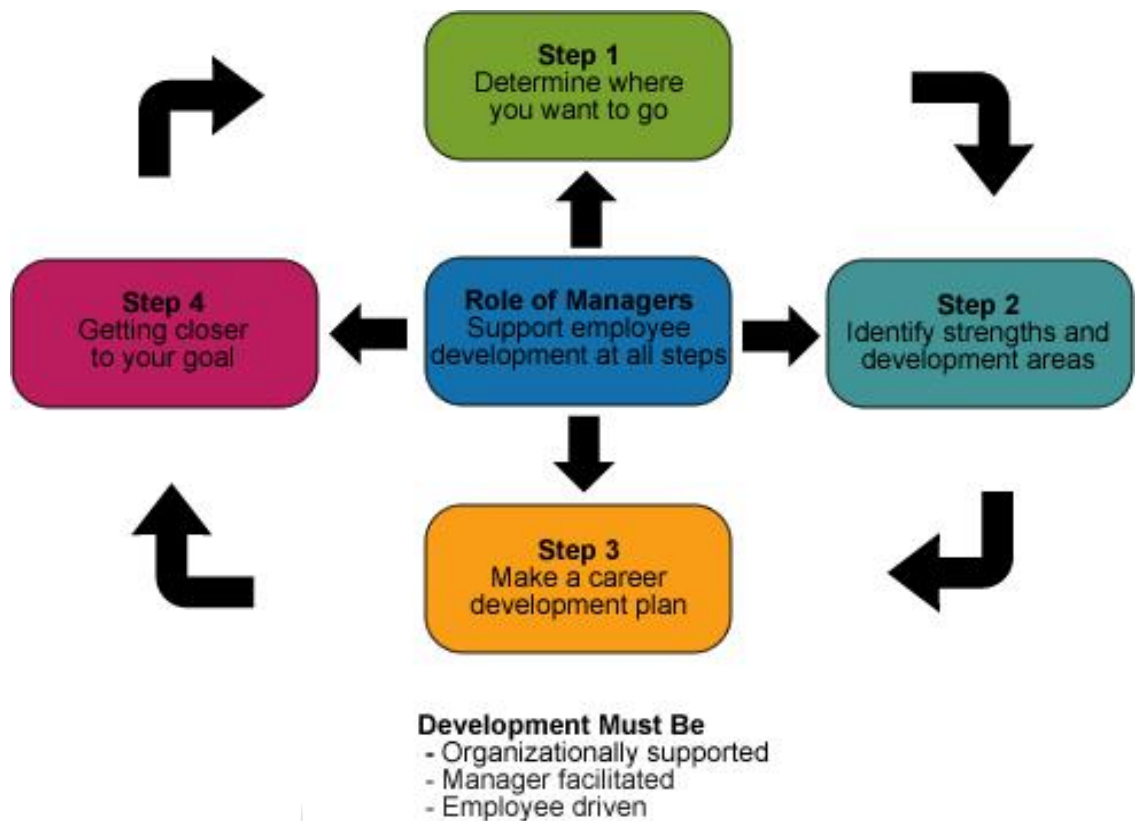
Figure 2.1: Career management model

Source: Adapted from PSC (2012:31)

In order to realise the full value and potential of the NHI model as applied in South Africa, the implementation of career management programmes by the GDH cannot be over emphasised.

2.7 REASONS FOR IMPLEMENTING CAREER MANAGEMENT PROGRAMMES

Organisations implement career management programmes in order to reap the benefits of an engaged workforce. The following are benefits associated with the successful implementation of career management practices:

▪ Career management assists organisations to compete in the global landscape and shields them from the threat of an exodus of staff(Chew & Girardi, 2008:83);

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- It increases the quality of work life for the younger employees who have just entered the job market as well as the older employees by ensuring that a clear pathing strategy exists (Dura & Isac, 2008:85);

- With career management programmes, employees are able to gain new skills due to increased competition, changes in demand and supply factors as well as the introduction of new technologies (Patrick & Kumar, 2011:24); and

- Employees tend to experience less frustration and a certain degree of job satisfaction when they are assured that they will advance vertically within the organisation, which can subsequently reduce the staff turnover rate in the company (Dura & Isac, 2008:186).

2.8   PROBLEMS WITH CAREER MANAGEMENT

Rezaean and Hatami (2011:225) suggest that despite some of the good intentions for implementing career management programmes, there are overriding pitfalls that should be managed in order to ensure proper implementation of the career management system. Career management is often not considered and therefore neglected as a vital HCM function within an organisation, as alluded to in the case of GDH. Bordovsky (2009:74) believes that some career management systems lack flexibility and employees are required to reach a certain number of years' experience in service before promotion, which leaves high performers frustrated. This practice could subsequently put the organisation at risk of losing high performers.

The Public Service Commission's study and subsequent report of 2000 (PSC, 2000), pronounced that only 3 institutions in the South African public service have implemented career management programmes. Hartzenburg (2002:57) conducted a similar study to that of the Public Services Commission to determine the level of implementation with regard to career management programmes in government departments in the South African public sector. The study strived to unravel reasons why government departments have not activated career management practices. Hartzenburg (2002:6) further sought to establish the nature of career management practices that have been put in place if applicable. Ironically, both fact-finding missions revealed the same

outcome in that few departments implemented career management practices and programmes in the South African public sector.

2.9 STRATEGIC HUMAN CAPITAL MANAGEMENT

Examining the area of HCM provides an insight into how career management intertwines with the management field. Employees are deemed essential assets within the organisation and therefore their existence and performance is of importance (PSC, 2010a:7).

Career management, as a discipline, exists within the broader field of HCM. According to Kuratko, Morris and Covin (2011:244), HCM involves the effective and productive utilisation of people in order to achieve the organisational strategic objectives as well as the satisfaction of individual employee needs. This definition clearly draws a thin distinction between employee needs and career management. By having good HCM systems in place, an organisation is able to achieve its strategic objectives while at the same time ensure that its employees remain content (Kuratko, et al. 2011:247).

Figure 2.2: HRM wheel

Source: McGuire (2010:6)

As seen in Figure 2.2, HCM encompasses a very broad range of activities and functions undertaken in order to ensure that employees remain performance driven at all times. Career development has been identified as a value-driving task as it stimulates employees to be productive, innovative, fulfilled, to produce quality work, as well as discourage resistance to change (Nel et al., 2008:491).

With the imminent implementation of the NHI, strategic HCM will thus be paramount in the realisation of an organisational HCM mandate for the GDH. The alignment of the organisation's strategy with HCM interventions will ensure integration of the NHI system because staff will be able to see their role in the transition.

2.10 OCCUPATIONAL SPECIFIC DISPENSATION FOR CAREER PROGRESSION

The main objective of a reward management system is to influence employee motivation in an inspiring and positive manner with the aim of improving organisational performance as well as rewarding employees in a justifiable fashion (Perkins & White, 2011:27). Organisations can spend a large proportion of their gross income on employee remuneration so they expect a return from employee work that recovers this expenditure and improves the organisation's ability to produce quality work outcomes.
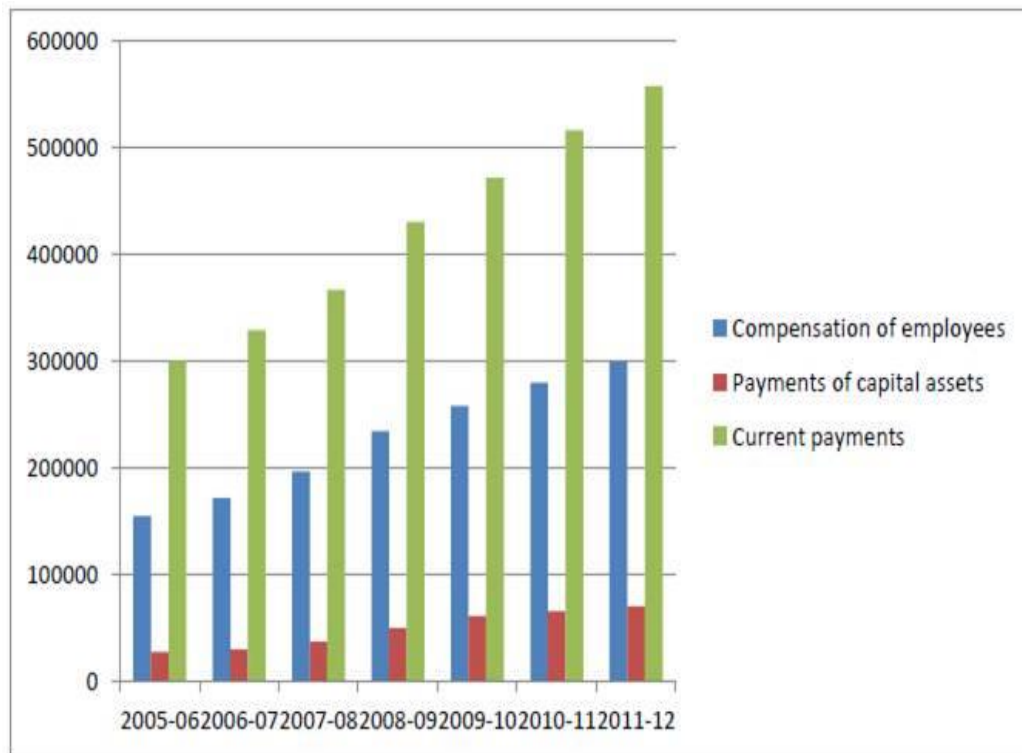
Figure 2.3: Compensation of employees

Source: Sustainability of the public sector wage bill(n.d.:6)

Recently, it has been reported that the government wage bill in South Africa has been on a steady rise due to inflationary pressures, as illustrated in Figure 2.3, notwithstanding the fact that government employees are considered grossly underpaid. According to the article, 'Sustainability of the public sector wage bill' (n.d.:6), government spending on compensation of employees nearly doubled from 2005 to 2012 financial year as can be seen in Figure 2.3 (Sustainability of the public sector wage bill, n.d.:6).

The Department of Public Services and Administration (DPSA, 2007:1), through its website, states that the OSD is a unique revised salary structure because it is directly linked to different occupational groups in the South African public service. The OSD aims to redress historic salary structures by developing career path development opportunities for public servants based on credentials, experience and skills. The OSD is to provide a proper career path model for all occupational categories in the public service. The envisaged career path model is a forward-looking plan to increase salaries of government employees systematically after pre-determined periods based on specific

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criterion, factors such as the complexity of the work performed (DPSA, 2007:1).

Furthermore, OSD provides pay progression recommendations within specific salary levels, and links fringe benefits and allowances into the employee's inclusive salary package. The OSD enables dual career paths for professionals and specialists to progress into levels, which can afford them the opportunity to earn higher salaries that are on par with managerial positions, without them necessarily being elevated to a management post.

Unfortunately, the OSD was strategically crafted with an objective of improving fringe benefits for medical related staff, and nursing and allied workers within the GDH. The system consequently excluded support and administrative staff as this group of employees is not considered as essential (DPSA, 2007:1). As a staff retention strategy, as well as competing with the private sector for skilled employees in the industry, the OSD was believed to be a suitable intervention to address the employee turnover. The link between career management and reward strategy ensures that employees remain committed and loyal to an organisation.
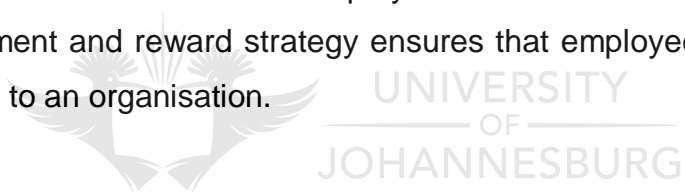
2.11 PERFORMANCE MANAGEMENT DRIVEN BY CAREER MANAGEMENT

Nel et al. (2008:493) defines performance management as a process that involves aligning and integrating the organisational goals with that of the employees' expectations, developmental plans and the outcomes of results. An employee's performance is measured against the contribution they make to the performance of the organisation. The emphasis is not achieved by introducing punitive measures but more effectively by empowering the employees through personal improvement and development. This results in achieving the set organisational objectives as well as creating a high performance organisational culture. Bayat (2011:1634) asserts that the process of managing performance typically involves the following:

- Explicit dissemination of strategic organisational goals;
- The integration of individual or team goals with the organisation's objectives;

- Constant evaluation and measuring of individual or team performance in order to detect any deviations;
- Introduction of development measures to address deviations;
- Coaching and mentoring of individuals and teams; and
- Reviewing group performance and re-evaluating organisational processes.

From the above process, it is evident that personal performance management involves certain aspects of career management in order to ensure the alignment of organisational goals with the individual or group in the workplace. Targets expected for individual performance are set at the beginning of the financial year through the process of contracting between an employee and their immediate supervisor. The employee's performance is assessed on a quarterly basis throughout the financial year in order to determine whether training and development interventions are required to equip the employee to create tangible and intangible returns for the organisation (Nel et al., 2008:494).

Figure 2.4: Managing performance

Source: Adapted from EnerjiSA (n.d.:1)

Figure 2.4 explicitly relates that performance management for each employee begins with the setting of a time-based target and reviewing individual performance on a continuous basis. Training and development interventions are instituted to empower the employee to perform optimally in order to meet objectives. The alignment of career management programmes and performance management systems enables the organisation to adapt to staffing needs (Nel et al., 2008:495).

2.12 NATIONAL HEALTH INSURANCE (NHI)

The National Department of Health argues that through the NHI, all the people in South Africa will be able to receive good quality healthcare and consequently help the country become a healthier nation (NDH, n.d.:1).

NHI will create equality in the sharing and distribution of healthcare finance as well as other resources. The National Department of Health believes that as a financing system, the NHI will ensure that all South Africans are provided with basic and essential healthcare irrespective of class and employment status. The present state of the healthcare system depicts a distressing picture whereby poverty stricken people often receive second-rate healthcare while the wealthier citizens of the country can afford to pay for good treatment. This undesirable predicament can be attributed to insufficient resources being depleted by the citizens of this country who rely heavily on public health facilities. NHI, as a national government initiative under the wings of the National Department of Health, has been cascaded down to the provincial government departments for implementation. NHI is currently being piloted at ten selected districts in the country including Gauteng. Deemed as arguably the best system to be introduced to restore and transform the ailing South African healthcare system, the NHI will attempt to create a workable relationship between the private and public sector (NDH, n.d.:1).

It is against this backdrop that career management practices will take centre stage in ensuring that the NHI becomes a success.

2.13 EMPLOYEE TURNOVER AND CAREER MANAGEMENT

There is a direct relation between employee turnover, job satisfaction and organisational commitment. Employee turnover has been identified as one of the intervening variables of career management in the public service. The Public Service Commission report (PSC, 2000:26) has confirmed the issue of staff turnover in the public service being rife.

Czakan (2012:45) asserts that while the public sector recruit people based on their competence and credentials, the same public service often experience a

high staff turnover rate due to lack of job fit. An employee who is unable to fit into an organisational culture is unlikely to be effective or remain for long in the organisation's employ (Weaver, 2009:96).

The difficulty associated with filling a void, which has been left by a departed employee, has far reaching effects for the organisation. More often than not, the remaining employees may be disgruntled because they may be over burdened by work, which could end up disrupting their work and social patterns (Helgo, 2010:21). Figure 2.5 illustrates the sequence of events leading to staff turnover. Employees enter a new work environment with preconceived ideas of how he or she visualises their career flourishing. The fulfilment of the psychological contract will result in the employee being satisfied in the job. Similarly, lack of job satisfaction will ultimately result in the employee being dissatisfied and discontent eventually leaving the organisation (Helgo, 2010:14).
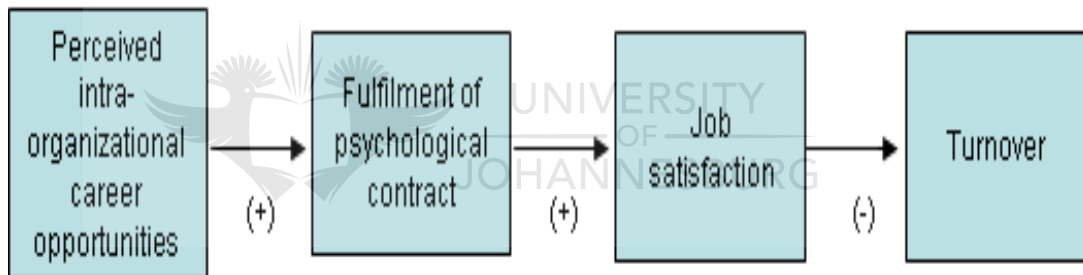
Figure 2.5: Staff turnover

Source: Adapted from Helgo (2010:23)

Factors that affect an organisation's ability to run successful career management programmes that fulfil the psychological contract and help to retain valuable staff are now discussed.

2.13.1 Causes of employee turnover and disgruntlement

When an organisation fails to appreciate the contribution or recognise employees as the most important assets, employees tend to display certain propensities of discontent (Jan, 2010:83).

The following sections briefly review the discontent triggers that have been identified as the prevailing factors associated with staff turnover and discontentment.

2.13.1.1 Improper reward strategy

The public sector is renowned for its inflexible reward system. Prior to the implementation of the OSD remuneration system, government salary structures were rigid and not in line with the commercial market place valuation of skills (DPSA, 2007:1). When the reward strategy fails to acknowledge good performance as well as experience it causes employees to seek better opportunities elsewhere. A reward system that is considered unfair and inconsistent creates tension among employees (Jan, 2010:83).

2.13.1.2 Lack of growth and development opportunities

Jan (2010:83) further states that the importance of creating an environment that encourages growth and development of employees cannot be over emphasised. An organisation that denies its employees opportunities to thrive in their chosen careers will have to endure employee dissatisfaction. Career management initiatives ought to be incorporated and aligned with the strategy of the organisation. In order to grow and flourish, employees would be compelled to either remain complacent or seek employment outside. Employees with lower job satisfaction levels usually exhibit signs of disgruntlement (Chew & Girardi, 2008:91).

This would seem to reflect the current situation at the GDH and was important to consider in the context of what this research investigated. The GDH is currently experiencing a situation where employees are reluctant to exert themselves and go beyond the call of duty. Reduced adherence to organisational rules and minimum effort towards productivity are widespread, with little creativity and innovation from many of the GDH employees.

2.13.1.3 Workload imbalance

When the workload is greater than the capacity of the individual, this tends to lead to exhaustion and burnout. Similarly, when an employee is constantly assigned to undertake smaller insignificant tasks, this can sometimes be viewed by an employee as redundancy, with meaningless tasks and inappropriate skills usage, leading to frustration (Helgo, 2010:18). Organisations should create an environment where employees can thrive and be productive without over exerting themselves. Control measures should be put in place to ensure that rules and procedures are adhered to. The procedures and regulations instil a sense of uniformity and consistency in everything undertaken as well as mitigate risk (Mulllins, 2007:618).

The GDH has recently introduced a stringent system of overtime hour reduction in an effort to curb the abuse of overtime hours claimed by its doctors as well as to afford doctors some time off from their hectic schedules. Unfortunately, this resolution has been met with dire consequences; the doctors are refusing to work more than the allocated and approved overtime hours. In a country afflicted by a severe shortage of medical practitioners, many patients who are dependent on public health facilities are now being left untreated because of the unavailability of doctors, especially over weekends when high trauma and emergency cases are being reported. The intention of this new determination was to create a work-life balance and introduce tighter control over time spent in the workplace, which comes at a cost to the organisation.

2.13.1.4 Lack of leadership

Helgo (2010:37) asserts that management is the vehicle for any company success, tasked with providing strategic direction to the organisation. When management is unable to motivate and inspire employees, their performance and confidence levels will certainly drop, resulting in a mass exodus of employees from the organisation. Leadership should always try to align the employees' goals with organisational goals through career management initiatives, so that

employees do not feel as if their efforts are being wasted (Helgo, 2010:38). There seems to be little engagement between employer and employee at the GDH. Chipkin and Meny-Gibert (2013) assert that bureaucracy and red tape often impede creativity and innovation, which ultimately affects the motivation level of employees.

2.13.1.5 Lack of a proper communication system

A break down in the communication pattern creates misinterpretation of organisational requirements and confusion in the workplace (Mullins,2007:230).Employees are unable to deliver as expected due to issues of misunderstanding. Management is also ill-informed of employees' issues, which ultimately evolve into massive problems causing employees to leave the organisation (Beheshtifar, 2011:8).

Mullins (2007:231) further purports that top to bottom line of communication is very common, with minimum suggestions and utterances from lower level employees. This type of communication line creates closed-door policy of dictatorship. Generally, executives tend to approve undertakings without consulting middle management on the viability and implementation implications of such contentious decisions. Operational employees are left to explain to the Auditor General of South Africa resulting in the organisation obtaining a qualified audit report. The GDH is fresh from obtaining disclaimer and has recently been placed under administration with certain privileges, thus improving communication both internally and externally is of significance. Management often undertakes brainstorming sessions in exclusive locations in order to strategize and discuss the vision of the organisation and hires consultants to execute tasks that should be done internally by employees.

The GDH has an abundance of skilled employees at its disposal, and most employees feel underutilised with very few training interventions. By empowering employees, the GDH will be able to save on unnecessary costs and fruitless expenditure on consultants. With a better understanding of the organisational culture, employees would be able to comprehend the complexity of implementing a new strategy.

Usually when outside consultants are hired, skills transfer does not take place Employees should be equipped with the skills to be able to execute their tasks diligently. This practice is rife in the public sector as highlighted by the Auditor General of South Africa (Financial Mail, 2013:1).

2.13.2 The outcome of organisational environment on career management

The previous section highlighted a number of factors that can affect career management programmes and can arguably constitute one of the main reasons that affect the ability of the public service to retain high quality employees, who otherwise become frustrated and inclined to leave the organisation for better opportunities in the private sector. By implication, government departments are like any other organisation and will be left increasingly under skilled with valuable knowledge lost as dissatisfied employees leave, not to mention the exorbitant costs of hiring new staff.
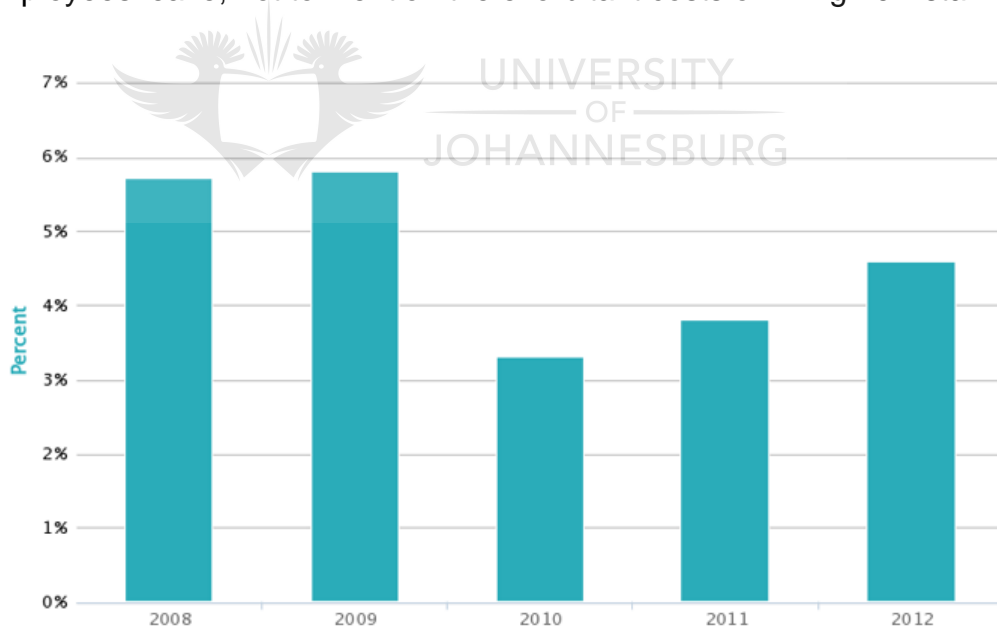
Figure 2.6: Yearly staff turnover ratio

Source: Adapted from GDH (2012:365)

These factors may have direct implications on the way in which the GDH employees support the proposed NHI scheme. Currently the GDH employees appear to be unhappy with the way their career performance is managed.

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Getting staff to support a new system that requires new training and new responsibilities because of this change, may meet with resistance because the old system has already proved inadequate.

Figure 2.6 illustrates the prevailing trend related to attrition rate of employees in the GDH. From the graph, it can be deduced that the percentage of turnover has consistently increased between 2010 and 2012. This sharp upsurge can be attributed to the resignations that have taken place in the in those years. It is evident that the ability of GDH to contain the rate of attrition remains a challenge.

2.14 RESISTANCE TO CHANGE

Mullins (2007:737) argues that despite the positive outcomes associated with change, resistance at both individual and organisational level is a concern. He further asserts that resistance appears to be a common phenomenon, it can take many forms and it is often difficult to pinpoint the exact reasons for the resistance. The forces against change in the work environment include fear and lack of consultation, among other things. Fears are commonly expressed when management implements unilateral decisions and consequently employees start to question the motive. With the implementation of the NHI, the GDH will in all likelihood experience resistance to change. The general view within the GDH is 'why fix something if it is not broken'. The NHI is believed to be one of the biggest transformational healthcare systems in the country; employees should be sensitised to the introduction of the NHI through a change management strategy. A discussion follows on further reasons for resistance to change.

2.14.1 Selective perception

People have different ways of interpreting and applying certain stimuli. This situation can lead to a biased view, which is perceived comfortably by an individual. Communication and engagement become particularly important in this instance (Mullins, 2007:737).

2.14.2   Job security

Job security is a major resistance to change in the workplace. There is a desire to retain old and comfortable ways of doing things, remaining in a comfort zone. When faced with new and challenging tasks, employees tend to reflect on the past (Van Tonder, 2004:183).

2.14.3   Fear of the unknown

Changes that are perceived as foreign and unfamiliar tend to cause anxiety and fear among employees. The introduction of new technologies or a new method of doing things is usually not embraced. In some organisations, employees refuse promotion because of the uncertainty over changes in responsibilities (Mullins, 2007:737).

2.14.4   Loss of freedom

When the change is seen as likely to unsettle and disrupt people's convenience, which will subsequently reduce freedom of action and increased delegation, resistance will, in all likelihood, surface (Van Tonder, 2004:183).

2.15   CAREER DEVELOPMENT METHODS

According to Nel et al. (2008:484) and other researchers referred to below, the most prominent methods for career development are the following:

- *Performance appraisal* is the most widely used assessment framework and is a valuable tool for career development because it measures the strengths and weakness of employees (PSC, 2010a:23);
- *Career counselling* can be introduced to assist employees by counselling them through their careers (Nel et al., 2008:484);
- *Management by objectives* is an intervention designed to assist employees with career development, which entails reaching a consensus between an employee and supervisor on ways to achieve organisational objectives (Baron & Armstrong, 2007:201).Employees' goals and enthusiasm for the organisation along with the strategic goals of the organisation should be considered (Nel et al., 2008:484);

- *Tailor-made materials* are provided by organisations, which are specifically developed to assist employees in their career management and development planning (Dura & Isac, 2008:185); and

- *Workshops* can instil and direct employees towards actively managing and developing their own careers, with a bit of a push from the organisation (Nel et al., 2008:484).

These factors are now considered in relation to their application in an organisation. Reviewing these factors, helps understand features that may be used in closing the gap between disgruntled, change-resistant employees and supportive, productive staff.

2.16   BENEFITS OF CAREER MANAGEMENT TO AN ORGANISATION

Dura and Isac (2008:192) contend that an organisation can transform into a learning organisation by encouraging and empowering employees to take responsibility for their own careers. Learning organisations, which are characterised by five features, systems thinking, personal mastery, mental modes, shared vision and team learning, come into existence because of the ever-changing business landscape. When employees are involved in the direction of their own careers, as they are in an organisation that promotes a learning organisation environment, they are likely to become more productive and highly skilled in the organisation.

Career management requires the identifying and analysis of the current skills within an organisation. Conducting a skills analysis entails recognising the strengths and weaknesses, which may need to be nurtured, in order to enable employees to develop their capabilities (Kuratko et al., 2011:423). Employees tend to perform optimally when an organisation pledges to support their career aspirations and goal setting. An organisation that is committed to advancing its career management programmes is able to bring into effect its succession planning strategy without any hindrance (Grobler et al., 2004:316).

Consequently, employees whose career goals are aligned with the future staffing needs of an organisation are easily groomed to occupy such positions. An organisation and its employees are able to benefit from career

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management programmes and initiatives (Dura & Isac, 2008:192). It has been proven that organisations that have sound career management programmes in place are perceived by the outside world as an employer of choice.

2.17 CONCLUSION

The purpose of Chapter 2 has been to provide a framework within which the concept and scope of career management is explored. It affirms that career management is a dynamic and complex process that is influenced by various factors. The aim of this literature review is to provide terms of reference and to gain insight into what has been reported by researchers on this specific body of knowledge. This chapter has also demonstrated how other variables such as the staff turnover is often related to an inadequate reward system, which can have a huge impact on career management practices and programmes.

The literature review concludes by creating a relationship through aligning the NHI and OSD initiatives with career management gaps that may exist in the GDH. The successful implementation and sustainability of the NHI rests solely on career management programmes and practices. From the theoretical analysis provided above, it is clear that career management is a process that involves both employee and employer from a micro perspective.

In light of this NHI precedent, it can be argued that there is a need to ensure a stable work environment of supportive employees at the GHD. This suggests that the current state of the engagement between employer and employee in respect of career management at the GDH be reviewed by this research, if the research problem is to be understood and recommendations made for its management.

Chapter 3 explains the research strategy used to undertake this research.

Chapter THREE
RESEARCH METHODOLOGY

3.1   INTRODUCTION

This chapter discusses the philosophy used to address the overarching objective of the research as highlighted in the previous chapter. It provides the methodology and approach adopted in this study. The research strategy and the data collection techniques are discussed in depth in this chapter.

3.1.1   Choosing a research policy

In a bid to ascertain the value of career management, "the research onion" as illustrated by Saunders, Lewis and Thornhill (2009:108) provides a fundamental conceptual framework from which the study will depart.
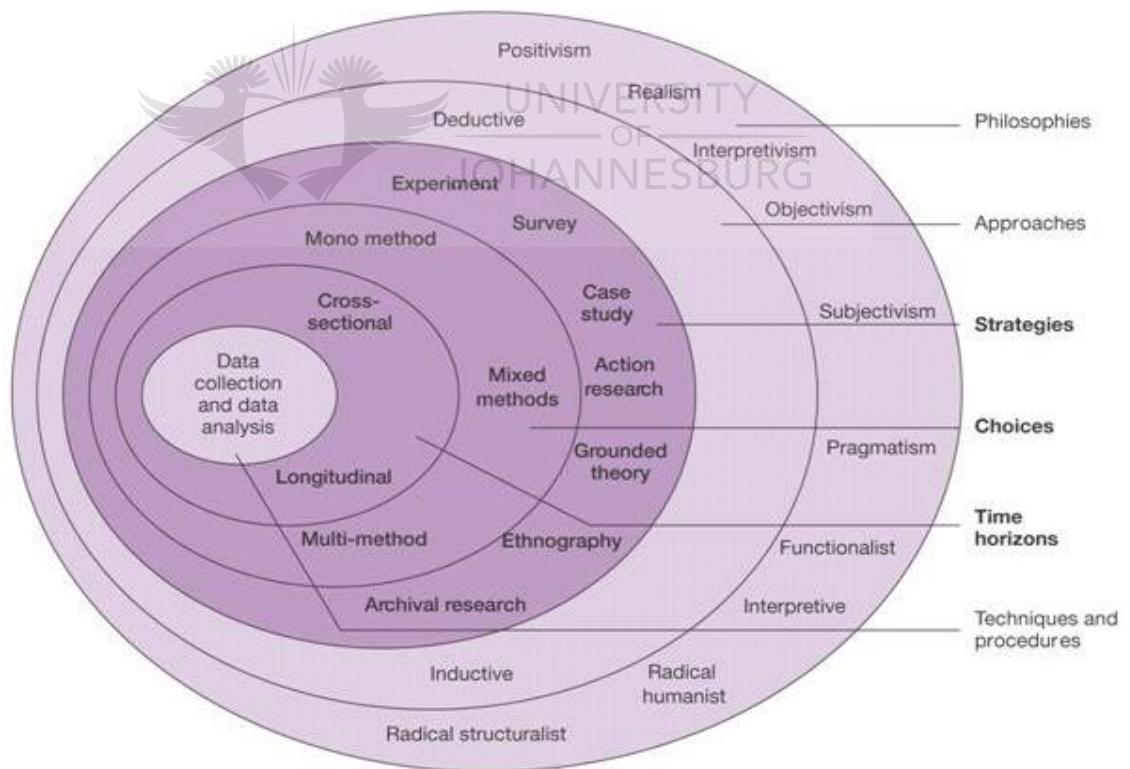
Figure 3.1: The research onion

Source: Saunders et al.(2009:108)

The exploratory position of the research informed by the type of design and methodology is clarified in this section. The approach to be followed and the

research paradigm are presented, together with the data collection technique and sampling. The chapter concludes with the ethical considerations and the limitations of the research.

3.2   RESEARCH PHILOSOPHY

The research point of departure clearly indicates an exploratory research philosophy, which seeks to elicit employees' views and expressions on the value that career management practices conducted within an interpretive paradigm, provide. Over the years, there has been little research conducted in the South African public health sector with no comparable examples in literature on the introduction of the NHI system. According to Mouton (2001:113) studies conducted through the interpretive philosophy permit the researcher to evaluate social factors and phenomenon critically in order to comprehend how human beings perceive their belief system socially. Furthermore, within an interpretivist approach individuals tends to establish their own judgment and conclusion into how the world revolves due to perceived ideology. Saunders et al. (2009:116) asserts the importance of adopting an empathetic stance in order to comprehend the nature of the phenomenological complexity of the social world. The interpretivist perspective is highly appropriate when aligned to human and organisational behavioural situations. As the public service is an organisation characterised by red tape and rigidness, the opted research philosophy is to interpret how the existing policies and processes support or denigrate the effectiveness of internal career management.

3.3   RESEARCH APPROACH

Both deductive and inductive research theories have their own drawbacks as well as significance when incorporated into a fact-finding endeavour. The former seeks to create a hypothesis, which is based on the current body of knowledge and the literature review, while the latter encourages the gathering of data and the development of a meaningful theory. The data can be both secondary and primary. Table 3.1 provides a clear contrast between the deductive and inductive approach.

Table 3.1: Deductive and inductive research approaches

Deductive	Inductive
Based on the literature review	Obtain insights as perceived by humans
Emphasis on current data above theory	Thorough comprehension of the research context
Collect and gather quantitative data	Collect and gather qualitative data
Structured hypothesis approach Application of controls to ensure validity of data Operationalization of concepts to ensure clarity of definition	Flexible structured fact finding approach
Researcher independent of what is being researched	Realisation that the researcher is part of the research process
Necessity to select samples of sufficient size in order to generalise conclusions	Less concern with the need to generalise

Source: Saunders et al. (2009:127)

An inductive approach was considered appropriate for this study, as interviews were conducted with a sample of managers to determine the value proposition of career management efforts in the organisation. The objective was to obtain a perspective and better understand the perceived value attached to career management practices in the GDH. The interview data collected was analysed in order to formulate a theory on the value of career management. Through the small sample of participants in the GDH, valuable feedback, enabled by an inductive approach, was extracted.

3.4   RESEARCH DESIGN

The research design of this study outlined a general blueprint in an attempt to address the research objectives. The main aim of the research design was to fulfil a particular purpose within the pressure and constraints of time. As an empirical study with a qualitative and quantitative paradigm, the use of a primary data collection technique complements the design of the research. The problem statement of the study informed the research.

Leedy and Omrod (2005:310) assert that there are two types of research methodologies, namely quantitative and qualitative. Quantitative involves the quantifying of figures and numbers in order to draw conclusive insights. The latter methodological research entails the production of descriptive data through spoken and written words. The descriptive stance of qualitative research is generally associated with human and social science. The following table provides an accurate contrast between qualitative and quantitative research methodology.

Table 3.2: Characteristics of quantitative and qualitative approaches

Question	Quantitative	Qualitative
What is the purpose of the research?	− To explain and predict − To confirm and validate − To test theory − Outcome-oriented	− To describe and explain − To explore and interpret − To build theory − Process-oriented
What is the nature of the research process?	− Focused − Known variables − Established guidelines − Static design − Context free − Detached view	− Holistic − Unknown variables − Flexible guidelines − Emergent design − Context bound − Personal view
What are the methods of data collection?	− Representative, large sample standardised instrument	− Informative, small sample observations, interviews
What is the form of reasoning used in analysing?	− Deductive analysis	− Inductive analysis
How are the findings communicated?	− Numbers − Statistics, aggregated data − Formal voice, scientific styling	− Words − Narratives, individual quotes − Personal voice, literary style

Source: Adapted from Saunders et al.(2009:482)

Although the study contains elements of a qualitative stance, features of quantitative analyses do surface in Chapter 4. Saunders et al.(2009:152) refer to this approach as mixed method research and describe it as the use of quantitative and qualitative data collection techniques and analysis procedures. This process provides comprehensive evidence for studying a research problem and its objectives. Mixed method research can add insight and understanding that might be overlooked when a single method is used.

The combination of qualitative and quantitative research produces a thorough knowledge base necessary to rationalise literature and reality. Mixed method research can provide responses to a broader range of research objectives because the research is not limited to a single method.

3.4.1   Research strategy

The research strategy entails an empirical investigation of a particular phenomenon within a distinct context. According to Saunders et al.(2009:146), a case study strategy enables a rich understanding of the context of the study as well as the process that has been enacted. Furthermore, the data collection technique employed may vary and be used in combination, which includes interviews and questionnaires.

With an empirical connotation attached, this study resonates with a case study research strategy with the triangulation of multiple sources of data. A mixed method analytical research paradigm was adopted in order to obtain an in-depth exploration of people's perceptions through the analysing of responses. This paradigm with a case study approach was employed to comprehend the value of career management practices within the GDH.

3.4.2   Methodology

The nature of the research objectives suggests a qualitative study, which as Leedy and Omrod (2005:310) stipulate, strives to gather and collect new data as well as establish and ascertain perceptions of individuals. Additionally nothing is known about this situation – there has been no previous study with regard to this research problem in the South African GDH so the variables influencing this particular situation are being explored by this research. The qualitative design was informed through a case study strategy approach, which Saunders et al. (2009:146) affirms that it entails investigating a specific phenomenon by utilising and citing different sources. The study reflects how individuals and the organisation currently perceive the value of career management in order to determine the exact nature of career management initiatives that are in place, thus the study was deemed a cross-sectional time horizon.

Being predominately exploratory research, the study employed both qualitative and quantitative paradigms with the intention of extracting a broad understanding and insight of the value proposition of career management.

3.4.3   Sampling

With a very large staff complement and a tall organisational structure, it proved cumbersome to collect and analyse data from all possible cases within the GDH due to funds and time constraints. Babbie and Mouton (2001:164) contend that sampling techniques enables a researcher to minimise the data to be collected by considering data from smaller groups exclusively as opposed to all elements. A non-probability sampling technique with an understanding of employing a self-selection method was reckoned fitting for this type of exploratory career management research. According to Saunders et al. (2009:241) a self-selection sampling technique can be considered as a volunteer sampling system whereby individuals express a desire to take part in the research study. Participation was publicly invited through appropriate channels, stating the need for cases and subsequently collecting data from respondents.

3.5   DATA COLLECTION

Both qualitative and quantitative research approach provides different techniques for data collection. Through qualitative research, the data collection takes place through observations, focus group as well as conducting interviews. While within the same point, quantitative employs large sample standardised instruments, which are communicated by means of numbers and aggregate data as findings.

As this study employs a qualitative paradigm, a sizeable sample was deemed appropriate. Primary data was collected through semi-structured, open ended interview sessions with senior management to elicit insights as well as encourage participants to share their experiences, feelings, and perceptions of how career management is implemented. Given the enormity of the issues, interview questions were kept very short in order to avoid deviation from the core issue at hand. All interviews were digitally recorded and subsequently

transcribed in order to accurately digest and interpret themes and concepts for constructing meaningful theory. Welman and Kruger (2002:93) recommend that interviews be saved using computer-aided software technology for analysis purposes, which will ultimately be translated into textual data.

3.5.1   Collecting primary data using a questionnaire and interview

The study, being empirical and qualitative, relied on interviews as a data collection technique to complement the objectives of the study. Being exploratory research, the use of semi-structured interviews allowed an in-depth understanding and appreciation of the value of career management to be obtained. Each interview session lasted between an hour and a half to two hours, with the researcher taking notes as well as using a digital recorder as backup. Interview questions were adapted from other case studies with similar significance to draw new insights.

Through the case study strategy approach, the GDH was used as a single case within which the senior managers and front line operatives were embedded cases. Furthermore, the use of a case study strategy was followed by employing a triangulate approach for multiple sources of data using different data collection techniques for each of the embedded cases. Saunders et al. (2009:146) reiterate that a triangulation method enables the use of different data collection techniques within one study in order to confirm and ascertain the results of the findings. In this regard, the collection of data using questionnaires was performed with the aid of self-administered questionnaires, which were delivered by hand as well as electronically to the respondents, in order to supplement and triangulate the data collected by means of semi-structured interviews. The mixed method approach was used to elicit rich and quality data in order to supplement both quantitative and qualitative data analysis.

The qualitative interviews provided a chance to gather in–depth opinions, while simultaneously using a quantitative instrument, which allows a bigger sample to be gathered to see if there is corroboration in elements of the two. The population constituted participants from senior management hierarchy

and administrative and support employees within the post level 1 to 12. The senior managers were interviewed, while employees within the post level1 to 12 completed a questionnaire.

The questionnaire tools were developed in line with the objectives of the study. The literature review was used as secondary data to support the scope of the survey items included in the survey instrument. The survey was tested with a pilot phase in order to determine efficiency and reliability. The pilot phase included three individuals from each of the three levels of management that the researcher intended to interview. Their feedback helped to focus the item content of the survey instrument. The testing method provided an opportunity to make modifications and adjustments before the official rollout.

3.5.2   Using a Likert scale

Likert scales can be described as psychometric response measures, which are particularly used to obtain participant's preference or degree of agreement with a certain statement (Vagias, 2006:1). Likert scales are often employed in research undertakings in the form of a questionnaire to elicit responses that closely resemble a view from the sampled population. Commonly, participants are requested to indicate their level of agreement with a given statement by way of an ordinal scale.

Table 3.3: Level of agreement

Level
Strongly disagree
Disagree
Neutral
Agree
Strongly agree

Source: Adapted from Vagias (2006:1)

The level of agreement Likert scale in Table 3.3 was employed in drawing responses from the front-line operative participants in the GDH. Through the scale, it was possible to assess employees' attitudes and opinion on the actual

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value of career management practice in the GDH. The qualitative data collected using semi-structured interviews was triangulated using quantitative data that was collected by means of a questionnaire. The objective of this method was to utilise different data collection techniques within one study in order to create an element of consistency and credibility to the data. The Statistical Package for Social Sciences version 21 of 2013 was employed for quantitative data analysis. The statistical technique data analysis consisted of descriptive statistics, factor analysis, reliabilities and comparatives analysis. The descriptive statistics was used to describe the characteristics of the sampled population. Factor analysis was conducted to assess the suitability of the data. Furthermore, the reliability data analysis sought to explore the internal consistency of the scales and also performing the comparatives analysis to create a contrast between different groups.

As a pilot test, semi-structured interviews were conducted with random participants to establish the feasibility of the qualitative data collection technique. Five individuals were selected to complete the questionnaire in an attempt to ascertain the level of comprehension and practicability of the measuring instrument. Respondents appeared to have understood the underlying themes behind both data collection techniques.

3.5.3   Research population

Of the more than 60,000 employees within the GDH's payroll, the majority are nursing staff, followed by medical practitioners and allied staff, with the remainder being administrative and support staff. The nursing staff constitutes 40 percent of the overall GDH staff compliment, with the medical doctors making up 30 percent as well as the allied and administrative & support staff comprising of 20 percent and 10 percent respectively.

The study specifically focused on the administrative and support staff as this category of employees is not considered to be rendering a clinical function, which is critical to the GDH. To gain an understanding of how this group of people manage their careers, a sample was drawn from this homogeneous population, in terms of job function. A total of seven managers, were

interviewed and 121 middle management level & operational staff members were requested to complete distributed questionnaires. This sample size was considered sufficient, as the research objectives attempt to uncover insights, however, understanding of the data will be more crucial than the size of the sample (Saunders et al., 2009:234).

The GDH hierarchal structure consists of senior management service, middle management level and front-line operatives. Senior management is popularly referred to as post level 13 to 16 in the public sector, whereas middle management and front line operatives are known as post level 1 to 12. Seven senior management service employees were interviewed in a semi-structured manner while 121 questionnaires were distributed to the middle management level and front-line operatives. This selection approach enabled the triangulation of data already collected from senior management service employees, through the reaffirmation technique, by employing another data collecting method for middle management and operative levels in order to ensure that the data are telling the same tale. Initially, it was envisaged that 15 senior managers would be interviewed, and that a reasonable response rate would be achieved from distributing 200 questionnaires to the participants. Due to limited resources, time constraints as well as the availability of the participants, most particularly senior managers, the researcher only managed to interview 7 senior managers.

3.6   RELIABILITY AND VALIDITY

Through a series of interview sessions conducted with employees and managers on career management practices, the study ensured the validity of the measuring instrument. As cited by Bryman and Bell (2011:253) validity determines the extent to which the research establishes the truthful nature of the results with the objective of the study.

Saunders et al. (2009:157) relate some of the most common threats, which may affect the validity of the sampling as well as the credibility of the research findings. The rate at which managers dropout, due to resignation or dismissal, remains a major concern. The GDH has a high vacancy rate, particularly in the senior and executive level. Most managers, employed on a five-year, fixed-

term contract, do not serve the full tenure of their contracts, and this has the potential to pose a threat to the validity of the research.

The ambiguity of causal direction provides another compromising situation in the form of conflicting viewpoints. Furthermore, the timing of the research may have distorted credible insights from the employees. The GDH is currently implementing the turnaround strategy, accompanied by major restructuring processes, which some employees may view favourably and therefore forget the injustice of the past.

3.7   ETHICAL CONSIDERATIONS

Ethical issues were addressed in the design and methodology of this research in terms of the appropriateness of conduct in relation to the rights of the respondents or any person who might become, intentionally or unintentionally, the agenda of the study, with specific reference to anonymity, sensitivity to information, participation as well as the results of the study.

The consideration of ethics remains an increasingly important factor in any research. Ethical issues manifest from interaction with participants and the environment. Appropriate ethical standards were upheld to avert any undesirable consequences. The study involved actively obtaining information from participants in a very diplomatic fashion. The following ethical issues were considered:

- Participation in the research was voluntary;
- An informed consent approach ensured that participants were provided with all the necessary information regarding the nature of the study;
- Confidentiality and anonymity were maintained at all times to protect the identity of the participants;
- Any potential harmful occurrence would be mitigated; and
- Results will be made available and communicated to the GDH on request.

3.8   LIMITATIONS OF THE STUDY

Given the empirical nature of the study, a number of limitations were experienced during the endeavour of the research. The semi-structured interview as a data collection technique provided its own challenges. Permission was sought and obtained prior to commencement of any interview session (Appendix A). Sampled participants, who had initially agreed to be interviewed on a specific date and timeframe, subsequently requested an alternative date for interviews, which posed detrimental consequences in the momentum of the data collection period. Work commitments and time constraints proved to be the biggest reasons for slow response rate.

Scheduling a suitable appointment with managers was met with resistance and lack of cooperation from some of the personal assistants and secretaries who failed to see the significance of the study. In addition, time constraints hindered the researcher from further exploring the issues, which could not be extracted solely from semi-structured interviews.

In dealing with the limitations, the researcher used his personal and professional relationship with some participants to lure them into participation (convenience, non-random sampling).

3.9   CONCLUSION

This chapter lays down the research methodology and design employed in this study. The methodology is argued as best suited to address the objectives of the study. Issues relating to the development of an appropriate measuring instrument were discussed in detail. The basis of this chapter is the research onion (Saunders et al., 2009:108), which constructed a meaningful research method.

Chapter 4 provides the quantitative results, findings and discussion of the study. The qualitative findings are presented in Chapter 5, which also has a final discussion of the implications of both Chapter 4 and 5's findings.

Chapter FOUR
QUANTITATIVE FINDINGS AND DISCUSSION

4.1   INTRODUCTION

The purpose of this chapter is to present the results and data analysis and discuss the implication of the findings against the background of the literature reviewed. The quantitative findings are presented, followed by the qualitative findings and finally a discussion of the implications of these findings.

4.2   QUANTITATIVE FINDINGS

From 200 questionnaires distributed (see Appendix B), 121 completed questionnaires were collected from respondents, therefore achieving a response rate of 60 percent. The data was submitted to Statkon at the University of Johannesburg for analysis and the Statistical Package for Social Sciences version 21 of 2013(SPSS version 21, 2013) was utilised for statistical analysis of the data. The presentation of the quantitative data analysis is presented under the headings; descriptive statistics, exploratory factor analysis, reliabilities, and comparative analysis.

4.3   DESCRIPTIVE STATISTICS

The presentation of the demographic results, as collected from the measuring instrument pertaining to section A of the survey, are summarised into the following key aspects:

- Gender of the participants;
- Population group of the respondents;
- Age of the respondents;
- Number of years been employed in the GDH;
- Number of years' experience in the respective field;
- Salary level of respondents;

- Area of specialisation and expertise; and
- Level of education.

4.3.1   Gender

From the gender profile of the respondents, it emerged that 60.5 percent(72) of the respondents were female and 39.5 percent(47) of the respondents were male. The gender outline of the sample is exemplified in Table 4.1.

Table 4.1: Gender profile of participants

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Male	47	38.8	39.5	39.5
	Female	72	59.5	60.5	100.0
	Total	119	98.3	100.0	
Missing	System	2	1.7		
Total		121	100.0		

Source: SPSS version 21 (2013)

4.3.2   Population group

Respondents were categorised into different recognised and constitutional population classification in South Africa. Figure 4.2 reveals that majority of the respondents were black with an overwhelming 82.4 percent. White respondents constituted 10.9 percent, followed by the coloured group with 5.9 percent and Indians representing 0.8 percent of the total percentage.

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Table 4.2: Population group

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Black	98	81.0	82.4	82.4
	White	13	10.7	10.9	93.3
	Coloured	7	5.8	5.9	99.2
	Indian/ Asian	1	.8	.8	100.0
	Total	119	98.3	100.0	
Missing	System	2	1.7		
Total		121	100.0		

Source: SPSS version 21 (2013)

4.3.3   Age

The data assembled was broken down into five age groups, namely younger than 21 years, 21 to 30 years, 31 to 40 years, 41 to 50 years and older than 50 years. The result shows that 35.3 percent of participants were between the ages of 31 to 40 years. Table 4.3 depicts that 25 percent of respondents were older than 50 years, while 21 percent fall within the 21 to 30 year age group, with 17 percent being between the ages of 41 and 50 years. Only 0.8 percent was younger than 21 years of age.

Table 4.3: Age

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Younger than 21 years	1	.8	.8	.8
	21 to 30 years	25	20.7	21.0	21.8
	31 to 40 years	42	34.7	35.3	57.1
	41 to 50 years	21	17.4	17.6	74.8
	Older than 50 years	30	24.8	25.2	100.0
	Total	119	98.3	100.0	
Missing	System	2	1.7		
Total		121	100.0		

Source: SPSS version 21 (2013)

4.3.4   Number of years employed

The data gathered was classified into four groups with regard to the number of years employed in the GDH. From the data analysed, 33.3percent of respondents had not being employed for more than five years in the GDH. This suggests a very new and large layer (almost one third of all those interviewed) of the workforce who will require training and career development to evolve their capabilities and skills and rise up through the public service ranks as competent employees.

Table 4.4 narrates that 30 percent of respondents have been with the GDH for more than 20 years. This suggests that almost one third of all employees are very experienced in public service methodologies but may well be close to retirement as they have been in the service for more than 20 years. Their knowledge needs to be assured in the new layer of workers of one to five years, while 25 percent have six to 10 years and 11.7 percent have 11 to 20 years employment in the GDH respectively.

Table 4.4: Number of years employed

		Frequency	Percent	Valid percent	Cumulative percent
Valid	1 to 5 years	40	33.1	33.3	33.3
	6 to 10 years	30	24.8	25.0	58.3
	11 to 20 years	14	11.6	11.7	70.0
	More than 20 years	36	29.8	30.0	100.0
	Total	120	99.2	100.0	
Missing	System	1	.8		
Total		121	100.0		

Source: SPSS version 21 (2013)

4.3.5   Years' experience in the field

The data collected from the total number of years' experience within a specific field was classified into seven categories. Table 4.5 reveals that 3.3 percent have less than one years' experience in the field, 10.7 percent of employees have between one and two years' experience in their fields, while 20.7 percent have three to five years longevity in their respective fields. This means that over 30 percent of employees represented by these two categories are relatively new to their work environments and would be relying on training and career development to rise through the ranks and be productive as they do so.

Furthermore, 25.6 percent of respondents have between six and 10 years' experience in their field, with 9.1 percent having between 11 and 15 years' experience in their fields, while 10.7 percent have a tenure of between 16 and 20 years' experience in the their fields. These findings suggest that more than 40 percent of employees spend at least six years in a particular field so represent a considerable body of knowledge and skill available to the public service but they would need to be trained to perform optimally to deliver public service goals.

From the 121 responses, only 19.8 percent have more than 20 years' experience in the field.

Table 4.5: Years' experience in the field

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Less than 1 year	4	3.3	3.3	3.3
	1 to 2 years	13	10.7	10.7	14.0
	3 to 5 years	25	20.7	20.7	34.7
	6 to 10 years	31	25.6	25.6	60.3
	11 to 15 years	11	9.1	9.1	69.4
	16 to 20 years	13	10.7	10.7	80.2
	More than 20 years	24	19.8	19.8	100.0
	Total	121	100.0	100.0	

Source: SPSS version 21 (2013)

4.3.6 Salary level

As part of the data collection, participants were requested to specify their salary levels within four different level groups. The table below illustrates that 17.6 percent of respondents fall within the salary level one to five. This means that their remuneration falls between R67,008 and R135,714 per annum with the exclusion of fringe benefits. These are normally regarded as entry-level positions. A considerate amount of investment in the form capacitating will need to be provided to these employees in order for them to elevate to the next level.

The result reveals that 54.6 percent of respondents are between salary level six and eight as per the remuneration scale. This means they are earning between R162,963 per annum and R249,849 per annum on a basic salary and benefits remuneration structure. These are normally classified as production posts within the public service sphere.

Of respondents, 19.3 percent are classified within the salary level nine and 10 remuneration scale, with a further 8.4 percent of respondents falling with the level 11 to 12 salary band. This indicates that nearly 30 percent of the employees surveyed earn between R304,587 and R691,878 per annum.

Employees on salary level 11 to 12 are remunerated on a cost-to-company basis. This group of employees are operating at a middle management level and will need to be groomed for senior management positions.

Table 4.6: Salary level

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Level 1 to 5	21	17.4	17.6	17.6
	Level 6 to 8	65	53.7	54.6	72.3
	Level 9 to 10	23	19.0	19.3	91.6
	Level 11 to 12	10	8.3	8.4	100.0
	Total	119	98.3	100.0	
Missing	System	2	1.7		
Total		121	100.0		

Source: SPSS version 21 (2013)

4.3.7   Area of specialisation

The participants were supplied with a choice of ten categories of specialisation within their expertise. Furthermore, the participants were also requested to indicate additional areas of specialisation, which might have been omitted from the supplied public service specialisation areas. This finding is relevant as it indicates the areas of specialisation that the public service requires to function efficiently. It can be argued that these specialisations require the employees to be trained with planned career development if they are to perform optimally in the future. The importance of these findings is that they indicate the diversity of skills required by public service and therefore the necessity for pro-active career development.

From the 121 respondents' responses illustrated in Table 4.7:

- 52.1 percent are experts within the HRs function;
- 14.9 percent are executing supply chain related functions;
- 15.7 percent have a finance background;
- 2.5 percent are IT specialists;

- 0.8 percent fall within the communication and PR area of specialisation;
- 2.5 percent are experts in risk management area of specialisation;
- 2.5 percent are in the secretarial related area;
- 0.8 percent fall within the policy and strategy planning area of specialisation;
- 1.7 percent come from the monitoring and evaluation area of specialisation; and
- Five percent are in the financial auditors' related area of specialisation.

A percentage of 1.7 of respondents emerged from the 'other' category of the survey and these respondents defined themselves as constituting projects and general management, and risk management and internal control as their areas of specialisation.

The findings represent a broad variety of skills that public service needs to nurture to function.

Table 4.7: Area of specialisation

		Frequency	Percent	Valid percent	Cumulative percent
Valid	HR related	63	52.1	52.1	52.1
	Supply chain related	18	14.9	14.9	66.9
	Finance related	19	15.7	15.7	82.6
	Information technology related	3	2.5	2.5	85.1
	Communication and PR related	1	.8	.8	86.0
	Risk management related	3	2.5	2.5	88.4
	Policy and strategy planning related	1	.8	.8	89.3
	Monitoring and evaluation related	2	1.7	1.7	90.9
	Secretarial related	3	2.5	2.5	93.4
	Auditing related	6	5.0	5.0	98.3
	Other *	2	1.7	1.7	100.0
	Total	121	100.0	100.0	
Specify other					
	Project and general management related	1	.8	.8	99.2
	Risk management and internal control related	1	.8	.8	100.0
	Total	121	100.0	100.0	

Source: SPSS version 21 (2013)

4.3.8   Level of education

The data analysis pertaining to the levels of education insinuates that most of the respondents are not highly educated.

The results shown in Table 4.8 illustrates that 2.5 percent of respondents have a Grade 11 or lower level of qualification, 34.7 percent have attained a Grade 12 certification. This means that over 36 percent of the respondents have only school training not specialisation of any kind as required by public service. This means that their careers and training will need to be planned if they are to become valuable assets of the public service organisation

A further 34.7 percent however hold a Baccalaureate Degree (an undergraduate qualification of three years or more), and five percent indicated that they have graduated with a post-graduate Degree from a tertiary institution. These findings show that nearly 40 percent of respondents do have post-school education so may have developed their evaluation and analysis skills at university but may still perhaps not be specialised for the public service work environment and areas of specialisation as indicated in Table 4.7.

Table 4.8: Level of education

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Grade 11 (Std9) or lower	3	2.5	2.5	2.5
	Grade 12 (Matric, Std10)	42	34.7	34.7	37.2
	Post-Matric diploma or certificate	42	34.7	34.7	71.9
	Baccalaureate Degree(s)	28	23.1	23.1	95.0
	Post-graduate Degree(s)	6	5.0	5.0	100.0
	Total	121	100.0	100.0	

Source: SPSS version 21 (2013)

4.3.9   Career management implementation

Section B of the quantitative survey sought to establish the manner in which career management is currently dealt with in the GDH.

As point of departure, Table 4.9 outlines the GDH's career management policies. From this table it can be seen that 50.8 percent of the respondents indicated that they feel that career management policies are not being implemented in the GDH. However, 49.2 percent of the respondents asserted that career management policies are being implemented by the GDH.

The results revealed in Table 4.9 suggest that career management is being implemented but not across all employees.

Table 4.9: Career management implementation

		Frequency	**Percent**	**Valid percent**	**Cumulative percent**
Valid	Yes	59	48.8	49.2	49.2
	No	61	50.4	50.8	100.0
	Total	120	99.2	100.0	
Missing	System	1	.8		
Total		121	100.0		

Source: SPSS version 21 (2013)

As a follow up question the research questionnaire asked the 49.2 percent(59 employees) of respondents (Table 4.9) who had indicated that career management policies are being implemented, to rate how well career management policies are being implemented. Table 4.10 suggests that most of the respondents think that career management policies are inadequately implemented in the GDH.

It emerged that 25.9 percent of the respondents who rated career management as being implemented, rate this implementation as good, while 43.1 percent of these participants are of the opinion that career management is averagely implemented and 6.8 percent of respondents feel that career management programmes are implemented excellently. This suggests that more than 70 percent of the 59 respondents who are receiving career management are satisfied with the management.

Of these 59 individuals, 24.1 percent deems career management efforts as poorly implemented.

Table 4.10: Level of career management implementation

		Frequency	Percent	Valid percent	Cumulative percent
Valid	Poor	14	23.7	24.1	24.1
	Average	25	42.4	43.1	67.2
	Good	15	25.4	25.9	93.1
	Excellent	4	6.8	6.9	100.0
	Total	58	98.3	100.0	
Missing	System	1	1.7		
Total		59	100.0		

Source: SPSS version 21 (2013)

4.3.10 Current career development opportunities

Two predominant types of career development opportunities are made available to employees in the GDH, as indicated by 52.1percent of respondents.

The public service PERSAL training course (which is an HR payroll system) surfaced prominently as the most popular career development opportunities available. The PERSAL training course is very beneficial to employees within the HR profession.

Over half (52.1 percent) of respondents indicated that the bursaries programme is the second most available career development opportunity. All permanent employees are eligible to apply for a study bursary with the GDH if the chosen course or programme is in line with their current scope of work. Temporary employees, contract employees as well as newly appointed staff on probation are exempted from applying for any financial aid or study bursaries.

4.3.11 Career development opportunities that could be offered

A 44.6 percent response rate was achieved with regard to the respondents listing career development opportunities they would like to see being offered

by the GDH. The respondents revealed a wide range of career development opportunities they would like, but which are currently not offered by the GDH, such as supply chain management, conflict management, financial management, leadership training and record management among other courses.

4.3.12 Barriers for implementation of career management

Table 4.11 provides the findings of the degree each of the following factors was considered as a barrier for implementation of career management. The scale used for these statements was not a barrier (1); somewhat of a barrier (2); a moderate barrier (3); and, an extreme barrier (4).

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Table 4.11: Barriers for implementation of career management

		Not a barrier	Somewhat of a barrier	Moderate barrier	Extreme barrier	Total
B12.1 High work pressure due to too much work for all staff including managers	Count	22	19	32	28	101
	Row N %	21.8%	18.8%	31.7%	27.7%	100.0%
B12.2 Lack of expertise and knowledge by those tasked to ensure career development implementation	Count	9	29	28	34	100
	Row N %	9.0%	29.0%	28.0%	34.0%	100.0%
B12.3 Career management not deemed a priority because there are other pressing issues	Count	12	19	27	42	100
	Row N %	12.0%	19.0%	27.0%	42.0%	100.0%
B12.4 Resistance from line management to embrace change management efforts	Count	12	24	28	33	97
	Row N %	12.4%	24.7%	28.9%	34.0%	100.0%
B12.5 Backlog in work seen as priority over career development	Count	18	16	35	30	99
	Row N %	18.2%	16.2%	35.4%	30.3%	100.0%
B12.6 Career development not seen as a strategic enabler	Count	12	21	27	41	101
	Row N %	11.9%	20.8%	26.7%	40.6%	100.0%

Source: SPSS version 21 (2013)

Table 4.12: Degree of barriers for implementation of career management

Population 121	N		Mean	Median	Mode	Std. Deviation	Mini-mum	Maxi-mum
	Valid	Missing						
B12.1	101	20	2.65	3.00	3	1.108	1	4
B12.2	100	21	2.87	3.00	4	.991	1	4
B12.3	100	21	2.99	3.00	4	1.049	1	4
B12.4	97	24	2.85	3.00	4	1.034	1	4
B12.5	99	22	2.78	3.00	3	1.074	1	4
B12.6	101	20	2.96	3.00	4	1.048	1	4

Source: SPSS version 21 (2013)

Table 4.11 statements B12.2, B12.3, B12.4 and B12.6 had the highest rating choosing the extreme barrier as their response to the six challenges experienced by employees when managing their careers. On the statement B12.1 (22 respondents) and B12.5 (18 respondents) affecting career management a total of 40 respondents revealed these challenges as 'not a barrier', suggesting that workload was not a factor in their workplace. Relatively, all questions (B12.1 to B12.6) have a mean score of between 2.65 and 2.99, suggesting that most responses were in the range of 'somewhat of a barrier 'to 'extreme barrier', implying overall that most respondents perceive that there are challenges that are difficult to overcome with regard to managing one's career. The standard deviation for B12.1 to B12.6 is also approximately one on average.

4.3.13   Career path and development opportunities for new recruits

A scrutiny of the results pertaining to whether new recruits are informed of career path and development opportunities implies that most new recruits are not well informed with a 65.5 percent of respondents attesting to this. Furthermore, Table 4.13 illustrates that 34.5 percent affirms that new recruits are indeed informed of possible career path and development privileges.

Table 4.13: Career path and development opportunities for new recruits

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	33.1	34.5	34.5
	No	76	62.8	65.5	100.0
	Total	116	95.9	100.0	
Missing	System	5	4.1		
Total		121	100.0		

Source: SPSS version 21 (2013)

From Table 4.13, 34.5 percent (40) participants said they were informed of career path and development opportunities. However, 65.5 percent of the respondents indicated that they were not informed of career path and development opportunities.

Furthermore, Table 4.14 shows that,

- 88.9 percent of respondents indicated that new recruits are informed of career development opportunities during the induction and orientation programme;
- 77.4 percent indicated that new recruits are informed by their direct supervisors and managers;
- 59.3 percent of respondents highlighted that they were not informed of career development opportunities through a letter of appointment;
- 40.7 percent indicated that they were informed through the letter of appointment of career development opportunities in the organisation;
- 81.3 percent of the respondents indicated that the HR unit informs new recruits of possible career path and development opportunities.

Table 4.14: Career path and development opportunities communication

		Yes	No	Total
B13.2.1 During an induction or orientation programme	Count	32	4	36
	Row N %	88.9%	11.1%	100.0%
B13.2.2 By the direct supervisor or manager	Count	24	7	31
	Row N %	77.4%	22.6%	100.0%
B13.2.3 By a letter of appointment	Count	11	16	27
	Row N %	40.7%	59.3%	100.0%
B13.2.4 By the HR Department	Count	26	6	32
	Row N %	81.3%	18.8%	100.0%
B13.2.5 Other	Count	4	2	6
	Row N %	66.7%	33.3%	100.0%

Source: SPSS version 21 (2013)

4.3.14 Intervention measures for vertical mobility

Respondents were asked seven questions relating to the intervention measures, which encourage vertical movement of employees within the organisation, and had to indicate whether such measures are present or absent. Based on the results of the analysis, the majority of respondents indicated that all the interventions measures are in existence within the organisation.

Table 4.15 shows that,

- 88.6 percent of respondents think that employment equity policies are in place, while 11.4 percent indicated that such policies are absent;
- 57.1 percent of respondents revealed the existence of recognition of prior learning policies, while 42.9 percent opposed the existence of such policies;
- 93.9 percent of participants conceded the existence of performance agreement frameworks and 6.1 percent indicated that such frameworks are absent;

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- 69.9 percent of respondents acknowledged the existence of public service regulations for career development, while 30.1 percent disagreed with the statement;

- With regard to the code of remuneration standards for stimulating career progression, 25.7 percent of respondents indicated such standards are non-existent, while 74.3 percent confirmed the applicability of the code of remuneration;

- The data indicated that 75.7 percent of respondents believes that well defined job descriptions with clear career paths are present, while 24.3 percent think otherwise; and

- Most respondents indicated that the existence of internal bursaries for career development with 87.7 percent participants attesting to this, while 12.3 percent opposed the existence of internal bursaries.

Table 4.15: Intervention measures for vertical mobility

		Present	Absent	Total
B14.1.1 The existence of employment equity policies	Count	78	10	88
	Row N %	88.6%	11.4%	100.0%
B14.1.2 Recognition of prior learning policies	Count	44	33	77
	Row N %	57.1%	42.9%	100.0%
B14.1.3 Performance agreements frameworks	Count	62	4	66
	Row N %	93.9%	6.1%	100.0%
B14.1.4 Public service regulations that identify career development as crucial	Count	51	22	73
	Row N %	69.9%	30.1%	100.0%
B14.1.5 Code of remuneration standards for stimulating career progression	Count	52	18	70
	Row N %	74.3%	25.7%	100.0%
B14.1.6 Well defined job descriptions with clear career paths	Count	53	17	70
	Row N %	75.7%	24.3%	100.0%
B14.1.7 Internal bursaries for career development	Count	71	10	81
	Row N %	87.7%	12.3%	100.0%

Source: SPSS version 21 (2013)

Respondents were further requested to indicate how well such intervention measures, which encourage vertical mobility and development, are implemented and applied in the workplace.

The statistical information presented in Table 4.16 suggests that the measuring instrument was inadequately completed by some respondents, with between 33 to 46 missing values.

Table 4.16: Statistics on intervention measures for vertical mobility

	N		Mean	Median	Mode	Std. Deviation	Minimum	Maximum
	Valid	Missing						
B14.2.1	82	39	2.34	2.00	1	1.219	1	5
B14.2.2	75	46	1.89	2.00	1	1.073	1	5
B14.2.3	81	40	2.26	2.00	1	1.138	1	5
B14.2.4	79	42	1.82	2.00	1	.971	1	5
B14.2.5	78	43	1.96	2.00	1	1.074	1	5
B14.2.6	88	33	1.99	2.00	1	1.088	1	5
B14.2.7	84	37	2.49	2.00	1[a]	1.256	1	5

Note: [a] = Multiple modes exist, the smallest value is shown

Source: SPSS version 21 (2013)

All responses, in terms of the intervention measures, indicated that these measures were considered to be poorly implemented. The answers to B14.2.1 to B14.2.7 suggest that there may be high levels of dejection regarding the implementation of the intervention measures. The response to statement B14.2.7 contained multiple modes with the smallest value. Both B14.2.6 and B14.2.7 shows the same response rate of 27.4 percent as poorly and fairly implemented, hence the multiple modes. Questions B14.2.1, B14.2.3 and B14.27 have the highest mean, which suggests that respondents could easily identify with the statements. Questions B14.2.2, B14.2.4, B14.2.5 and B14.2.6 shows the lowest mean, signifying that the respondents had difficulty in comprehending interpretation of the statement. The standard deviation for questions B14.2.1, B14.2.2, B14.2.3, B14.2.5, B14.2.6 and B14.2.7 are slightly

higher than B14.2.4, which means that the responses are widely spread. Question B14.2.4 has a marginally lower standard deviation.

4.3.15   Section C of the measuring instrument

Section C of the measuring instrument was developed to review the possible psychological effects of career management in the GDH. Table 4.17 provides the statistics for psychological effects on employees due to the current career management practices. Table 4.18 presents the statistical information relating to these eight psychological effects.

Table 4.17: Psychological effects of current career management practices

		Very negative	Negative	Neutral	Positive	Very positive	Total
C15.1 Motivational levels	Count	16	36	39	14	5	110
	Row N %	14.5%	32.7%	35.5%	12.7%	4.5%	100.0%
C15.2 Employee turnover rate	Count	12	25	47	17	7	108
	Row N %	11.1%	23.1%	43.5%	15.7%	6.5%	100.0%
C15.3 Broadening knowledge and experience in a personal and professional capacity	Count	10	20	46	25	7	108
	Row N %	9.3%	18.5%	42.6%	23.1%	6.5%	100.0%
C15.4 Staff morale	Count	23	31	32	14	8	108
	Row N %	21.3%	28.7%	29.6%	13.0%	7.4%	100.0%
C15.5 Job progression	Count	17	28	34	18	7	104
	Row N %	16.3%	26.9%	32.7%	17.3%	6.7%	100.0%
C15.6 Willingness to do more than just the basics of the job	Count	7	24	32	37	10	110
	Row N %	6.4%	21.8%	29.1%	33.6%	9.1%	100.0%
C15.7 Enhancing organisational commitment	Count	7	25	44	24	10	110
	Row N %	6.4%	22.7%	40.0%	21.8%	9.1%	100.0%
C15.8 Identification of training needs and developmental goals	Count	13	27	35	26	10	111
	Row N %	11.7%	24.3%	31.5%	23.4%	9.0%	100.0%

Source: SPSS version 21 (2013)

The missing values recorded ranges between 10 and 17, which mean that the respondents completed the instrument fairly. StatementC15.1, C15.2, C15.3, C15.4, C15.5, C15.7 and C15.8 received the most frequent responses in the form of neutral in the response scale. Most respondents indicated a neutral response as reflected in Table 4.18 as mode 3. StatementC15.6 extracted a positive response with regard to the willingness to exert extra effort as a psychological factor. StatementC15.6 and C15.7 have a slightly higher mean in comparison to the other statement. The standard deviation for all statements is 1.028 and 1.178.

Table 4.18: Statistics on psychological effects of current career management practices

	N		Mean	Median	Mode	Std. deviation	Mini-mum	Maxi-mum
	Valid	Missing						
C15.1	110	11	2.60	3.00	3	1.033	1	5
C15.2	108	13	2.83	3.00	3	1.037	1	5
C15.3	108	13	2.99	3.00	3	1.028	1	5
C15.4	108	13	2.56	2.50	3	1.178	1	5
C15.5	104	17	2.71	3.00	3	1.138	1	5
C15.6	110	11	3.17	3.00	4	1.074	1	5
C15.7	110	11	3.05	3.00	3	1.035	1	5
C15.8	111	10	2.94	3.00	3	1.146	1	5

Source: SPSS version 21 (2013)

4.3.16   Activities that could affect productivity

Table 4.19 provides five statements and their responses pertaining to the activities, which could influence and improve employee productivity.

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Table 4.19: Activities that could affect productivity

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
C16.1 Altering current career management practices will improve service delivery	Count	4	6	23	46	29	108
	Row N %	3.7%	5.6%	21.3%	42.6%	26.9%	100.0%
C16.2 Reviewing current procedures in line with public service policy frameworks on HR development will improve staff performance	Count	2	5	17	42	42	108
	Row N %	1.9%	4.6%	15.7%	38.9%	38.9%	100.0%
C16.3 Realigning HR services will improve efficiency	Count	2	3	21	49	32	107
	Row N %	1.9%	2.8%	19.6%	45.8%	29.9%	100.0%
C16.4 Introduction of a public service OSD provision for support staff will improve compensation of employees	Count	3	3	20	50	32	108
	Row N %	2.8%	2.8%	18.5%	46.3%	29.6%	100.0%
C16.5 Implementation of a turnaround career development strategy will enhance organisational competitiveness	Count	2	4	11	53	35	105
	Row N %	1.9%	3.8%	10.5%	50.5%	33.3%	100.0%

Source: SPSS version 21 (2013)

The missing values in Table 4.20 range from 13 to 16 imply that most respondents completed the measuring instrument fairly. The majority of responses were 'agree' (4) to 'strongly agree'(4). This suggests that respondents felt that there is a need to implement at least these five activities if the organisation's overall productivity is to be improved.

Question C16.2 shows the existence of multiple modes but 82 of the respondents agree (4) and strongly agree (5) with the statements of reviewing current procedures in line with public service policy frameworks to improve staff performance. Both questions C16.2 and C16.5 reveal a higher mean, which suggests that the respondents particularly supported these change activities. Question C16.1 has a higher standard deviation, which means that the data was widely spread.

Table 4.20: Statistics on activities that could affect productivity

	N		Mean	Median	Mode	Std. Deviation	Minimum	Maximum
	Valid	Missing						
C16.1	108	13	3.83	4.00	4	1.009	1	5
C16.2	108	13	4.08	4.00	4[a]	.948	1	5
C16.3	107	14	3.99	4.00	4	.885	1	5
C16.4	108	13	3.97	4.00	4	.922	1	5
C16.5	105	16	4.10	4.00	4	.872	1	5

Note: [a] = Multiple modes exist, the smallest value is shown

Source: SPSS version 21 (2013)

4.3.17   Level of agreement or disagreement

Table 4.21 provides findings to which respondents had to indicate the level of agreement or disagreement with each of the four general statements to the other variables or influences that may be affecting motivating and retaining staff within the organisation.

Table 4.21: Level of agreement or disagreement

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
C17.1 The exclusion of administrative/ support staff from the OSD provision has contributed positively to career management efforts	Count	28	20	30	18	12	108
	Row N %	25.9%	18.5%	27.8%	16.7%	11.1%	100.0%
C17.2 Poor market related competitive remuneration packages cause employees to leave the public service	Count	13	10	23	28	34	108
	Row N %	12.0%	9.3%	21.3%	25.9%	31.5%	100.0%
C17.3 An employee retention strategy should be linked to a performance appraisal and reward system	Count	2	7	13	42	44	108
	Row N %	1.9%	6.5%	12.0%	38.9%	40.7%	100.0%
C17.4 Employee growth strategies should address personal and professional growth	Count	3	5	8	39	54	109
	Row N %	2.8%	4.6%	7.3%	35.8%	49.5%	100.0%

Source: SPSS version 21 (2013)

The statistics contained in Table 4.22 shows the level of agreement and disagreement with the four general statements. The measuring instrument was completed with missing values ranging from 12 to 13.

Statements C17.2 (poor market related competitive remuneration packages causing employees to leave the public service), C17.3 (employee retention strategy should be linked to a performance appraisal and reward system) and C17.4 (employee growth strategies should address personal and professional growth) elicited the strongest response, with respondents strongly agreeing (5).

Statements C17.1 (The exclusion of administrative and support staff from the OSD provision has contributed positively to career management efforts) revealed a neutral response from most of the participants. With a higher mean, statements C17.3 and C17.4 prevailed prominently. Both statements C17.1 and C17.2 show a marginally higher standard deviation, meaning that the responses were evenly wide spread.

Table 4.22: Statistics for level of agreement or disagreement

	N		Mean	Median	Mode	Std. deviation	Minimum	Maximum
	Valid	Missing						
C17.1	108	13	2.69	3.00	3	1.323	1	5
C17.2	108	13	3.56	4.00	5	1.342	1	5
C17.3	108	13	4.10	4.00	5	.976	1	5
C17.4	109	12	4.25	4.00	5	.973	1	5

Source: SPSS version 21 (2013)

4.3.18   Section D of the measuring instrument

In Section D of the questionnaire relates to the personal experience of the management of career development and requested participants to indicate whether they had participated in any career development that is not managed through formal channels by the organisation. Nearly three quarters (72.1 percent) of respondents indicated that they do not participate in career development and this is not being managed through formal channels by the

GDH. Table 4.23 illustrates that only 27.9 percent of participants are involved in career development that is not managed through proper channels.

Table 4.23: Informal career management

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	29	24.0	27.9	27.9
	No	75	62.0	72.1	100.0
	Total	104	86.0	100.0	
Missing	System	17	14.0		
Total		121	100.0		

Source: SPSS version 21 (2013)

The 27.9 percent of respondents who indicated that they participate in career development that is not managed through proper channels were requested to describe the informal career related development in which they have participated. With a response rate of 13.8 percent, most respondents listed many training courses that they have participated in without GDH help. Courses at undergraduate level emerged as most popular among the respondents.

4.4 FACTOR ANALYSIS

A factor analysis was performed to assess the effect of variables on sections B, C and D of the measuring instrument. The main objective of the analysis is to evaluate essential commonalities within a set a variables and identify if they are acting as specific influences.

As a departure point, the discussion and simplifying of common concepts relating to factor analysis will be outlined, followed by analysis.

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4.4.1   Factors affecting career management implementation

The six items relating to how career management is currently dealt with within the GDH, from section B of the instrument, were reviewed using principal component analysis.

Table 4.24: Section B: Factors affecting career management implementation

Factors
12.1 High work pressure due to too much work for all staff including managers
12.2 Lack of expertise and knowledge by those tasked to ensure career development implementation
12.3 Career management not deemed as a priority because there are other pressing issues
12.4 Resistance from line management to embrace change management efforts
12.5 Backlog in work seen as priority over career development
12.6 Career development not seen as a strategic enabler

Source: Mathebula (2013)

The principal component analysis was used as an extraction method to check for reverse scoring on the component matrix. The component matrix revealed no flawed scoring and therefore there was no justification for reverse scoring, meaning that all the statements were evenly structured. The varimax rotation method was used as a factor extraction to determine the factors. The extraction method used for the analysis in this instance was the principal axis factoring.

Statement B12.1 was then omitted from the factor analysis because the measure of sampling adequacy (MSA) was 0.484. The MSA should be bigger than 0.6 in order for the all the questions to be directed at the same phenomenon.

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Table 4.25: Correlation matrix: Implementation

		B12.2	B12.3	B12.4	B12.5	B12.6
Correlation	B12.2	1.000	.328	.347	.282	.402
	B12.3	.328	1.000	.271	.371	.404
	B12.4	.347	.271	1.000	.331	.486
	B12.5	.282	.371	.331	1.000	.350
	B12.6	.402	.404	.486	.350	1.000

Source: SPSS version 21 (2013)

The correlation matrix divulges the existence of many coefficients that are 0.3 and above. The results means the data variables are linked and influence each other (correlation) and suitable for exploratory factor analysis. The factor analysis would be exploratory, as there were no prior expectations of the number or nature of the career management variables. A theory about the influence and interactive system of career management variables was generated.

Table 4.26: Kaiser-Meyer-Olkin and Bartlett's tests: Implementation

Test		Score
Kaiser-Meyer-Olkin Measure of sampling adequacy.		.780
Bartlett's Test of sphericity	Approximate Chi-Square	81.153
	df	10
	Sig.	.000

Source: SPSS version 21 (2013)

The Kaiser-Meyer-Olkin measure of sampling adequacy value is 0.78 (moving towards 1), thus exceeding the recommended value 0.6 and so is acceptable. The Bartlett's test of sphericity attained a statistical significance of 0.000 at p>0.05, which supports the rationale for carrying out a factor analysis.

Table 4.27: Anti-image correlation: Implementation

	B12.2	B12.3	B12.4	B12.5	B12.6
B12.2	.824[a]	-.157	-.158	-.090	-.206
B12.3	-.157	.781[a]	-.017	-.237	-.232
B12.4	-.158	-.017	.760[a]	-.162	-.345
B12.5	-.090	-.237	-.162	.810[a]	-.121
B12.6	-.206	-.232	-.345	-.121	.748[a]

Note: [a] = Measures of Sampling Adequacy (MSA)

Source: SPSS version 21 (2013)

The anti-image correlation matrices revealed a diagonal value of above (>) 0.6, upon scrutiny for the measures of sampling adequacy. Therefore, no variables are to be excluded from the factor analysis.

Table 4.28: Communalities: Implementation

	Initial	Extraction
B12.2	.225	.312
B12.3	.244	.315
B12.4	.285	.369
B12.5	.218	.291
B12.6	.359	.528

Source: SPSS version 21 (2013)

The communalities reflect most values as bigger than 0.3, with the exception of the value in B12.5, which is slightly below 0.3 at 0.291. The MSA deems the values as sufficient, therefore the communalities extraction values are acceptable.

Table 4.29: Total variance explained: Implementation

Factor	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	2.435	48.705	48.705	1.814	36.271	36.271
2	.772	15.445	64.150			
3	.696	13.917	78.066			
4	.618	12.366	90.432			
5	.478	9.568	100.000			

Source: SPSS version 21 (2013)

The data in Table 4.29, on the total variance explained, was perused to establish the factors to be retained. With the aid of the principal axis factoring extraction method, one component (factor 1) emerged with an eigenvalue exceeding one, consequently explaining 48.7 percent of the variance.

The factor matrix presents one factor, with eight iterations required to extract it. Consequently, only one factor was extracted and the solution cannot be rotated.

The factor is named 'career implementation inhibitor', as all variables (excluding statement B12.5, which had an unacceptably low eigenvalue) could be considered extreme barriers for career management implementation. This information seems to be inconsistent with the literature by Palade (2010:125) in section 2.6 as reviewed on the implementation of a successful career management practices.

4.4.2   Interventions for vertical mobility and staff development

In Table 4.30, seven items addressing the intervention measures for vertical mobility and staff development were analysed with a factor analysis. The principal component analysis was used as an extraction method to check for reverse scoring on the component matrix, and there no reverse scoring for statement B14B. The factor extraction method, which was deemed suitable for this analysis was the varimax rotation technique. The principal axis factoring

was used for the extraction method analysis. There were no statements omitted from the factor analysis, thus all the MSA were above 0.6.

Table 4.30: Section B: Interventions for vertical mobility and career development

Interventions
The existence of employment equity policies
Recognition of prior learning policies
Performance agreements frameworks
Public service regulations that identify career development as crucial
Code of Remuneration standards for stimulating career progression
Well defined job descriptions with clear career paths
Internal bursaries for career development

Source: Mathebula (2013)

Table 4.31: Correlation matrix: Interventions

		B14.2.1	B14.2.2	B14.2.3	B14.2.4	B14.2.5	B14.2.6	B14.2.7
Correlation	B14.2.1	1.000	.626	.547	.568	.604	.407	.435
	B14.2.2	.626	1.000	.719	.764	.645	.671	.407
	B14.2.3	.547	.719	1.000	.713	.592	.643	.434
	B14.2.4	.568	.764	.713	1.000	.742	.749	.396
	B14.2.5	.604	.645	.592	.742	1.000	.731	.458
	B14.2.6	.407	.671	.643	.749	.731	1.000	.455
	B14.2.7	.435	.407	.434	.396	.458	.455	1.000

Source: SPSS version 21 (2013)

From the correlation matrix for the variables of Table 4.30, all the coefficients are above 0.3, and therefore acceptable to be included in the analysis. The Kaiser-Meyer-Olkin measure of sampling adequacy exceeded the recommended value of 0.6 by achieving a value 0.877. The Bartlett's test of sphericity supports the factorability of the correlation matrix by reaching a statistical significance of 0.00.

Table 4.32: Kaiser-Meyer-Olkin and Bartlett's tests: Interventions

Test		Score
Kaiser-Meyer-Olkinmeasure of sampling adequacy.		.877
Bartlett's test of sphericity	Approximate Chi-Square	192.064
	Df	21
	Sig.	.000

Source: SPSS version 21 (2013)

The anti-image matrices shows diagonal values above 0.6 in line with the measures of sampling adequacy, therefore confirming a perfect correlation of variables.

Table 4.33: Anti-image correlation: Interventions

	B14.2.1	B14.2.2	B14.2.3	B14.2.4	B14.2.5	B14.2.6	B14.2.7
B14.2.1	.822[a]	-.307	-.124	-.075	-.340	.315	-.210
B14.2.2	-.307	.893[a]	-.277	-.305	.034	-.192	.019
B14.2.3	-.124	-.277	.923[a]	-.236	.057	-.156	-.123
B14.2.4	-.075	-.305	-.236	.893[a]	-.282	-.279	.095
B14.2.5	-.340	.034	.057	-.282	.867[a]	-.404	-.089
B14.2.6	.315	-.192	-.156	-.279	-.404	.842[a]	-.189
B14.2.7	-.210	.019	-.123	.095	-.089	-.189	.909[a]

Note: [a] = Measures of sampling adequacy (MSA)

Source: SPSS version 21 (2013)

The communalities reveal most values as bigger than 0.3, with the exception of the value in B14.2.7, which is marginally below 0.3. The MSA deems the values as sufficient; therefore, the communalities extraction values are acceptable.

Table 4.34: Communalities: Interventions

	Initial	Extraction
B14.2.1	.532	.454
B14.2.2	.690	.722
B14.2.3	.608	.636
B14.2.4	.739	.781
B14.2.5	.678	.685
B14.2.6	.689	.649
B14.2.7	.299	.281

Source: SPSS version 21 (2013)

The inspection of the total variance explained with the principal axis factoring extraction method depicts one component with an eigenvalues exceeding one. This is explaining 65.2 percent of the variance. The factor matrix presents one factor, with five iterations required. Consequently, only one factor was extracted and the solution cannot be rotated.

Table 4.35: Total variance explained: Interventions

Factor	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	4.567	65.243	65.243	4.207	60.094	60.094
2	.726	10.364	75.607			
3	.606	8.662	84.269			
4	.442	6.321	90.590			
5	.268	3.832	94.422			
6	.206	2.938	97.360			
7	.185	2.640	100.000			

Source: SPSS version 21 (2013)

The one extracted factor is consequently termed 'progression stagnation', which is attributed to the poor execution of measures, which strive to

encounter advancement and career development. The variable progression stagnation was composed of negative effect variables, which hamper employee development. The literature in Chapter 2 by Nel et al (2008:484) provides essential career development methods for stimulating and accelerating career development among employees.

4.4.3   Psychological effects of career management practices

In Table 4.36, eight items considered as possible psychological effects on employees due to the current career management practices, were subject to a component analysis in order to determine the suitability of data for factor analysis.

Table 4.36: Section C: Psychological effects of career management practices

Psychological effects
Motivational levels
Employee turnover rate
Broadening knowledge and experience in a personal and professional capacity
Staff morale
Job progression
Willingness to do more than just the basics of the job
Enhancing organisational commitment
Identification of training needs and developmental goals

Source: Mathebula (2013)

The principal component analysis was used as an extraction method to check for reverse scoring on the component matrix. The component matrix revealed was checked for reverse scoring and there was no need for any reverse scoring. The varimax rotation method was used as a factor extraction to determine the factors and the extraction method used for the analysis was the principal axis factoring. There were no questions omitted from the factor analysis as result of MSA.

Table 4.37: Correlation matrix: Psychological effects

		C15.1	C15.2	C15.3	C15.4	C15.5	C15.6	C15.7	C15.8
Correlation	C15.1	1.000	.531	.680	.599	.603	.479	.655	.663
	C15.2	.531	1.000	.537	.531	.491	.421	.581	.444
	C15.3	.680	.537	1.000	.590	.641	.446	.627	.611
	C15.4	.599	.531	.590	1.000	.744	.610	.696	.511
	C15.5	.603	.491	.641	.744	1.000	.613	.676	.615
	C15.6	.479	.421	.446	.610	.613	1.000	.758	.542
	C15.7	.655	.581	.627	.696	.676	.758	1.000	.707
	C15.8	.663	.444	.611	.511	.615	.542	.707	1.000

Source: SPSS version 21 (2013)

Table 4.37, the correlation matrix of the eight variables, shows that there are no values below 0.3 from the correlation matrix, thus close examination reveals that the presence of coefficients are above 0.3. The Kaiser-Meyer-Olkin value was 0.899, therefore surpassing the recommended value of 0.6 and the Bartlett's test of sphericity reached statistical significance of 0.000, supporting the factorability of the correlation matrix.

Table 4.38: Kaiser-Meyer-Olkin and Bartlett's tests: Psychological effects

Test		Score
Kaiser-Meyer-Olkinmeasure of sampling adequacy		.899
Bartlett's Test of sphericity	Approximate Chi-Square	489.253
	Df	28
	Sig.	.000

Source: SPSS version 21 (2013)

The anti-image correlation in Table 4.39 illustrates diagonal values of above 0.6 deemed measures of sampling adequacy.

Table 4.39: Anti-image correlation: Psychological effects

	C15.1	C15.2	C15.3	C15.4	C15.5	C15.6	C15.7	C15.8
C15.1	.921[a]	-.127	-.293	-.143	-.023	.056	-.103	-.287
C15.2	-.127	.945[a]	-.158	-.118	-.008	.046	-.211	.053
C15.3	-.293	-.158	.923[a]	-.063	-.217	.120	-.103	-.136
C15.4	-.143	-.118	-.063	.893[a]	-.438	-.109	-.210	.177
C15.5	-.023	-.008	-.217	-.438	.900[a]	-.178	.014	-.197
C15.6	.056	.046	.120	-.109	-.178	.872[a]	-.513	-.020
C15.7	-.103	-.211	-.103	-.210	.014	-.513	.868[a]	-.331
C15.8	-.287	.053	-.136	.177	-.197	-.020	-.331	.896[a]

Note: [a] = Measure of sampling adequacy (MSA)

Source: SPSS version 21 (2013)

All the communalities values are above 0.3 using the principal axis factoring extraction method and the items fit well.

Table 4.40: Communalities: Psychological effects

	Initial	Extraction
C15.1	.606	.609
C15.2	.412	.411
C15.3	.586	.583
C15.4	.652	.636
C15.5	.663	.672
C15.6	.609	.512
C15.7	.768	.788
C15.8	.604	.576

Source: SPSS version 21 (2013)

The principal components analysis shows the existence of one component with an eigenvalue surpassing one, and explaining 64.6 percent of the

variance. The factor matrix depicts one factor with four iterations required. Only one factor was extracted and the solution cannot be rotated.

Table4.41: Total variance explained: Psychological effects

Factor	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	5.172	64.654	64.654	4.787	59.832	59.832
2	.698	8.726	73.380			
3	.592	7.402	80.782			
4	.499	6.235	87.017			
5	.323	4.035	91.051			
6	.315	3.940	94.991			
7	.235	2.936	97.927			
8	.166	2.073	100.000			

Source: SPSS version 21 (2013)

The one extracted factor is consequently termed 'progression stagnation', which is attributed to the poor execution of measures, which strive to encourage advancement and career development. The variable progression stagnation was composed of negative effect variables, which hamper employee development. The literature in Chapter 2 by Nel et al (2008:484) provides essential career development methods for stimulating and accelerating career development among employees.

4.4.4   Activities affecting productivity

Table 4.42 shows the five activities, which could affect productivity. These were subject to a component analysis in order to assess the appropriateness of data for factor analysis.

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Table 4.42: Activities affecting productivity

Activities
Altering current career management practices will improve service delivery
Reviewing current procedures in line with Public Service policy frameworks on HR development will improve staff performance
Realigning HR services will improve efficiency
Introduction of a Public Service OSD provision for support staff will improve compensation of employees
Implementation of a turnaround career development strategy will enhance organisational competitiveness

Source: Mathebula (2013)

The principal component analysis was used as an extraction method to check for reverse scoring on the component matrix. The component matrix revealed, was checked for reverse scoring and there was no need for reverse scoring. The varimax rotation method was used as a factor extraction to determine the factors and the extraction method used for the analysis was the principal axis factoring. There were no questions omitted from the factor analysis because of MSA.

Table 4.43: Correlation matrix: Productivity

		C16.1	C16.2	C16.3	C16.4	C16.5
	C16.1	1.000	.698	.565	.517	.488
	C16.2	.698	1.000	.660	.648	.585
Correlation	C16.3	.565	.660	1.000	.706	.643
	C16.4	.517	.648	.706	1.000	.729
	C16.5	.488	.585	.643	.729	1.000

Source: SPSS version 21 (2013)

Table 4.43 is the correlation matrix of the five activities that may affect employee productivity. The values in the correlation matrix are above 0.3, therefore suitable for factor analysis and the factorability of the correlation matrix is supported. The Kaiser-Meyer-Olkin measure of sampling adequacy value was 0.847, greater than the recommended value of 0.6. The Bartlett's

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test of sphericity achieved statistical significance of 0.000, supporting the factorability of the correlation matrix.

Table 4.44: Kaiser-Meyer-Olkin and Bartlett'stests: Productivity

Test		Score
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	289.832
	Df	10
	Sig.	.000

Source: SPSS version 21 (2013)

The diagonals of the anti-image correlation matrix were above 0.6 upon inspection for the measures of sampling adequacy. No variables were excluded from the factor.

Table 4.45: Anti-image correlation: Productivity

	Initial	Extraction
C16.1	.508	.487
C16.2	.626	.677
C16.3	.595	.677
C16.4	.649	.699
C16.5	.573	.596

Source: SPSS version 21 (2013)

The communalities values are above 0.3, thus suggesting an appropriate fit of items in the components.

Table 4.46: Communalities: Productivity

	C16.1	C16.2	C16.3	C16.4	C16.5
C16.1	.834[a]	-.487	-.142	-.001	-.056
C16.2	-.487	.832[a]	-.223	-.211	-.086
C16.3	-.142	-.223	.886[a]	-.328	-.194
C16.4	-.001	-.211	-.328	.827[a]	-.455
C16.5	-.056	-.086	-.194	-.455	.857[a]

Note: [a] = Measure of sampling adequacy (MSA)

Source: SPSS version 21 (2013)

The total variance explained matrix was assessed to establish the factors to be retained. The principal axis factoring method revealed the presence of eigenvalues exceeding one, explaining 70 percent of the variance. The factor matrix shows one factor with five iterations required. Only one factor was extracted and the solution cannot be rotated.

Table 4.47: Total variance explained: Productivity

Factor	Initial eigenvalues			Extraction sums of squared loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	3.500	70.008	70.008	3.135	62.708	62.708
2	.625	12.492	82.500			
3	.344	6.887	89.387			
4	.284	5.680	95.067			
5	.247	4.933	100.000			

Source: SPSS version 21 (2013)

The one extracted factor was consequently termed 'productivity hindrance', which prevents the GDH from leveraging full potential through effective utilisation of personnel. The productivity hindrance variable requires a review of the current policies and procedures, which has a negative connotation on employee motivational levels as well as creates a lack of growth and

development opportunities. The citation seems to be in parallel with the literature from Jan (2010:83) in section 2.13.1.2, which emphasised the importance of creating an enabling environment for employees to thrive and have clear career paths.

4.5   EMPIRICAL AND THEORETICAL RELIABILITIES

The empirical and theoretical reliabilities explore the internal consistency in section B and C's scales from the questionnaire, namely how career management is currently dealt with, intervention measures for vertical mobility and staff development, psychological effects on employees due to the current career management practices, and activities that affect productivity. Both the empirical and theoretical reliability findings are presented.

4.5.1   Section B: Current career management: Empirical

The five items of how career management is currently dealt with scale produced Cronbach's Alpha value of 0,734, which is above 0.7, thus suggesting a good internal consistency. Table 4.48 indicates Cronbach's Alpha, which is slightly above 0.7.

Table 4.48: Reliability statistics: Current career management

Cronbach's Alpha	N of Items
.734	5

Source: SPSS version 21 (2013)

4.5.2   Section B: Current career management: Theoretical

The six items (inclusive of B12.1) on sections B of how career management is currently dealt resulted in a Cronbach's alpha value of 0.684. A Cronbach's alpha value, which is below 0.7, means that an item is not in correlation with other items. The item-total statistics in Table 4.49 depicts statement B12.1 with a corrected item-total correlation, which is below 0.3. The Cronbach's alpha if the item was deleted is 0.727, which is good internal consistency

reliability for the scale. The removal of item B12.1 creates a good scale and reliability.

Table 4.49: Item-total statistics: Current career management

	Scale mean if item deleted	Scale variance if item deleted	Corrected item-total correlation	Cronbach'sAlpha if item deleted
B12.1	14.32	12.656	.167	.727
B12.2	14.15	11.185	.456	.630
B12.3	14.03	10.815	.475	.623
B12.4	14.15	11.231	.440	.636
B12.5	14.23	10.568	.500	.613
B12.6	14.01	10.954	.485	.621

Source: SPSS version 21 (2013)

4.5.3   Section B: Intervention measures for vertical mobility and staff development: Empirical and theoretical

Both empirical and theoretical reliability on the seven items of intervention measures for vertical mobility and staff development scale in question B14.B yielded a Cronbach's alpha value of 0.905, suggesting very good internal consistency reliability for the scale. Values that are above 0.8 are preferable in this instance. Table 4.50 illustrates a Cronbach's Alpha value above 0.7. There was no need to remove any item from the scale.

Table 4.50: Reliability statistics: Intervention

Cronbach's Alpha	N of Items
.905	7

Source: SPSS version 21 (2013)

4.5.4   Section C: Psychological effects of career management practices: Empirical and theoretical

The empirical and theoretical reliability on the eight factors of psychological effects on employees, due to the current career management practices on

statement C15in Table 4.51, indicated an acceptable Cronbach's alpha value of above the recommended value of 0.7. The Cronbach's alpha reliability coefficient was 0.920, thus implying good internal consistency. This is considered a good value, as there is no need for removal of items from the scale.

Table 4.51: Reliability of statistics: Psychological effects

Cronbach's Alpha	N of Items
.920	8

Source: SPSS version 21 (2013)

4.5.5 Section C: Activities affecting productivity: Empirical and theoretical

The five items as contained in activities that affect productivity were checked for both empirical and theoretical reliability as reflected on statement C16. Table 4.52 indicates a Cronbach's alpha value of 0.891, which exceeds the recommended value of 0.7. All the items have a correlation above 0.3. These results demonstrate that the scale has good internal consistency.

Table 4.52: Reliability statistics: Productivity

Cronbach's Alpha	N of Items
.891	5

Source: SPSS version 21 (2013)

4.6 COMPARATIVE ANALYSIS

Table 4.53 provides the descriptive overall scales for statements B12, B14B, C15 and C16 as illustrated. These statements were paired and compared with different identified biographical data

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Table 4.53: Overall descriptive statistics: Comparative analysis

	N		Mean	Median	Mode	Std. Deviation	Minimum	Maximum
	Valid	**Missing**						
Mean_B12F1	106	15	2.9127	3.0000	3.40	.77956	1.00	4.00
Mean_B14B	103	18	2.0872	2.0000	2.00	.89435	1.00	5.00
Mean_C15	113	8	2.8394	2.7500	2.38[a]	.87387	1.00	5.00
Mean_C16	109	12	3.9945	4.0000	4.00	.76607	1.00	5.00

Note: [a] = Multiple modes exist, the smallest value is shown

Source: SPSS version 21 (2013)

On face value, an analysis on the information in Table 4.53 for statements B12 suggests that most respondents feel that career management is inadequately implemented. It appears that most factors within the GDH impede on the successful implementation of career management programmes. The responses to statements B12 posed moderate barriers. Statements B14B have the lowest mean value with a slightly higher standard deviation. In general most respondents scored fair (2), suggesting that an element of doubtfulness and reservation regarding the implementation process of the measures that should encourage vertical mobility and development of employees.

The response to statement C15 contained multiple modes with the smallest value, 2.8 mean value and a standard deviation of 0.8. The responses to the statements were leaning towards neutral on the scale. This suggests that most respondents could identify and relate with some of the psychological factors, which affected them because of current career management practices. Statement C16 has the highest mean and mode value. The standard deviation has is slightly lower than the other statements. This suggests that most respondents agree that change management will improve productivity.

4.6.1 Regroup biographical data

The collapsed categories for biographical questions are outlined as follows:

The ages of the respondents were classified into two categories as illustrated in Table 4.54. Respondents younger than 40 years and respondents older than 40 years formed the two categories. The results show that 57.1 percent of respondents are younger than 40 years and 42.9 percent of respondents are older than 40 years. This suggests that as much as there are younger employees in the GDH, close to 50 percent of the employees are also fast approaching retirement age, and therefore a succession plan will be paramount in ensuring that knowledge is preserved and transferred to younger employees with potential.

Table 4.54: Recoded variable: Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Younger than 40 years	68	56.2	57.1	57.1
	Older than 40 years	51	42.1	42.9	100.0
	Total	119	98.3	100.0	
Missing	System	2	1.7		
Total		121	100.0		

Source: SPSS version 21 (2013)

Two categories were formed indicating the numbers of years employed in the GDH. Respondents with less than 10 years and respondents with more than 10 years formed the two categories. Table 4.55 reveals that 58.3 percent of respondents have been employed with the GDH for 10 years or less, while 41.7 percent have been employed by the GDH for more than 10 years. This may suggest a certain degree of loyalty for the GDH, or alternatively complacency within some employees as reasons for remaining within the organisation due to lack of higher education schooling.

Table 4.55: Recoded variable: Years employed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 years or less	70	57.9	58.3	58.3
	More than 10 years	50	41.3	41.7	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	120	99.2	100.0	
Missing	System	1	.8		
Total		121	100.0		

Source: SPSS version 21 (2013)

Two categories were established in relation to the salary level of the respondents. Table 4.56 shows respondents earning a salary below level nine and respondents with a salary earning beyond salary level nine. Of all respondents, 72.3 percent are between salary level one and eight while 27.7 percent of respondents are between salary level nine and 12. This can be translated by revealing that 72.3 percent of respondents are earning an annual salary of R249,849 and below, while 27.7 percent have an annual salary of R691,878. Since salary levels nine to 12 consist of middle management, this suggests that a considerable amount of training should be provided to employees on salary levels one to eight in order to move through the ranks.

Table 4.56: Recoded variable: Salary level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Level 1 to 8	86	71.1	72.3	72.3
	Level 9 to 12	33	27.3	27.7	100.0
	Total	119	98.3	100.0	
Missing	System	2	1.7		
Total		121	100.0		

Source: SPSS version 21 (2013)

Table 4.57 depicts three educational qualification categories. Those respondents with a Matric, post-Matric and a Degree were categorised. Of all respondents 37.2 percent have a Matric certificate or below, with 34.7 percent of respondents having obtained a post-Matric Diploma or Certificate, while only 28.1 percent of respondents having graduating with a Degree or a postgraduate Degree. This suggests that more career development opportunities are required to elevate employees into an educated workforce.

Table 4.57: Recoded variable: Educational qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric and below	45	37.2	37.2	37.2
	Post-Matric Diploma or Certificate	42	34.7	34.7	71.9
	Degree(s) or Post-graduate Degree(s)	34	28.1	28.1	100.0
	Total	121	100.0	100.0	

Source: SPSS version 21 (2013)

4.6.2 Crosstabulations

A crosstabulations analysis was conducted on the categorical data. Through a crosstabulation analysis, the hypotheses are assessed against each other. H^0 represents lack of relationship between variables, while H^1 signifies the existence of a relationship between variables.

As seen in Table 4.58, 94 percent of respondents younger than 40 years confirmed the existence of employment equity policies, while 6 percent of the respondents believe that such policies are absent. Of all respondents, 83.3 percent older than 40 years rated existence of employment equity policies as present and 16.7 percent of respondents stated that employment equity policies are absent in the organisation. Most respondents feel that employment equity policies are present regardless of the age group, which suggests no differences between groups, and thus no relationship between the variables.

Table 4.58: Recoded variable: Cross tabulations A3 against B14.1.1

			B14.1.1		Total
			Present	Absent	
rA3	Younger than 40 years	Count	47	3	50
		% within rA3	94.0%	6.0%	100.0%
	Older than 40 years	Count	30	6	36
		% within rA3	83.3%	16.7%	100.0%
Total		Count	77	9	86
		% within rA3	89.5%	10.5%	100.0%

Source: SPSS version 21 (2013)

Table 4.59 reveals a Fisher's exact test with a p-value of 0.156 which is greater than > 0.05 on the exact significance (2 sided).

This translates to H^0 being accepted and signifies no relationship between the variables. This further suggests that age is not a factor on how respondents perceive the presence of employment equity policies in the organisation.

Table 4.59: Chi-square tests: Employment equity

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-square	2.542[a]	1	.111		
Continuity correction[b]	1.531	1	.216		
Likelihood ratio	2.514	1	.113		
Fisher's exact test				.156	.109
Linear-by-linear association	2.512	1	.113		
N of valid cases	86				

Note: [a] = 1 cell (25%) have expected count less than 5. The minimum expected count is 3.77
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

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Table 4.60 shows that 59.1 percent of respondents younger than 40 years indicated that recognition of prior learning policies are present, whereas 40.9 percent of respondents highlighted that such policies are absent. Additionally, 54.8 percent of respondents older than 40 years specified the presence of recognition of prior learning policies and 45.2 percent of respondents affirmed the absence of recognition of prior learning policies. Most respondents indicated that recognition of prior learning policies is present despite the difference in age groups, which thus suggests no relationship between the variables.

Table 4.60: Recoded variable: Crosstabulations A3against B14.1.2

| | | | B14.1.2 | | Total |
			Present	Absent	
rA3	Younger than 40 years	Count	26	18	44
		% within rA3	59.1%	40.9%	100.0%
	Older than 40 years	Count	17	14	31
		% within rA3	54.8%	45.2%	100.0%
Total		Count	43	32	75
		% within rA3	57.3%	42.7%	100.0%

Source: SPSS version 21 (2013)

The Fisher's exact test was used to determine the p-value on Table 4.61. The exact significance (2-sided) reveals a p-value of 0.814, which is above the recommended value of 0.05, and therefore $H^0$is accepted with no differences between groups. This suggests that age is not a factor on how respondents perceive the presence of recognition of prior learning polices.

Table 4.61: Chi-square tests: Recognition of prior learning

	Value	df	Asymp.sig. (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	.134[a]	1	.714		
Continuity correction[b]	.017	1	.897		
Likelihood ratio	.134	1	.714		
Fisher's exact test				.814	.448
Linear-by-linear association	.133	1	.716		
N of valid cases	75				

Note: [a] = 0 cells (0%) have expected count less than 5. The minimum expected count is 13.25
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

The two age groups were compared against the existence or non-existence of the performance agreements frameworks in the GDH. Table 4.62 illustrates that 92.3 percent of respondents younger than 40 years indicated that performance agreements frameworks are present, while 7.7 percent of respondents younger than 40 years highlighted that performance agreement frameworks are absent in the workplace. On the other extreme, 96 percent of respondents older than 40 years asserted that performance agreement frameworks are present in the organisation and only 4 percent of respondents older than 40 years affirmed that performance agreements frameworks are absent.

Table 4.62: Recoded variable: Crosstabulations A3 against B14.1.3

			B14.1.3		Total
			Present	Absent	
rA3	Younger than 40 years	Count	36	3	39
		% within rA3	92.3%	7.7%	100.0%
	Older than 40 years	Count	24	1	25
		% within rA3	96.0%	4.0%	100.0%
Total		Count	60	4	64
		% within rA3	93.8%	6.3%	100.0%

Source: SPSS version 21 (2013)

The Fisher's exact test was used to determine the p-value through the chi-square test as illustrated in Table 4.63.

With a p-value 1.000 on the exact significance (2-sided) which is greater than the recommended value of 0.05, H^0 is accepted with no significant difference between the age groups of younger than 40 years and older than 40 years. This result suggests that age group has no impact on the presence of performance agreements frameworks in the workplace.

Table 4.63: Chi-Square Tests: Performance agreements

	Value	Df	Asymp.sig. (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	.354[a]	1	.552		
Continuity correction[b]	.004	1	.947		
Likelihood ratio	.375	1	.540		
Fisher's exact test				1.000	.489
Linear-by-linear association	.349	1	.555		
N of valid cases	64				

Note: [a] = 2 cells (50.0%) have expected count less than 5. The minimum expected count is 1.56
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

Table 4.64 on the recoded variable crosstabulations reveals that 66.7 percent of respondents younger than 40 years indicated that public service regulations that identify career development as crucial are present, while 33.3 percent of respondents younger than 40 years stated that public service regulations that identify career development as crucial are absent. It also emerged that 75.9 percent of respondents older than 40 years conceded that public service regulations that identify career development as crucial are present. Whereas, 24.1 percent of respondents older than 40 years admitted the non-existence of public service regulations that identify career development as crucial.

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Table 4.64: Recoded variable: Crosstabulations A3against B14.1.4

| | | | B14.1.4 | | Total |
			Present	Absent	
rA3	Younger than 40 years	Count	28	14	42
		% within rA3	66.7%	33.3%	100.0%
	Older than 40 years	Count	22	7	29
		% within rA3	75.9%	24.1%	100.0%
Total		Count	50	21	71
		% within rA3	70.4%	29.6%	100.0%

Source: SPSS version 21 (2013)

The Fisher's exact test extracted from the chi-square tests was used to determine the p-value on Table 4.65. The exact significance (2-sided) produced a p-value greater than 0.05, and therefore H^0 is accepted with no difference between age groups of younger than 40 years and older than 40 years. This suggests that age group has no statistical significance on the presence of public service regulations that identify career development as crucial.

Table 4.65: Chi-square tests: Public service regulations

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson chi-square	.696[a]	1	.404		
Continuity correction[b]	.325	1	.569		
Likelihood ratio	.707	1	.401		
Fisher's exact test				.441	.286
Linear-by-linear association	.687	1	.407		
N of valid cases	71				

Note: [a] = 0 cells (.0%) have expected count less than 5. The minimum expected count is 8.58
   [b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

More than half (73.7 percent) of respondents younger than 40 years confirmed the presence of the code of remuneration standards for stimulating career progression, while 23.3 percent of respondents younger than 40 years indicated that the code of remuneration standards are non-existent. Table 4.66 further shows that 76.7 percent of respondents older than 40 years affirmed that the code of remuneration standards for stimulating career progression are present and 23.3 percent of respondents older than 40 years indicated that such code of remuneration standards for stimulating career progression are absent in the organisation. In essence, the result implies that regardless of age, presence of the code of remuneration standards for stimulating career progression are overwhelmingly.

Table 4.66: Recoded variable: Crosstabulations A3 against B14.1.5

			B14.1.5		Total
			Present	**Absent**	
rA3	Younger than 40 years	Count	28	10	38
		% within rA3	73.7%	26.3%	100.0%
	Older than 40 years	Count	23	7	30
		% within rA3	76.7%	23.3%	100.0%
Total		Count	51	17	68
		% within rA3	75.0%	25.0%	100.0%

Source: SPSS version 21 (2013)

The Fisher's exact test was employed to ascertain the p-value from the chi-square test in Table 4.67. The exact significance revealed a p-value of 1.000, which is greater than the recommended of 0.05 in order to reject H^0. The result shows no difference between the age groups, which thus suggests normally distributed and equal variance on the presence of code of remuneration standards for stimulating career progression among employees younger than 40 and respondents older than 40 years.

Table 4.67: Chi-square tests: Remuneration

	Value	Df	Asymp.sig. (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	.080[a]	1	.778		
Continuity correction[b]	0.000	1	1.000		
Likelihood ratio	.080	1	.778		
Fisher's exact test				1.000	.502
Linear-by-linear association	.078	1	.780		
N of valid cases	68				

Note: [b] = 0 cells (0%) have expected count less than 5. The minimum expected count is 7.50
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

The analysis of the recoded variable on Table 4.68 illustrates that 76.3 percent of respondents younger than 40 years indicated that well defined job descriptions with clear career paths are present, while 23.7 percent of respondents younger than 40 years confessed that well defined job descriptions with clear career paths are absent in the organisation. Of respondents older than 40 years, 76.7 percent confirmed the presence of well-defined job descriptions with clear career paths, and 23.3 percent of respondents older than 40 years disputed the existence of well-defined job descriptions with clear career paths. Therefore, despite the different age groups, there is no difference between the groups.

Table 4.68: Recoded variables: Crosstabulations A3against B14.1.6

| | | | B14.1.6 | | Total |
			Present	Absent	
rA3	Younger than 40 years	Count	29	9	38
		% within rA3	76.3%	23.7%	100.0%
	Older than 40 years	Count	23	7	30
		% within rA3	76.7%	23.3%	100.0%
Total		Count	52	16	68
		% within rA3	76.5%	23.5%	100.0%

Source: SPSS version 21 (2013)

From the chi-square tests, the Fisher's exact test was used to determine the p-value in Table 4.69. The p-value extracted from the exact significance (2-sided) is 1.000, which is above the recommended value of 0.05. The $H^0$is thus accepted, with no statistical significance between respondents younger than 40 years and respondents older than 40 years in relation to the presence of a well-defined job description with clear career paths.

Table 4.69: Chi-square tests: Job descriptions

	Value	Df	Asymp.sig. (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	.001[a]	1	.973		
Continuity correction[b]	0.000	1	1.000		
Likelihood ratio	.001	1	.973		
Fisher's exact test				1.000	.602
Linear-by-linear association	.001	1	.973		
N of valid cases	68				

Note: [a] = 0 cells (0%) have expected count less than 5. The minimum expected count is 7.06
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

Table 4.70 shows 89.1percent of participants younger than 40 years affirming the existence of internal bursaries for career development, while at the same time 10.9 percent of respondents younger than 40 years dispelling the existence of internal bursaries for career development. Furthermore, 84.8 percent of respondents older than 40 years indicated that internal bursaries for career development are present, while only 15.2 percent of participants argued against the presence of internal bursaries for career development in the organisation.

Table 4.70: Recoded variables: Cross tabulations A3against B14.1.7

| | | | B14.1.7 | | Total |
			Present	Absent	
rA3	Younger than 40 years	Count	41	5	46
		% within rA3	89.1%	10.9%	100.0%
	Older than 40 years	Count	28	5	33
		% within rA3	84.8%	15.2%	100.0%
Total		Count	69	10	79
		% within rA3	87.3%	12.7%	100.0%

Source: SPSS version 21 (2013)

In order to determine the p-value, the Fisher's exact test was utilised in this instance in Table 4.71. The exact significance (2-sided) revealed a p-value of 0.734, which is greater than the ideal value of 0.05 and the H^0 is thus accepted. This revelation suggests that there are no significant differences in the proportion of the presence of internal bursaries for career development among respondents younger than 40 years and those older than 40 years.

Table 4.71: Chi-Square Tests: Internal bursaries

	Value	Df	Asymp.sig. (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	.319[a]	1	.572		
Continuity correction[b]	.049	1	.825		
Likelihood ratio	.315	1	.575		
Fisher's exact test				.734	.408
Linear-by-linear association	.315	1	.575		
N of valid cases	79				

Note: [a] = 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.18
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

More than half (55.2 percent) of the participants, younger than 40 years, indicated that the organisation implements career management policies and 44.8 percent of respondents younger than 40 years asserted that the organisation does not implement career management policies. From Table 4.72, 43.1 percent of the respondents older than 40 years indicate that the organisation implements career management policies, while 56.9 percent of the respondents older than 40 years believed that the organisation does not implement career management policies.

Table 4.72: Recoded variable: Crosstabulations A3against B9.1

			B9.1		Total
			Yes	No	
rA3	Younger than 40 years	Count	37	30	67
		% within rA3	55.2%	44.8%	100.0%
	Older than 40 years	Count	22	29	51
		% within rA3	43.1%	56.9%	100.0%
Total		Count	59	59	118
		% within rA3	50.0%	50.0%	100.0%

Source: SPSS version 21 (2013)

Table 4.73 reveals a Fisher's exact test with a p-value of 0.265 which is greater than > the recommended value of 0.05 on the exact significance (2-sided). This result translates to H^0 being accepted and signifies no relationship between the variables. This further suggests that age group is not a factor on whether the organisation implements career management or not.

Table 4.73: Chi-square tests: Career management

	Value	Df	Asymp.sig. (2-sided)	Exact sig. (2-sided)	Exact sig. (1-sided)
Pearson chi-square	1.692[a]	1	.193		
Continuity correction[b]	1.243	1	.265		
Likelihood ratio	1.697	1	.193		
Fisher's exact test				.265	.132
Linear-by-linear association	1.678	1	.195		
N of valid cases	118				

Note: [a] = 0 cells (.0%) have expected count less than 5. The minimum expected count is 25.50
[b] = Computed only for a 2x2 table

Source: SPSS version 21 (2013)

4.6.3   Test for normality and distribution

This section outlines the assessment of normality in the distribution of categories and scores. As a point of departure, the test for normality and distribution of each variable is undertaken followed by the comparison of variables.

4.6.3.1   Distribution test: Number of years employed

Statements B12, C17.1, C17.2, C17.3 and C17.4 in Table 4.74 were tested for normality. A p-value of 0.05 and greater means that H^0 is normally distributed and a p-value of below 0.05 translates to an H^1 that is not normally distributed. The Kolmogorov-Smirnov test was used to determine the p-value for respondents with 10 or less years' employment in the GDH as the degree of freedom was more than 50. The Shapiro-Wilk test with a less than 50 degree of freedom revealed the p-value for respondents employed for more than 10 years in the GDH.

Table 4.74 indicates nine skewed distributions and one normal distribution. The test for normality for factors, which might explain the reasons why career management has not being implemented. Table 4.74 shows a p-value of 0.75, which is greater than 0.05, and thus H^0 is accepted and normally distributed. The Kolmogorov-Smirnov test was used to test for 50 or more groups as the degree of freedom to determine the p-value for the respondents with 10 or more number years employed in the GDH. The Shapiro-Wilk test for normality indicates p-values below 0.05, thus suggesting an H^1, which is normally distributed.

The test for normality on whether the exclusion of administrative and support staff from the OSD provision has contributed positively to career management efforts, poor market related competitive remuneration packages cause employees to leave the public service, retention strategy should be linked to a performance appraisal and reward system, and employees growth strategies should address personal and professional growth. In Section C, statement 17.1, 17.2,

17.3 and 17.4 on the measuring instrument in Table 4.74 shows no normal distribution as the p-values are below the recommended 0.05 for employees employed for 10 years or less and for employees employed for more than 10 years.

Table 4.74: Test for normality: Number of years employed

rA4		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	Df	Sig.	Statistic	Df	Sig.
Mean_B12_F1	10 years or less	.108	61	.075	.965	61	.081
	More than 10 years	.190	44	.000	.881	44	.000
C17.1	10 years or less	.196	64	.000	.899	64	.000
	More than 10 years	.216	43	.000	.837	43	.000
C17.2	10 years or less	.222	64	.000	.865	64	.000
	More than 10 years	.233	43	.000	.839	43	.000
C17.3	10 years or less	.294	64	.000	.792	64	.000
	More than 10 years	.288	43	.000	.782	43	.000
C17.4	10 years or less	.295	64	.000	.721	64	.000
	More than 10 years	.269	44	.000	.751	44	.000

Note: [a] = Lillie for significance correlation

Source: SPSS version 21 (2013)

4.6.3.2   Distribution test: Salary level

Statement C15 on the questionnaire, pertaining to the psychological effects on employees due to career management practices, was tested for normality. The Kolmogorov-Smirnov test was used to determine the p-value for salary level one to eight respondents, and a p-value of 0.20, which is above than recommended value of 0.05, was achieved. The Shapiro-Wilk test shows a p-value of 0.19, which is greater than 0.05 in Table 4.75. Therefore, both salary level one to eight and salary level nine to 12 for statement C15 are normally distributed.

Statement C16 on the measuring instrument pertaining to the activities that could affect productivity was tested for normality. The Kolmogorov Smirnov test in Table 4.75 shows a p-value of 0.005, which is below 0.05 and the Shapiro-Wilk test reveals a p-value of 0.14, which is also less than the 0.05. Both salary level one to eight and salary level nine to 12 for statement C16 were not normally distributed.

Table 4.75: Test for normality: Salary level

rA6		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Mean_C15	Level 1 to 8	.067	79	.200[*]	.989	79	.732
	Level 9 to 12	.127	32	.200[*]	.955	32	.199
Mean_C16	Level 1 to 8	.128	74	.005	.893	74	.000
	Level 9 to 12	.172	33	.014	.916	33	.014

Note: [a] = Lilliefors significance correlation
         [*] = This is a lower bound of the true significance

Source: SPSS version 21 (2013)

4.6.3.3   Distribution test: Level of education

Statement C15 in the questionnaire, with regard to the psychological effects on employees due to the current career management practices, was tested for normality. The Shapiro-Wilk test was used as the degree of freedom value for matric and below, post-matric, diploma or

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certificate, as well as degree or post-graduate degree was below 50. With p-value greater than 0.05 for all levels of education in Table 4.76, a normal distribution was achieved.

Table 4.76: Test for normality: Level of education

rA8		Kolmogorov-Smirnov[a]			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Mean_C15	Matric and below	.094	41	.200[*]	.974	41	.458
	Post-matric, diploma or certificate	.103	40	.200[*]	.964	40	.233
	Degree(s) or post-graduate degree(s)	.109	32	.200[*]	.963	32	.341

Note: [a] = Lilliefors significance correlation
          [*] = This is a lower bound of the true significance

Source: SPSS version 21 (2013)

4.6.4   Comparison between groups

The following section presents the comparison between groups for the number of years employed in the GDH, salary level and highest educational level.

4.6.4.1   Comparison: Years employed

The non-parametric test was used due to the fact that only one normally distributed variable was achieved for the number of years employed in the GDH for statement B12, C17.1, C17.2, C17.3 and C17.4 when testing for normality. Nine skewed distributions were also attained. Table 4.77 provides a summary of the group statistics, notably the mean and standard deviation.

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Table 4.77: Group statistics: Years employed

rA4		N	Mean	Std. deviation	Mean rank	Median	Distribution
Mean_B12_F1	10 years or less	61	2.75	.732	46.20	2.800	Normal
	More than 10 years	44	3.14	.806	62.43	3.400	Not normal
C17.1	10 years or less	64	2.88	1.254	58.82	3.000	Not normal
	More than 10 years	43	2.40	1.400	46.83	2.000	Not normal
C17.2	10 years or less	64	3.52	1.309	52.77	4.000	Not normal
	More than 10 years	43	3.60	1.417	55.84	4.000	Not normal
C17.3	10 years or less	64	4.05	.999	51.86	4.000	Not normal
	More than 10 years	43	4.21	.940	57.19	4.000	Not normal
C17.4	10 years or less	64	4.23	1.065	55.70	5.000	Not normal
	More than 10 years	44	4.25	.839	52.75	4.000	Not normal

Source: SPSS version 21 (2013)

The Mann-Whitney test was applied to the psychological effects on employees due to career management practices (B12) as well as to statements C17.1, C17.2, C17.3 and C17.4 in order to test for significance. The results of the test are depicted in Table 4.78. Statement B12 reveals a p-value of 0.07, Asymp. sig (2-tailed), which is less than then recommended value of 0.05, therefore revealing differences between the two groups consisting of respondents employed for 10 years or less and those employed for more than 10 years in the GDH.

The respondents employed for 10 years and more have the highest mean score of 3.14 and this suggests that their responses in relation to the factors that might explain why career management has not been implemented is a moderate, leaning towards extreme, barrier. The results suggest that employees who have a longer tenure in the GDH are of the opinion that factors such as high work pressure, lack of expertise, management resistance and work backlog have been a moderate barrier to career management practices. These factors are consistent and have been alluded to in the literature by Bordovsky (2009:74) and Rezaean and Hatami (2011:225) in section 2.8, as overriding pitfalls for the implementation of career management programmes.

Respondents with 10 or less years' employment in the GDH indicated that the factors that impede on the implementation of career management programmes are somewhat of a barrier in ensuring that career management is successfully executed. These results suggest that employees who are new in the GDH believe that these factors should not be an excuse for lack of career management programmes in the GDH.

Table 4.78: Test statistics: Years employed

	Mann-Whitney U	**Wilcoxon W**	**Z**	**Asymp.sig. (2-tailed)**
Mean_B12_F1	927.000	2818.000	-2.706	.007
C17.1	1067.500	2013.500	-2.012	.044
C17.2	1297.000	3377.000	-.518	.605
C17.3	1239.000	3319.000	-.934	.350
C17.4	1331.000	2321.000	-.527	.598

Source: SPSS version 21 (2013)

Statement C17.1 pertaining to whether the exclusion of administrative and support staff from the OSD provision has contributed positively to career management efforts, shows a p-value of 0.04, which is below the recommended value of 0.05, in Table 4.78. This revelation means that

there are disparities between the two groups of respondents employed for 10 years or less and those employed for more than 10 years in the GDH. A mean score of 2.88 is associated with employees employed for 10 years or less in the GDH, suggesting that these groups of respondents were more neutral in their view on whether the exclusion of administrative and support staff from the OSD provision has contributed positively to career management efforts. As new employees in the GDH, this group of employees might not be adequately conversant with this provision hence their response was neutral.

Respondents employed in the GDH for more than 10 years had a mean score of 2.40. Having been employed in the GDH for a long time, with vast experience, this group of employees dismisses any positive effect associated with the OSD. This statement is consistent with the literature in Chapter 2, section 2.10 by the in that the OSD seems to only benefit health professionals in the GDH (DPSA, 2007:1).

Statements C17.2, C17.3 and C17.4 on the measuring instrument all have a p-value greater than 0.05, as depicted in Table 4.78. Both employees that have been employed for 10 years or less and employees that have been employed for more than 10 years had the same opinion with regard to whether:

▪ Poor market related competitive remuneration packages cause employees to leave the public sector (C17.2);
▪ An employee retention strategy should be linked to a performance appraisal and reward system (C17.3); and
▪ Employee growth strategies should address personal and professional growth (C17.4).

4.6.4.2   Comparison: Salary level

The T-test was used to draw a comparison between the salary level one to eight and salary level nine to 12 in relation to the psychological effects on employees due to the current career management practices and the activities, which could affect productivity. The parametric test was applied in this instance due to the variables for statement

C15being normally distributed and statement C16 not normally distributed. Violation of the normality assumption is unlikely to create any tribulations as the parametric test is reasonably robust to any violation and the group sizes are sufficiently big to allow for a parametric test.

Table 4.79: Group statistics: Salary level

rA6		N	Mean	Std. deviation	Std. error mean
Mean_C15	Level 1-8	79	2.94	.870	.098
	Level 9-12	32	2.58	.851	.150
Mean_C16	Level 1-8	74	3.93	.826	.096
	Level 9-12	33	4.13	.620	.108

Source: SPSS version 21 (2013)

Statement C15, pertaining to the psychological effects on employees due to the current career management practices, in Table 4.79 portrays a total number of 79, a mean value of 2.94 and a standard deviation of 0.87 for the salary level one to eight group. Furthermore, employees within the salary level nine to 12 band achieved a mean value of 2.58 and a standard deviation of 0.85 within total number of 32 respondents. Statement C16, which relates to the activities that could affect productivity, reveals 74 respondents, a mean value of 3.93 and a standard deviation of 0.82 for respondents on salary level one to eight, while a mean value of 4.13 and a standard deviation of 0.62 are attached to the salary level nine to 12 groups with 33 participants.

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Table 4.80: Independent samples test: Salary level

		Levene'stest for equality of variances		t-test for equality of means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean difference	Std. error difference	95% confidence interval of the difference	
									Lower	Upper
Mean_C15	Equal variances assumed	.147	.703	1.995	109	.049	.361	.181	.002	.720
	Equal variances not assumed			2.013	58.606	.049	.361	.179	.002	.720
Mean_C16	Equal variances assumed	1.364	.245	-1.248	105	.215	-.201	.161	-.520	.118
	Equal variances not assumed			-1.391	80.628	.168	-.201	.144	-.488	.087

Source: SPSS version 21 (2013)

The Levene's test for equality of variance was applied in order to test for variance, as illustrated in Table 4.80. Statement C15 for equal variances assumed, shows a p-value of 0.70, which is greater than 0.05, and therefore H^0 is accepted and there is equal variance between the groups. Statement C16 depicts a p-value of 0.24, which is greater than the recommended value of 0.05, thus revealing an equal variance between the groups.

The T-test for equality was further employed to test for differences between the groups on salary level one to eight and salary level nine to 12 for statement C15 on the questionnaire. An analysis of Table 4.80 shows a p-value of 0.04 {Sig. (2-tailed)},which is less than the recommended value of 0.05. The result suggests that employees on salary level one to eight are somewhat uncertain about the prevalence of the psychological effects due to the current career management practices. As junior employees in GDH, with little knowledge of strategic matters within the organisation, this group of employees might have little knowledge on the elements of career management. This conclusion is consistent with the literature in Chapter 2, section 2.5, as asserted by Lepak and Gowan (2010:219), in that employees ought to be involved in career path activities in order to ensure alignment of the organisation's strategic direction and employees' careers. Respondents on salary levels nine to 12 felt that the psychological effects due to the current career management practices impacted negatively on their wellbeing. As mostly middle managers and specialists, this group of employees perceives the psychological effects as obstructions in moving to senior management positions.

Table 4.80, for statement C16 pertaining to the activities which could affect productivity, reveals a p-value of 0.21 {Sig. (2-tailed)}, which is greater than the value of 0.05, and thus H^0 equals variances achieved. The T-test for equality of means was employed to test difference. The results mean that irrespective of the salary level of the employees, they all have the same views with respect to the activities, which could affect productivity.

4.6.4.3   Comparison: Highest educational level

The Oneway ANOVA was applied in the comparison analysis of the highest education level. A parametric test was employed for normally distributed variables. Table 4.81, pertaining to the psychological effects on employees due to the current career management practices (C15), shows a mean score of 2.86 and a standard deviation of 0.87, for the matric and below group. A further mean value of 2.94 and a standard deviation 0.84 for post-matric diploma or certificate group, a mean score of 2.69 and a standard deviation of 0.91 for the degree or postgraduate degree group are shown.

Table 4.81: Descriptive: Highest education level

	N	Mean	Std. devia-tion	Std. Error	95% Confidence interval for mean		Mini-mum	Maxi-mum
					Lower bound	Upper bound		
Matric and below	41	2.86	.870	.136	2.58	3.13	1	5
Post-matric diploma or certificate	40	2.94	.849	.134	2.66	3.21	2	5
Degree(s) or post-graduate degree(s)	32	2.69	.918	.162	2.36	3.02	1	5
Total	113	2.84	.874	.082	2.68	3.00	1	5

Source: SPSS version 21 (2013)

The homogeneity of variance test in Table 4.82 demonstrates a p-value of 0.94, which is greater than the recommended value of 0.05, and thus H^0 equal variances achieved. The result means that irrespective of the level of education, all respondents adopted a neutral stance towards the psychological effects of the current career management practices. The respondents were somewhat non-committal in expressing their views on the psychological effects.

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Table 4.82: Test for homogeneity of variance: Highest education level

Levenestatistic	df1	df2	Sig.
.059	2	110	.943

Source: SPSS version 21 (2013)

Table 4.83 presents the ANOVA statistical significance between the groups and within the groups for the highest education level comparison. The ANOVA complements the equal variances attained in order to determine difference between groups. The difference between groups reveals a p-value of 0.51, greater than 0.05, and thus narrating no differences between groups. The results further confirm, despite the contrast in the level of educations, that all respondents raised similar observations with regard to the psychological effects on employees of the current career management practices.

Table 4.83: ANOVA: Highest educational level

	Sum of Squares	df	Mean Square	F	Sig.
Between groups	1.067	2	.533	.695	.501
Within groups	84.462	110	.768		
Total	85.528	112			

Source: SPSS version 21 (2013)

4.7 DISCUSSION OF FINDINGS

The descriptive statistical analysis stipulates that most of the respondents that participated in this study were black females. The GDH has not been able to successfully implement and endorse career management philosophies because of other internal activities deemed more important. As a relatively new concept, particularly in the public service, career management efforts have often been relegated to the bottom of the list of priorities. Rezaean & Hatami (2011:225) in section 2.8 contend that organisations should create a favourable environment for implementation of a career management system in

order to overcome internal blockages that may promote resistance. Of major concern in the GDH is the fact that employees entering the organisation are not being informed of career development opportunities, which then creates uncertainty with regard to career options and progression internally. There seem to be policies and programmes in place, which encourage promotional opportunities and employee development, but the major problem appears to be the implementation of such policies and programmes. The Department of Public Service and Administration provides all guidelines and regulatory frameworks governing the public service across all spectrums, which might explain the existence of various administration policies in government. Some of the psychological effects on employees, because of the indifferent stance and approach towards career management implementation were not easily detected among employees. This observation was inconsistent with the literature in Chapter 2, section 2.13 by Helgo (2010:14), through the citation of factors such as low job satisfaction and low motivational levels as prominent psychological factors among employees caused by lack of career path management and stagnation(c.f. 2.13.1.2). The current status, pertaining to the career management system, calls for a new strategy in order to improve productivity in the workplace.

Respondents perceive the OSD provision as a detrimental factor, which undermines efforts for improving career management and remuneration. This view seems to be inconsistent with the literature in Chapter 2, section 2.10, where the DPSA (2007:1), through assertions that OSD seeks to improve the remuneration system for employees in the public service. The importance of progressively driving career management through the performance management system is further emphasised by Nel et al. (2008:493) in section 2.11, which seems to be an oversight from a GDH perspective. Employees on salary level one to 12 reiterated the lack of value creation of career management efforts in the GDH. From the comparative analysis, it also emerged robustly that age, salary level and educational qualification had minimal influence on how respondents perceive career management practices in the GDH.

4.8 CONCLUSION

This chapter provided the quantitative data analysis and results. The quantitative data relied on statistical inference for analytical purposes. The integration of descriptive, factor analysis and reliability served as a foundation for data analysis. The lack of alignment of the research findings with the theoretical contribution suggests poor implementation of career management programmes, which consequently results in minimal value gain in terms of HR development to improve the public service's future performance. Respondents identified an inconsistency in the application of career management policies and programmes also associated with resistance to change. Lack of proper implementation of career management practices creates a high staff turnover rate in the GDH. The major finding emanating from the quantitative study is that there is no value proposition in terms of the career management efforts of the organisation ensuring future performance value. The study also found that respondents prefer to see more policies and practices that will facilitate their personal career ambitions as well as increase productivity for the organisation.

Chapter 5 presents the results and findings of the qualitative analysis from the interviews conducted with senior management of GDH. In an attempt to triangulate the data obtained by means of questionnaires and to ascertain the consistency of data, semi-structured interview sessions were employed as a triangulation data collection method.

Chapter FIVE

QUALITATIVE FINDINGS AND DISCUSSION

5.1 INTRODUCTION

This chapter outlines the data analysis obtained from the one-on-one interviews. The section provides further information on the participant's insight and views on career management in the GDH. Seven participants were interviewed in a semi-structured manner, as opposed to the ten interview participants envisaged. To ensure that all information, spoken and observed during a one-on-one interview was recorded, the interviews were audio recorded and subsequently transcribed verbatim from this voice data.

5.2 DESCRIPTION OF PARTICIPANTS

Seven members of the executive committee within the GDH were sampled and expressed keen interest to participate in the study. The sample constituted of males and females with diverse traits in the demographic make-up as presented in Table 5.1

Table 5.1: Participant description

Gender	Race	Age	Area of Specialisation	Years' experience with the GDH
Male	White	50 to 60	Supply Chain Management	Less than 5 years
Female	Indian	40 to 50	Supply Chain Management	Less than 5 years
Female	Black	40 to 50	Supply Chain Management	Less than 5 years
Female	Coloured	50 to 60	HR	More than 20 years
Female	Black	50 to 60	HR	6 years
Female	White	40 to 50	Monitoring and Evaluation	10 years
Male	Black	40to50	Health Economics	1 year

Source: Mathebula (2013)

One male and two female respondents were employed with the supply chain management division, and belonging to the white, black and Indian ethnic group. All the respondents have less than five years tenure with the GDH but have more than a decade in the public sector. The two female respondents fall within the 40 to 50 year age group, whereas the white male is between the ages of 50 and 60 years.

Two respondents worked in the HR profession, fell within the 50 to 60 year age group and belonged to the black and coloured racial groups respectively. The black female respondent has six years' experience with the GDH and the Indian participant, who is currently acting in her position, has been with the GDH for more than 20 years.

One white female respondent, responsible for monitoring and evaluation, has been employed by the GDH for 10 years. She is between the ages of 40 and 50 years and has been at the helm for six years in her current position.

One black male participant worked in the health economics unit as a statistician. The respondent was recently appointed with less than a year in the GDH. He is between the ages of 40and 50 years with a solid 11 years' experience as a statistician.

5.3   RESEARCH RESULTS

The respondents were asked a set of pre-determined questions relating to career management (see Appendix C). The responses obtained in the interview were recorded and included as part of this chapter. The questions of the interview were aligned with the content of the literature review. Below is a list of questions as well as responses received from the interviewees.

5.3.1   Implementation of career management

As an ice-breaker, the respondents were asked to assert whether the GDH implemented career management practices. This question was posed to ascertain the presence of career management programmes within the GDH. The implementation of career management has been cited in the literature review in section 2.6by Palade (2010:125), suggesting a holistic approach in

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developing a career management framework and policy through engagement and consultation. Consequently, a question was posed to ascertain whether such an approach, as indicated in Chapter 2, is existent in the GDH. The reaction from the respondents is as follows.

From my observations as a new employee with the GDH, there has not been any progressive endeavour towards the career management philosophy. The current performance development system is not been correctly applied. The training needs and competency gaps are not adequately addressed from an employee's perspective. (Respondent 1)

As far as career management is concerned, there is no effort towards implementing career management policies and directives. (Respondent 2)

The GDH has career management policies but there is inconsistency of application. The reason for the inconsistency of application of career management policies is as a result of the GDH's focus on core services as well as health professionals. (Respondent 3)

There is no implementation of career management because there is no succession planning when people retire. People are often appointed in acting positions, but seldom in a permanent capacity. There are no visible and tangible programmes for succession planning. (Respondent 4)

I have never witnessed any career management undertakings. The GDH does not implement any career and talent management programmes. (Respondent 5)

I think so because we always ask our staff members to follow whatever career they envisage. The GDH is also assisting people to get bursaries in order to study further. (Respondent 6)

In my experience it depends on certain managers but the policies exist. The policies are not implemented uniformly across the board because it depends on certain individuals. If it is implemented, then it's more on ad hoc basis. It is sometimes implemented informally by some managers within the GDH, as a way of providing opportunity and encouraging employees to learn new things.

Some managers provide employees with the opportunity to act and attend high-level meetings. There are some people who do not expose employees to new things because they want to hang onto power and feel threatened. There is no formal way of implementing career management programmes and so its left to individuals to use their own discretion.(Respondents 7)

Six respondents acknowledge the non-existence of career management initiatives in the organisation. The information elicited from the participant's responses undoubtedly highlights that career management is a contentious subject. Most of the respondents feel that the GDH does not implement career management policies. Some of the reasons for non-implementation range from lack of understanding of the significance of career management efforts to total disregard. Only one respondent attested that career management is being implemented. Respondent 6 indicated that career management is being implemented through bursary opportunities. The information provided by respondents is consistent with the problems associated with non-implementation of career management as cited in the literature by Rezaean and Hatami (2011:225) and Bordovsky (2009:74) in section 2.8.

5.3.2   Value of career management

A question was posed to the respondents to ascertain the value of career management programmes in the organisation. The question sought to establish whether there are any policies and initiatives in place seeking to promote the objectives of career management with the intention of reaping the benefits associated career development at an individual level and organisational level in line with section 2.7 as indicated by Dura and Isac (2008:85) and Patrick and Kumar (2011:24) in the literature. The responses from respondents are highlighted as follows.

There are many benefits that can be achieved by both the individual and the organisation with respect to career management. The best way to manage careers is to engage and actively involve employees in the process of identifying skills gaps and training interventions. The process will also prevent the GDH prescribing courses that are not seen as beneficial by the

participants. (Respondent 1)

The value creation associated with career path management is enormous. The GDH is currently not realising the true value of career management because the implementation process has been flawed. Often people think that they are entitled to benefits such as performance bonuses irrespective of the overall of performance or non-performance of the GDH. The purpose of the performance management system also encompasses the career development, which is often overlooked for financial gains. (Respondent 2)

The GDH is not giving career management efforts the recognition it deserves as a strategic enabler. It should be visible and clearly defined. There are no programmes in place for the development of potential leaders. (Respondent 4)

Yes, generally speaking, there is value in career management because it enhances the person's performance in the workplace. (Respondent 5)

I think the value add in terms of career management is to retain the skills, knowledge and intellectual capital. Any growing organisation should know the importance of career management. (Respondent 6)

Career management is good for morale because it helps people create their own career path. It has to be specific in terms of the personal development plan. However, the GDH seems to be failing to create an environment that career management can thrive. (Respondent 7)

Based on the responses obtained from the respondents, career management can add value to the organisation as well as assist the GDH with its mandate if properly implemented; this is consistent with the arguments provided by Chew and Girardi, (2008:83) in section 2.7 of the literature review. However, The GDH appears to be neglecting any career development activities that could benefit the employees and the GDH itself. Minimum effort is directed towards ensuring the development and nurturing of employees careers. Most of the respondents expressed the same sentiments on the current situation in the GDH. The value aspect has not been realised because career management is seen as a soft competence with minimal tangible value, in summing up the responses obtained from the respondents, which therefore defeats the

concept of aligning the organisational strategic objectives with people management interventions through strategic HCM as asserted by Kuratko et al. (2011:247) in section 2.9 of Chapter 2. The existence of career development policies and programmes need to be apparent, however the value creation aspect leaves much to be desired in this instance. Most respondents acknowledged the benefits of career management that could be attained in general terms.

5.3.3 Reasons for the slow receptiveness of career management in the public sector

Career management is a new concept in the South African public service, respondents were thus requested to indicate the reasons for the slow receptive approach towards any effort of career development. The responses obtained from respondents suggest many reasons for lack of career management synergy in the GDH.

Qualifications should be linked to career management and the supply chain management division has acknowledged the fact that some employees are not necessarily possessing qualifications that are aligned to their experience and current work. The lack of qualification makes it difficult to implement career management hence the slow receptiveness of this model. Historically, promotion was linked to the number of years in service. People were not encouraged to study further. (Respondent 2)

The public service operates under a political environment. Changes in the political landscape of the country also affect the administration of government departments. Some appointments at a senior level are not entirely dependent on qualification because of the nature of the environment. These are some of the reasons why career management has not smoothly taken shape in the public sector. The political inclination of the public service is limited to government departments to function optimally. The fact that politicians come and go, creates inconsistency and also hampers continuity. The GDH has had three different heads of department over the last three years, and this negatively affects career management for the entire organisation because

career management has to be driven from the top. (Respondent 3)

The problem has been acknowledged. HR Development in its entirety has not been given same level of recognition and boardroom status as compared to other programmes in the GDH. As an acting senior manager responsible for HR development programmes, I have personally witnessed the level of disregard endured by the HR profession. (Respondent 4)

I suppose the main issue lies with the communication or lack of it, which contributes to the lack of understanding and knowledge pertaining to career management. More awareness should be created around the career management concept in order for people to comprehend the objectives and purpose of career management. (Respondent 5)

As a new employee in the GDH, I'm not certain about career management efforts. However, in my previous employment, we encouraged people to take supply chain as a profession and also as a way of building capacity. Furthermore, staff members were supported and encouraged to register for supply chain courses. (Respondent 6)

The disparity stems from the systems that are in place from both public service and the private sector. The private sector is very performance and results based whereas the public sector is not as progressive when it comes to career management. The government does not provide as many incentives, in comparison with private companies. People are stimulated to ensure that career management efforts are implemented. (Respondent 7)

The respondents indicated some of the reasons for the slow accommodation of career management in the public service, more particularly in the GDH. Some of the reasons communicated by the respondents include lack of proper communication channels, which hinder effective engagement and consultation on matters pertaining to career management. In section 2.13.1.5, Mullins (2007:230) highlights this lack of proper communication systems. The breakdown in communication, as indicated by respondents, seems to be line with the literature as potential hindrance for effective engagement and proper strategy execution. Overall, the respondents felt that the HR profession is not

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seen as a strategic partner in the success of service delivery to the public. This response seems to be consistent with the literature in Chapter 2, which alludes to strategic HCM (Kuratko et al., 2011:247). The literature cites that career management should be a discipline that exists within the broader concept of HCM and it should be aligned with the strategic objectives of the organisation. Furthermore, it emanated from the discussion that there could be a lack of understanding of the purpose of career management by senior management and executives in the GDH. The benefits associated with career management are also difficult to quantify in monetary terms hence the slow receptiveness of this model.

A response from Respondent 7 is consistent with the literature in section 2.10 as conveyed through the DPSA (2007:1) with regard to the exclusion of administrative and support staff from the OSD. Furthermore, the literature in section 2.13.1.1 coincides with the public sector's rigid reward system, which creates lack of competitiveness when compared with the private sector in terms of remuneration.

> Efforts of career management are executed with the same level of thrust as in the private sector because of disparities in the reward systems. The private sector has a progressive bonus related performance system. Employees on level 1 to 12 have a bonus system that is guaranteed, irrespective of the performance outcome and this system defeats the objectives of career management. Incentivising the workplace is very important in the implementation of career development. (Respondent 1)

5.3.4 How are careers managed in the absence of formal programmes?

Having acknowledged the minimum strides and efforts directed towards career management, the respondents were thus asked to indicate how careers are managed in the absence of formal programmes.

> The idea of internship programmes can be used as an understudy measure. Interns are able to receive some kind of hands-on exposure to the work

environment. The internship policy document should be slightly reviewed. Some interns can even outperform people that are permanently employed. (Respondent 1)

Managers should manage careers themselves by looking at the organisational structure and job level. This should be followed by encouraging employees to develop and shape their career paths. (Respondent 2)

Managers only try to retain employees when they realise that an employee is about to leave the organisation. Managers only realise and acknowledge an employee's true potential when they are about to exit the organisation. In some instances, managers have been advised to recognise their employees because before it's too late. Some posts have been elevated to a higher level in order to retain employees who have acquired postgraduate qualifications as a counter measure for retention. The organisation does not have a process thought strategy. (Respondent 3)

I conduct performance reviews. You must ask the staff where they see themselves in the longer term and whether they are engaged in some form of studies in order to align with organisational mandate. Constant communication and engagement with staff on matters of career path management is important. (Respondent 4)

Employees tend to study on their own as a way of empowering themselves. Managers will also ensure that employees attend training courses in house. (Respondent 5)

Individuals should be responsible for managing their own careers. They must register for different courses in order to up-skill themselves. Managers are also responsible for encouraging employees to further their careers. The organisation also has a performance management system for identifying any skills gaps. (Respondent 6)

Managers should play an active role in the development of employees' careers and skills. At the same, individuals should strive to acquire skills and qualifications in order to be in a position to perform effectively. (Respondent 7)

In light of the responses above, there is an indication that individuals and managers manage careers. Managers believe that employees should play an active role in the development of their careers. Career management that only involves managers should not function. Respondent 4 mentioned the importance of performance evaluation as a strategy for managing careers, which ties in well with the literature in Chapter 2, as cited by Nel et al. (2008:493) in section 2.11. The literature refers to the integration of organisational goals with employees expectations as a performance management tool.

5.3.5   Career development programmes and change management

Inspired by the looming NHI, respondents were asked to relate the impact of career development programmes on change management. The question posed to the participants sought to explore whether career development programmes equip managers with the ability to manage change. The following responses were recorded from respondents.

Yes, it does. Career development programmes are meant to bring positive change and increase output levels as well as ensure quality of work. All these are necessary agents of change management. If career development does not take place, the agents of change will never be realised. It will be very difficult to implement career development programmes in the absence of change management. (Respondent 1)

Not really, because change is dependent on the type of manager. Lack of career development programmes should not be used as an excuse for change management. Managers should be proactive and ensure that they implement career development informally within their span of control. The NHI system has not been adequately addressed at an organisational level and this could pose some difficulties in the implementation process of the system. Employees in all likelihood will find it challenging to embrace NHI. (Respondent 2)

It should not affect my ability, because I always embrace change. The GDH has been through change management process and change is always

constant. Any visionary leader should embrace change. The NHI system should be accompanied with the up-skilling and development of employees. (Respondent 4)

I empower my staff and lack of formal career development programmes will not impact on my ability to manage change. I also encourage my subordinates to study and pursue their career goals. However, if the employees are not empowered, a project like the NHI will have an impact on them. (Respondent 5)

Yes, it is important that during the formulation of the vision and the strategy, employees are involved in the process because ultimately, they will be responsible for implementing the strategy of the organisation and be able to manage change efficiently.(Respondent 6)

Yes it will. The lack of career development programmes and change management process will also result in the deterioration of current systems and programmes. I have little information and knowledge on the implication of NHI and its significance but I believe there is a relationship between career development and managing change. (Respondent 7)

Most of the respondents interviewed are of the opinion that career development programmes are necessary in ensuring that change is managed efficiently through people management. As one of the biggest projects ever to be implemented by the GDH, the majority of respondents believe that NHI, or any other big project, will prove difficult to implement without proper management systems in place. The NHI question was informed by the literature review in section 2.12, extracted from the National Department of Health (NDH, n.d.:1) in Chapter 2. The question sought to test the GDH's readiness for NHI and career management programmes, which will serve as a crucial determining factor in ensuring that people are adequately motivated, stimulated and capacitated for the implementation for the NHI.

The concern raised by Respondent 3 is noted by Mullins (2007:737) in section 2.14 of Chapter 2, who argues that despite the positive outcomes associated with change, resistance at an individual level is a matter of concern and reality.

Mullins (2007:737) further asserts some of the reasons for resistance to change.

> The concept of change management in an organisational level that is characterised by people issues will never embrace change and there will be a lot of resistance. A good career management strategy can be utilised as a mechanism for driving change process in the organisation. Change can only be managed when people are willing to jump on the bandwagon. (Respondent 3)

5.3.6 The psychological effects in the failure to implement and embrace a career centric culture

In an effort to ascertain the consequences of not implementing career management strategy, respondents were asked to provide some of the psychological effects associated with failure to promote a career centric culture within the organisation.

> There so much negativity and despondence among some employees. The work ethic and motivational level is at its lowest which is very evident in the organisation. There is culture of pessimism and disgruntlement associated with low morale. (Respondent 1)

> The lack of career management system has two effects because it depends on the position that an employee occupies. The supply chain environment is prone to fraud and corruption activities especially at a junior level, which is fuelled by lack of career opportunities. Employees become more disgruntled, they take more days off from work, they report late for work and their overall productivity declines. (Respondent 2)

> There is a lot of burnout because of over exertion. People report for work and do nothing. There is a high staff turnover within the administrative and support staff. The GDH has a high number of depression cases. (Respondent 3)

> There is no acknowledgment, job satisfaction and enthusiasm. The lack of

career development contributes to an unfavourable working environment. (Respondent 4).

All the negative factors will accompany lack of career development systems. In my unit, I have not witnessed any negative effects of career development because all the employees are studying. In general, there will be some negativity such as insecurity.(Respondent 5)

People get demoralised if they don't achieve their goals. The lack of having a succession plan impacts on the morale of employees. Low motivational levels, low job satisfaction, low self-esteem and the willingness to take risks are some of the psychological effects of having no career development opportunities in the GDH. (Respondent 6)

It results in low morale and depression. People often feel like they are going nowhere and stuck in the dead end job. There are no challenges and people are not motivated to execute their tasks diligently. Employees are resentful because of lack of progression. (Respondent 7)

Most of the respondents agreed that the following psychological effects often surface in the GDH, as a result of an indifferent approach to career development:

- Lack of growth and development opportunities;
- High turnover rate, disgruntlement and pessimism;
- Low motivational levels and self-confidence;
- Reluctance to take risks;
- Low job satisfaction and morale.

The above-mentioned factors are consistent with the problems of career management as cited in section 2.8 by Bordovsky (2009:74), who asserts some prevailing disorder due to lack of or improper, inconsistent implementation of career management systems, such as, lack of flexibility or growth, staff turnover and frustration. Section 2.13, as indicated by Helgo, (2010:14) in the literature review, alludes to the causes of employees turnover and disgruntlement, which is in parallel with some of the psychological effects

among employees of the lack of career management, as indicated by the respondents.

5.3.7 Possible effects for implementing formal career management programmes

In contrast to the psychological effects of career development, respondents were asked to elaborate on the possible effects of implementing career management in the GDH.

> Yes definitely, increased productivity at a personal level as well as better outcomes and output measures. Individuals will become more proactive in their respective jobs and less negligent. An improvement on the audit findings which has always been a problem emerging from the Auditor General. When implemented correctly, career development strategy can change and transform the whole organisation as well as improve service delivery. (Respondent 1)
>
> Obviously, increased employee satisfaction, increased productivity within the organisation, committed employees, which will yield positive benefits to the GDH. (Respondent 2)
>
> People don't always want more money. People want job satisfaction. People want growth, and they also want personal recognition. Some people come to work because they want to make a difference. A career development programme will ensure that the organisation performs and a decline in staff turnover. (Respondent 3)
>
> More job satisfaction and employees that are more goals directed. Increased productivity and overall work ethics will improve because people are made to feel worthwhile. There will also be growth from a professional and personal perspective. Overall fulfilment will be attained and the work culture will change. (Respondent 4)
>
> A formal career management programme will provide direction to the employees in terms of their career paths. There will be growth and development for employees in the organisation. Employees will be

encoded and there will be positive energy. (Respondent 5)

A well-resourced and capacitated organisation emanates from the implementation of career management programmes. People will be self-motivated to execute their work in a professional manner. (Respondent 6)

People will feel more motivated and productive. Improved morale and work outputs will also be achieved. Better performance by different units. (Respondent 7)

Generally, respondents expressed enthusiasm and optimism for the implementation of formal career management programmes. The respondents echoed each other on the possible benefits of having career management in the GDH. A unanimous response from all respondents was increased job satisfaction and productivity. It can thus be deduced that career management is currently not viewed as a strategic enabler within the GDH.

The information obtained from the interview with various respondents are consistent with the literature from Dura and Isac (2008:192) and Kuratko et al. (2011:423) in section 2.16 of chapter 2, pertaining to the benefits of career management for an organisation.

5.3.8   The impact of the retention strategy as a career management tool for reducing vacancy rate

As a career management tool, respondents were asked to share and impart their knowledge in relation to the retention strategy on its effectiveness in reducing the turnover rate in the organisation. This question sought to test the existence of the retention strategy as well as its efficiency in the creation of career paths for employees.

I have not seen a retention strategy document in the GDH, which can perhaps be attributed to the fact that I am new in the organisation. Since my arrival in the organisation, I have not been taken through the orientation and induction programme. (Respondent 1)

Not sure if a retention strategy document exists in the GDH. However, a retention strategy would have some positive benefits for the organisation because it will be used as a tool for talent management. Talented employees can be retained with the retention strategy from leaving the organisation. The retention strategy can be used for counter offers as well as for promotions. (Respondent 2)

I haven't seen a retention strategy but I know that there is talk about it. Retention is very important although most employees don't remain with an organisation for a long time. (Respondent 4)

I'm not sure if the GDH has a retention strategy because I have not seen one. The organisation would be able to retain and prevent employees from leaving through the application of the retention strategy. The GDH should only value employees when they are leaving for greener pastures. (Respondent 5)

I haven't seen a retention strategy in this organisation but the value addition of the retention strategy will be to retain and preserve knowledge. I have also noticed that there are very old people (close to retirement age) in the organisation holding on to positions. People are not motivated to study further because there is no reward associated with qualification attainment. (Respondent 6)

I haven't encountered any document pertaining to retention in the GDH. I am not disputing the existence of the retention strategy but I haven't seen such a document. It would be beneficial for the organisation to have a retention strategy in order to retain employees and possibly reduce turnover rate. (Respondent 7)

From the above responses, it appears that the GDH does not have a retention strategy in place. Most respondents argued that they have not seen a retention strategy document. The respondents attributed the non-existence of the retention strategy to ignorance, which has been perpetuated by the inability of the HR department to communicate internal policy documents. The lack of a proper communication system is further reiterated in the literature review by Mullins (2007: 230) in section 2.13.1.5 of Chapter 2. The literature

affirms that a breakdown in communication patterns creates confusion and lack of awareness in the workplace.

Only one respondent attested to the existence of various policy documents including the retention strategy as noted below. The respondent directs most of the blame to the HR division's inability to be creative and innovative in conveying messages in the GDH.

> The organisation has so many policies but the HR department has failed in ensuring effective communication of the policies. The HR department has always communicated policies in a very conservative, hierarchal and bureaucratic fashion. Policy documents are not communicated properly and when communicated, they are done in an unfriendly manner. The IT infrastructure is very poor because most people do not receive communicated documents via electronic modes. The GDH is still trapped in the old government. Circulars are being drafted in an old bureaucratic style. (Respondent 3)

5.3.9   What impact will NHI have on career management practices?

With the NHI system currently being piloted, respondents were asked if they envisaged any positive outcomes resulting from the NHI system with respect to career management. As one of the biggest reported projects to be undertaken by the GDH, the NHI system is seen as a yardstick for major change efforts for the organisation.

> I have not seen the actual results of the pilot study. The results are important for individual and organisational level preparation and alignment with career opportunities. However, more resources will be required in the implementation of the NHI. The NHI will provide so many career related opportunities for employees in a variety of areas. New skills will also be required to fill some of the gaps created by NHI. (Respondent 1)
>
> I don't see NHI having an effect on career management because NHI is the provision of health care services and the GDH is currently performing and

delivering on primary health care services. Notwithstanding, the fact that through NHI, employees will have to upgrade their skills and qualifications in order to be in a position to perform their new tasks diligently. From that point of view, NHI will have an effect on career management because of new areas of specialisation as well as competing with the private sector. There will be a need to perform effectively and that is when career management will surface in the picture. (Respondent 2)

The HR unit must use NHI as an opportunity to revisit career management implementation. People should move out of the silo mentality and the old way of doing things through the implementation of career management with the aid of NHI. (Respondent 3)

The NHI will make the public sector to be more commendable. NHI will increase employee numbers and increase career path management. There will be various positions and all employees will be able to climb the corporate ladder. The high standard brought about by the NHI will create demand for other positions. (Respondent 4)

Competent people should be employed to assist with the implementation of the NHI system. NHI will capacitate and equip employees to perform optimally in their respective tasks. NHI will probably reveal the fact that the public health system is not adequately funded in comparison with the private health care system. (Respondent 6)

Most of the respondents view NHI as a system that will turn the fortunes of the GDH around. Through NHI, respondents echoed that more career and development opportunities would be in abundance for employees to grow. This question was posed to respondents, within the context of the literature in Chapter 2. The National Department of Health (NDH, n.d.:1), in section 2.12, deems NHI as a restoration to the current ailing public health system and within that context, its success will rest partly on the effective implementation of career management programmes.

Respondents 5 and 7 felt that the NHI system would have no effect on career management, while the rest of the respondents expressed optimism in the implementation of career management efforts through the NHI system.

> The NHI will require skilled competent people. The NHI system would not resolve career management implementation issues because these issues should have been addressed prior to the NHI. (Respondent 5)
>
> I am not quite familiar with the objective and the undertaking of the NHI. I don't think that the NHI will have any implication or impact on career management. (Respondent 7)

The information shared by Respondent 7 ties well with the statement in the literature in section 2.12 of Chapter 2, as asserted by the National Department of Health (NDH, n.d.:1), that employees should be sensitised with new undertakings, such as the NHI, through a change management process in order to obtain full support for the implementation of career management programmes.

5.4   DISCUSSION OF FINDINGS

The interview sessions conducted with senior management of GDH sought to validate the responses obtained from lower ranked employees with regard to career management. With only one manager providing an affirmative response in relation to career management implementation, most managers concurred that more effort should be directed to employees' career development as a means of reducing the staff turnover rate. Clear discrepancies were witnessed in contrast to what ought to be happening as indicated in the literature. Major discontentment appeared to dominate most of the discussion among the senior management respondents interviewed.

It has also emerged that career development methods, as highlighted in the literature by Nel et al. (2008:484)in section 2.15, is close to non-existent in the GDH. Without the core elements of career management forming the

foundation on which career development efforts take shape, little value will be realised in any career management endeavour.

The overall response obtained from respondents suggests that the GDH makes little effort in the implementation of career management programmes and therefore minimal value is realised. Senior management hierarchy concedes that as drivers and overseers of change, they have had an indifferent approach to career management practices within the GDH. This resonates with the views expressed by Helgo (2010:37) in Chapter 2, section 2.13.1.4, that management is the vehicle for any organisational success, responsible for creating strategic objectives. There appears to be a lack of consistency from the empirical findings of the research with the theoretical arguments. With most managers under the opinion that a retention strategy does not exist in the GDH, this assertion can strongly suggests that the GDH normally experience a high staff turnover as highlighted by the Public Service Commission report (2000:26) in section 2.13. As a catalyst for the implementation of career management and attainment of value propositions, the NHI system serves as a yardstick in the implementation of career management programmes.

5.5   CONCLUSION

The mixed method approach employed was used as a triangulation technique to obtain significant data from respondents. From a qualitative perspective, interviews were recorded and transcribed from voice data to written content. The interview guide as well as the questionnaire were formulated as measuring instruments and aligned with the research objectives. The literature review informed the structure and type of data collection. Results and findings obtained from the data analysis were linked with cited views from the literature.

The findings of the research were discussed in relation to the objectives of the study. From the presentation of both quantitative and qualitative analysis, it is evident that a high probability of implementation gaps exist. It is clear that the GDH has not fully embraced the concept of career management in its broader term. The results obtained from the quantitative data analysis were echoed by

the outcome elicited from management through the qualitative data collection technique.

Chapter 6 provides an overview of the research study undertaken. Furthermore, a conclusion is drawn for the study and certain recommendations made. Contributions emanating from the study as well as suggestions for future study are also alluded to in Chapter 6.

Chapter SIX
SUMMARY AND CONCLUSION

6.1   INTRODUCTION

This chapter evaluates the extent to which the research objectives have been met and the research questions answered. The contributions of the study to the existing body of knowledge about HR management are indicated and finally recommendations are made for future research.

6.2   RESEARCH OBJECTIVES AND RESEARCH QUESTIONS

The study strived to contribute towards an understanding of career management and its relation to other variables in the context of GDH. This entailed the exploration of the value of career management initiatives in the public healthcare service. Thus, the primary objective of the study was to investigate the value proposition of career management practices in the GDH.

This study found that very little value is realised by the organisation through career management efforts.

In achieving the primary objective of the study, the following secondary objectives were dealt with:

- Determine the implementation process of career management programmes;
- Assess the implication of external forces impacting on career management efforts;
- Identify any career development opportunities offered to employees;
- Establish possible direct relations between career management and other HR management components/activities.
- Carry out a qualitative and quantitative survey to identify relationships between GDH career management programmes for support and administrative staff and staff turnover; and

- Establish if there is a correlation between career management and change management (secondary research).

In line with the secondary objectives, this study found that stemming from the above research objectives, the implementation process of career management practices leaves much to be desired. The organisation grapples with basic elements of career management as alluded to in the literature review. The empirical results suggest a lack of strategic alignment. The study managed to address the objectives of the research. External forces, such as high staff turnover emanating from an inconsistent approach towards the development of employees, have far reaching consequences for GDH. Most particularly, study bursaries emerged as the most prominent career development opportunity offered to employees to advance their career. Career management is not an isolated function of HR Management; it should be accompanied by performance management of employees upon the intervention of development and training measures. The adoption of a mixed method approach provided rich data in revealing the current adverse effect of the lack of career management, which emanating from disgruntled administrative and support employees and is the cause of high staff turnover. Career management should always be followed by performance management, thus ensuring that optimal standards are met. There appears to be a direct link between career management and performance management.

The problem situation raises the following research questions:

[1] How are career management initiatives perceived within the organisation?
[2] What are the benefits of career related programmes?
[3] Are there any opportunities available to employees regarding their career paths?
[4] In the absence of formal career management programmes, how do employees manage their careers?

The study discovered that employees at both ground and senior management level, perceive career management initiatives as not being afforded the proper attention. Some of the benefits of career related programmes, as highlighted by the respondents, included low staff turnover, high motivational levels and a dedicated workforce, among other benefits. The study bursary was found to be

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the most popular career path and development opportunity available to employees within the organisation. The lack of formal career management programmes forces employees to adopt a proactive approach towards managing their own careers with the assistance of unit managers.

6.3 CONTRIBUTIONS

The information gained in this research contributed to various areas of people management with a specific focus on career management practices. The contributions, envisaged as a result of the study, were categorised into empirical, methodological and practical contributions, as follows:

6.3.1 Empirical contribution

The findings of the research demonstrated that employees and senior managers, who participated in the research, find little significance in the value proposition of career management practices in the GDH. The participants expressed similar views on how the organisation has adopted an indifferent approach to career development efforts. The research findings coincide with the literature by Hartzenburg (2002:57) in which similar results emerged from a study conducted through various government departments (c.f. 2.8).

From the results, it can be deduced that part of the reason for failure of career management efforts emanates from top management's apathetic outlook towards HR efforts, particularly the career development of employees. The study also found that there is a correlation between underperformance and career management(c.f.2.11; c.f.3.14; c.f. 4.3.16;c.f. 4.3.17).

Furthermore, based on both in-depth methods of data collection, the most common theme arising from the proceedings was that a more progressive approach should be applied for value gain. Statistically, the study also indicated a low correlation between empirical data and theoretical data. Little consistency was observed between the literature and the current GDH practices, as to how career management efforts are to be addressed. From the qualitative data analysis, management revealed the inability to manage

change as well as the impact and preparedness for major projects, such as the NHI, from a career management perspective (c.f. 4.3.17).

6.3.2   Methodology contribution

The HR management function encompasses different areas of people management. Emanating from the empirical data of the study, the methodological structure provided a systemic approach in an effort to create an environment that promotes and values action directed towards career development of employees.

The methodological system employed in the study provided vast empirical data relating to the career management practices in the organisation. The mixed method approach enabled the extraction of cross-dimensional views from the respondents. Through the quantitative stance, respondents were able to share their experience in a less intimate manner, with a set of pre-determined questions in the form of a questionnaire. The qualitative approach triangulated and affirmed the validity of the data obtained through the quantitative data collection technique through the adoption of semi-structured interview sessions with participants. The data collection strategy contributed immensely to the exploratory nature of the research.

It is understood that there has not been any scientific research study undertaken in the GDH on the research topic. Having identified the empirical stance of the study through the data analysis process from both quantitative and qualitative research methodology, the study provided fundamental principles of career management as well as ensured an efficient service delivery of health services.

6.3.3   Practical contributions

As a new concept in the public sector, specifically in the GDH, it is believed that the outcomes of the research will introduce a new paradigm on the implementation of career management programmes. Some of the managerial implications for improved performance management and value creation are based on the findings of the research.

Career management efforts should seek to align and advance the objectives of both the GDH and the individual. To align career management objectives with the strategic direction of the organisation; top management should dedicate effort and commitment to the development of employees.

6.4   RECOMMENDATIONS

From the results elicited from the respondents, the literature review from Chapter 2 and the valuable insights from the study, the following recommendations are proposed:

- The implementation and design of career management programmes should be supported by a consultative approach, where employees and managers are involved and participate in the process;
- The NHI and OSD systems should be used as stimulating interventions for change management and implementation of career management practices in order to add value;
- Communication is very important for the creation and awareness of career management programmes;
- Effective engagement and dissemination of information, particularly from the top down, will ensure that employees are well informed of recent resolutions;
- Research should be conducted to address some of the challenges identified in this study so that they are incorporated in to the overall strategic direction of the organisation; and
- It is the responsibility of the organisation's executive structure to ensure that the implementation of the recommendations takes place.

6.5   LIMITATIONS OF THE STUDY

As with all research endeavours, there were some limitations identified from the study, which are presented as follows:

- The research was undertaken at the head office with only one occupational classification, and thus not representative of the entire GDH;

- The research results reflect a specific moment in time and is therefore perceived as cross-sectional with constraints; and
- Participation by respondents does not reflect a true diverse coverage of entire workforce within the administrative and support group. Certain areas within the corporate service division failed to express an interest in the participation of the study, deeming the research skewed.

6.6 SUGGESTIONS FOR FURTHER RESEARCH

With a staff complement of more than 60,000 employees, scattered across 45 hospitals and district offices within the Gauteng province, the study only focused on employees employed at head office in the support and administration job classification. The scope can be enlarged by undertaking research in other areas of occupation and by involving employees employed in the health facilities.

In order to address and ensure transition from the status quo, a follow up study must be conducted to ascertain if, after the implementation of a career path management system, there has been any value gained on reflection of the findings of the current research.

Further research can be conducted to test the viability of incorporating career development of employees into the performance contracts of senior managers.

A longitudinal study should be undertaken to determine the sustainability of this study over a period.

6.7 CONCLUSION

Career management is becoming an increasingly important aspect of employee management in the work environment. Efficient and effective service delivery requires a competent and proficient workforce to advance the strategic goals of the organisation. However, in the public sector context, a number of government departments fail to realise the importance and value of career management implementation.

This study thus provided an insight into how career management practices and programmes are to be implemented in order to realise the value gain. The purpose of this research was to gain an understanding of the value of career management practices, since employees are the most important assets to an organisation.

The literature review makes assertions to many variables that are linked to the value proposition of career management practices. Chapter 5 reiterates some of the main elements contained in the research in relation to the objectives of the study. The key findings of the research were presented with possible suggestions to ensure value gain through the implementation of career management programmes. The findings of the research were interpreted against the research objectives and research questions. Some of these findings, if carefully considered and studied can improve the dire position faced by the GDH and transform the organisation into an employer of choice.

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Appendix A: Permission to conduct research letter

Gauteng Department of Health

Bank of Lisbon Building

37 Sauer Street

Johannesburg

2000

26 March 2013

PERMISSION FOR RESEARCH

Dear Ms Sue Le Roux

I Andy Mathebula, a student at the University of Johannesburg, currently enrolled for the MCom: Business Management programme intends conducted a research project as part of the compulsory minor dissertation. I have chosen the Gauteng Department of Health (GDoH) as a focal study point. The research title "The value of career management practices in the GDoH" seeks to investigate a prevailing dominant logic phenomenon. The primary objective of the research endeavor will be to determine the actual value and the level of significance with regard to career management programmes and practices in the GDoH. Historically, HRM practices in the South African public service did not place any emphasis on the development and the fundamental importance of career management. Fuelled by the fact that it is often difficult to measure HR activities in monetary terms, the people management discipline has always remained neglected in most organisations. Seeing that the researcher is employed within the organisation, it is trusted that he will receive the utmost cooperation from the sampled population.

The Master degree in Business Management is a postgraduate programme that is offered by the Department of Business Management, within the Faculty of Management, at the University of Johannesburg. The MCom is a part time course work based master's degree which comprises of 12 modules and a minor dissertation.

The consideration of ethics remains an increasingly important factor in any research. Ethical issues manifest from interaction with participants and the environment. Appropriate ethical standards shall be upheld to avert any undesirable consequences. The study will involve actively obtaining information from participants in a very diplomatic fashion. Ethical issues in relation to the following will be considered in the research:

- Participation in the research shall be voluntary
- An informed consent approach will ensure that participants are provided with all the necessary information regarding the nature of the study
- Confidentiality and anonymity shall be maintained at all times to protect the identity of the participants.
- Any potential harmful occurrence will be mitigated
- Results will be made available and communicated to the Department on request

Having declared the above, I would therefore like to ask for permission to conduct a research in the GDoH. As already asserted, the information provided by participants in the study will be strictly confidential.

Thank you in advance for your assistance. If you have any further enquiries you are most welcome to contact me.
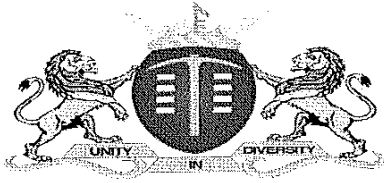
Yours sincerely

Andy Mathebula (802016436)

072 687 9550

(011) 355 3111

GAUTENG PROVINCE
HEALTH
REPUBLIC OF SOUTH AFRICA

Enquiries:	Ms Sue Le Roux
Tel:	(011) 355 3583
Email:	Sue.LeRoux@gauteng.gov.za

RE: PERMISSION FOR RESEARCH

Dear Mr Andy Mathebula

Your letter dated the 26 March 2013 which you requested permission to conduct a study has reference.

We have had the opportunity to consider your request and we are pleased to inform you that permission is granted for your study to be conducted. The Department acknowledges the nature of significance of the research and we are delighted that you have chosen the Gauteng Department of Health.

Kind regards

Ms Sue Le Roux

Director: Policy Planning and Research

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Appendix B: Survey instrument

QUESTIONNAIRE: NON-OSD SALARY LEVEL 1-12

Dear Respondent

INVITATION TO PARTICIPATE IN A STUDY

You are kindly invited to participate in a research study being conducted within the Department of Business Management at the University of Johannesburg. The purpose of this research project is to determine the value of career management practices in the Gauteng Department of Health (GDH). To this end, you are kindly requested to complete the following short questionnaire regarding the implementation of career management practices. This should take no longer than 15 minutes of your time. Your response is of utmost importance.

The information you provide will be treated anonymously (you do not need to provide your name). All responses will be afforded the necessary confidentiality and your individuality will not be compromised. Participation is voluntary and there will be no negative consequences linked to non-participation.

Should you have any queries or comments pertaining to this survey, please contact me on 011 355 3111 or 071 365 8597, or email me at andy.mathebula@gauteng.gov.za.

Kind regards

Andy Mathebula

An example of how to complete the questionnaire:

What is your gender?

Male	
Female	☒

Demographic Information

This section of the questionnaire covers demographic information. The section will allow for comparison of groups of respondents.

Please place an X next to the appropriate answer below:
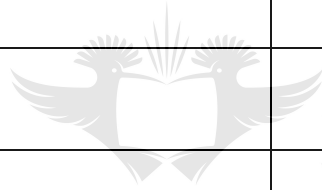
1. **What is your gender?**

Male	
Female	

2. **What is your population group?**

Black	
White	
Coloured	
Indian/Asian	

3. **What is your age?**

Younger than 21 years	
21 to 30 years	
31 to 40 years	
41 to 50 years	
Older than 50 years	

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4. How many years have you been employed in the GDH?

1 to 5 years	
6 to 10 years	
11 to 20 years	
More than 20 years	

5. How many years' experience do you have in your field?

Less than 1 year	
1 to 2 years	
3 to 5 years	
6 to 10 years	
11 to 15 years	
16 to 20 years	
More than 20 years	

6. What is your salary level?

Level 1 to 5	
Level 6 to 8	
Level 9 to 10	
Level 11 to 12	
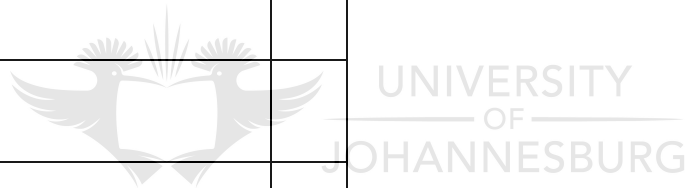
7.   What is your area of specialisation?

Human resources related	
Supply chain related	
Finance related	
Information technology related	
Communication and public relations related	
Risk management related	
Policy and strategy planning related	
Monitoring and evaluation related	
Secretarial related	
Auditing related	
General worker related	
Other (Specify below)	

UNIVERSITY
OF
JOHANNESBURG

_____

_____

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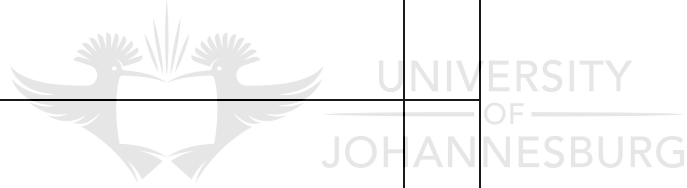
8.   What is your highest educational level?

Grade 11 or lower (Std 9 or lower)	
Grade 12 (Matric, Std 10)	
Post-matric diploma or certificate	
Baccalaureate degree(s)	
Post-graduate degree(s)	

Section B

Current career management

The following information relates to how career management is currently dealt with in your department/organisation.

9.   (a) Does the organisation implement career management policies?

Yes	
No	

(b) If your answer is <u>Yes to question 9(a)</u>, please rate how well career management policies are being implemented.

Very poor	
Poor	
Average	
Good	
Excellent	

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10. **Please list the career development opportunities available to you through your organisation.**

11. **Please list the career development opportunities you would like to see offered by your organisation.**

12. **Below is a list of factors, which might explain why career management has not been implemented or has been implemented unsuccessfully in your organisation. Use the scale provided to indicate the degree to which each factor has been a barrier for implementation of career management.**

	Not a barrier	Somewhat of a barrier	Moderate barrier	Extreme barrier
High work pressure due to too much work for all staff including managers				
Lack of expertise and knowledge by those tasked to ensure career development implementation				
Career management not deemed a priority because there are other pressing issues				
Resistance from line management to embrace change management efforts				
Backlog in work seen as priority over career development				
Career development not seen as a strategic enabler				

13. **(a) Are new recruits informed of possible career path and development opportunities in the organisation?**

Yes	
No	

(b) If your answer is <u>Yes to question 13(a)</u>, please indicate whether you concur or do not concur with the following statements.

Newcomers are informed of career path opportunities	Yes	No
During an induction or orientation programme		
By the direct supervisor or manager		
By a letter of appointment		
By the human resources department		
Other (specify below)		

_____

14. With regard to intervention measures, which encourage vertical mobility of staff and career development, please indicate whether the following are (A) present/absent in your organisation and (B) how well they are implemented and applied in your workplace.

	A		B				
	Present	Absent	Poor	Fair	Good	Very good	Excellent
The existence of employment equity policies							
Recognition of prior learning policies							
Performance agreements frameworks							
Public service regulations that identify career development as crucial							
Code of remuneration standards for stimulating career progression							

	A		B				
	Present	**Absent**	**Poor**	**Fair**	**Good**	**Very good**	**Excellent**
Well defined job descriptions with clear career paths							
Internal bursaries for career development							

Section C

Effects of Career Management

This section of the questionnaire explores the possible effects of career management

15.   The following were identified as potential psychological effects on employees due to the current career management practices. Please indicate your answer using the scale provided.

The effect of the current career management practices on…….	**Very positive**	**Positive**	**Neutral**	**Negative**	**Very negative**
Motivational levels					
Employee turnover rate					
Broadening knowledge and experience in a personal and professional capacity					
Staff morale					
Job progression					
Willingness to do more than just the basics of the job					
Enhancing organisational commitment					
Identification of training needs and developmental goals					

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16. **Below is a list of activities, which could affect productivity. Use the scale provided to indicate the effect each activity/action would have on each outcome.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Altering current career management practices will improve service delivery					
Reviewing current procedures in line with public service policy frameworks on human resource development will improve staff performance					
Realigning HR services will improve efficiency					
Introduction of a public service 'occupational specific dispensation' provision for support staff will improve compensation of employees					
Implementation of a turnaround career development strategy will enhance organisational competitiveness					

17. **Please read the statements below and use the scale provided to indicate your level of agreement or disagreement with each.**

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The exclusion of administrative/support staff from the Occupational Specific Dispensation provision has contributed positively to career management efforts					
Poor market related competitive remuneration packages cause employees to leave the public service					
An employee retention strategy should be linked to a performance appraisal and reward system					
Employee growth strategies should address personal and professional growth					

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Section D

Career development experience

This section explores your experience on the management of career development.

18. **Do you participate in any career development that is not managed through formal channels by your department/organisation, for example, adult learning or skills development outside the workplace or more informal learning or skills development within the organisation?**

Yes	
No	

19. **If <u>yes to question 18</u>, please describe the informal career-related development you participate in inside the organisation and/or any adult learning/skills development you participated in outside the organisation.**

THANK YOU FOR YOUR CO-OPERATION

Appendix C: Interview guide

Dear Sir/Madam,

I am currently undertaking a research project to determine the value of career management practices in the Department of Health. You are kindly requested to be interviewed regarding value of career management practices. This interview should take no longer than an hour of your time. Your response and honesty is of utmost importance. The interview will be voice recorded and subsequently transcribed.

I will ensure that the information you provide is presented anonymously in every part of the research content (i.e. your name, job and employer details). Confidentiality of these details will be maintained at all times.

Should you have any queries or comments pertaining to this survey, please contact me on 011 355 3111 or email at andy.mathebula@gauteng.gov.za.

Kind regards

Andy Mathebula

072 687 9550

(011) 355 3111

**THE VALUE OF CAREER MANAGEMENT PRACTICES IN THE GAUTENG
DEPARTMENT OF HEALTH**

Date of interview: _____

I hereby give express willingness to participate in the research project: _____

Gender: _____

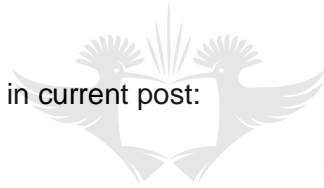Race: _____

Designation: _____

Division: _____

Number of years in current post: _____

Number of years in the GDH: _____

SEMI-STRUCTURED FACE–TO–FACE INTERVIEW QUESTIONS

SENIOR MANAGEMENT HIERARCHY (POST LEVEL 13 TO 16)

CURRENT STATE OF CAREER MANAGEMENT AND ITS IMPLICATION TO MANAGING CHANGE

Question 1

In your view, what value do career management programmes create in an organisation?

- Which policies/initiatives have been excellent (HRD policies, affirmative action, employment equity policies, white paper, public service regulation, CORE standards, internal bursaries, recognition of prior learning)?
- Why have they added value (employee performance reports in the form of performance evaluation reports, strategic reports, indicators of success, monitoring on a monthly/ quarterly/ annual basis)?
- Which policies/initiatives have not added value?
- Why do you think have they not added any value (wrong culture in the department, lack of understanding of roles and value chains, communication problems, feedback lacking)?
- How can such initiatives be improved or modified?
- Are there any new policies or initiatives you would like to see implemented?
- Are employees subjected to training and development programmes?
- Is there recognition of credentials and long service?
- Do performance management and affirmative action objectives support career management?

Question 2

Career management is a relatively a new concept in the public service, according to your understanding what are the reasons for the slow receptiveness of this model in the public service?

- Are human capital management and the activity of career management seen as a strategic partner to the success of service delivery to the public?
- Could a lack of understanding of the purpose of career management, which includes new skills and training to create the knowledge worker who is then an intangible asset to the organisation, be a reason for the lack of support?
- Could the fact that benefits and incentives, that are linked to performance and salary increases, are not tied to promotion be a contributing factor?

Question 3

What formal career management strategies and polices are currently in place as a means to retain employees?

- Are employees subjected to training and development programmes?
- Are credentials and long service recognised?
- Do performance management and affirmative action objectives support career management?

Question 4

In the absence of formal career management programmes, how are careers managed and nurtured in the organisation or by the individual?

- Are they managed by managers themselves informally?
- Are individual employees responsible for their own careers?
- Are careers not managed at all?

Question 5

Does the career development programme, or lack of it, affect your ability to manage change?

- Ongoing changes relating to strategic objectives or re-structuring political change?
- The massive change management process relating to NHI?
- How does management deal with change when inadequately prepared?
- Has management been prepared for the NHI change?
- If yes, how?
- If no, what more is needed?
- Do you believe that there will be resistance by management to NHI change, why?

Question 6

What psychological effects do you see on other managers and your admin/support employees in the failure to implement and recognise the importance of embracing a career-centred culture?

- A lack of growth and development opportunities?
- A high turnover rate and disgruntlement?
- Low motivational levels and a lack of self-confidence?
- A reluctance to take risks and pessimism?
- Low job satisfaction and morale?

SIGNIFICANCE OF CONSIDERING CAREER MANAGEMENT AS A RETENTION STRATEGY IN ORDER TO MANAGE CHANGE

Question 7

From your perception, what are the outcomes that could emerge from embracing formal career management programmes within the Department/organisation?

- Less absenteeism/staff turnover rate?
- Job satisfaction?
- Clear training and development needs?
- Broadened knowledge and experience?
- Increased employee morale?
- An employee-centric culture?

Question 8

In your opinion, what impact does the retention strategy have on reducing the vacancy rate in the organisation?

- Does a retention policy exist?
- Is there a direct relation between career management and job satisfaction?

ENVISAGED FUTURE STATE TO MANAGING CAREER DEVELOPMENT

Question 9

With the NHI currently being piloted, what impact will that have on career management practices?

- Will it enhance and improve people management strategies?
- Will it expose problems relating to implementation of career management?

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