

DURBAN UNIVERSITY OF TECHNOLOGY

**TALENT MANAGEMENT AS AN ADMINISTRATIVE TOOL TO ENHANCE SERVICE DELIVERY: A CASE
OF O.R. TAMBO DISTRICT MUNICIPALITY**

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DISTRICT MUNICIPALITY**

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JULY 2023

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DECLARATION

I, the undersigned, **Sinoxolo Mjulwa** hereby declare that the work exhibited in this dissertation is based on my research and that I have not submitted this dissertation to any other higher education institution to attain an academic qualification.

This dissertation is presented by me for examination for the Masters of Philosophy in Management Sciences.

Date: July 2023

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DEDICATIONS

This dissertation is dedicated to my late grandmother Ms. Nocingile Mjulwa, for wishing that she may have an educated child amongst her children.

To my adopted mother Ms. Hendrietta Tandiwe Ncaphayi, for her continuous love and support throughout my life time.

To my wife Ms. Sphilile Faith Mjulwa for her continuous love and support throughout my education journey and lastly to every poor child that has no hope of climbing high to the education ladder.

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LIST OF ACRONYMS

HR	---	Human Resource
HRM	---	Human Resource Management
TM	---	Talent Management
SPSS	---	Statistical Package of Social Sciences
MTM	---	Macro Global Talent Management
MDGs	---	Millennium Development Goals
SDGs	---	Sustainable Development Goals
CEO	---	Chief Executive Officer
GTM	---	Global Talent Management
ETM	---	
RTM	---	
ITM	---	

ABSTRACT

The incomparable difficulty of today's business context, as manifested by globalisation, technology, and more significant socio-economic, geopolitical, and demographic changes, increases the inevitability of focusing on identifying, attracting, recruiting, developing, and retaining talent to direct its challenges. A solid understanding of the elements that drive municipal talent administration, retention strategy, employee strategic alignment, and employee motivation could enable municipalities to proactively execute Human Resource interventions to improve their talent management execution. This study examined the relationship between talent management and service delivery. The role of talent management as a mediator between recruitment and labour costs was also explored. Municipalities must retain talent if they are to remain leaders in effective and efficient service delivery. Human Resources play a critical role in promoting this. It is also crucial to emphasise talent management's crucial role in attracting, developing, and retaining skilled individuals. Results from the study showed that Talent management is critical if a municipality maintains a certain level of skills, which positively impacts service delivery. Results also revealed that there is a strong relationship between Talent management and service delivery and that Talent management is a key component in municipality service delivery that can only be achieved if a municipality practice and implement Talent management consistently. Furthermore, results have shown that lack of leadership, public servants' commitment to efficient service delivery, and cadre placement contradict smooth succession and talent retention. A quantitative research methodology was used in the collection and analysis of data. A sample of 312 municipal officers was considered to participate in the study. The study utilised SSPS software to perform an analysis of the data.

CHAPTER ONE: INTRODUCTION & BACKGROUND TO THE RESEARCH PROBLEM

1.1 Introduction

Kavanagh and Johnson (2020) and Erasmus, Erasmus, Naidoo, and Joubert (2017) propose a lack of consistency in the execution of talent acquisition techniques and policies at the senior levels of organisations. Turk and Kavraz (2021) avow that HR experts and organisational leadership lack a conceptual understanding of talent management and its subparts. Johnson (2020) emphasizes that an organisation's leadership is risky to its performance because leaders are tasked with establishing and guiding the implementation of policies and practices outlined in the organisation's vision and goals. The question of whether HR or the corporate board of directors is responsible for overseeing talent management policies is being debated (LeCounte, Prieto, and Phipps, 2021). Mubangizi (2021) states that poor rural service delivery and the issues that rural communities encounter are key driving factors in rural talent management, and this Talent Management (TM) can bring both obstacles and possibilities to rural governments. Cities must manage sudden natural calamities such as droughts and floods and essential service delivery such as water, electricity, and sanitation.

Hendricks (2016) suggests that it should be emphasised that there are currently measures in place in the public sector that might be used to retain employees, and Pillay (2019) notes that these are essentially policies and activities that promote Human Resource Management (HRM) and employee retention. The issue is that, while these acts' policies and procedures exist, they may be insufficient and not well applied. According to Bhalla, Caye, Lovich, and Tollman (2018), senior management has a significant concern about talent-related matters in any business context. More than 75% of CEOs emphasise the insufficiency of critical skills and capabilities as a key threat to their organisation's growth prospects. The recent publication of the empirical literature on TM (Thunnissen and Gallardo-Gallardo, 2019) indicates that though research has been conducted in a broad diversity of circumstances (i.e., countries and organisations), contextual considerations, as well as the position of actors in a particular context, have been largely ignored in the conceptualisation and implementation of TM. Contextual concerns and the role of actors in a specific context have been largely ignored in the conceptualization and implementation of talent management.

1.2 Background to the research problem

Talent management is a continuous strategy employed by institutions to attract and retain high-quality employees, develop their skills, and work on continuously motivating them to improve their performance. The focus is on creating motivated human resources to enable an institution

to meet its long-term goals. Staff retention is influenced by, amongst other things, human resource planning, recruitment and selection, optimal human resource utilisation, human resource development, compensation and benefits, employee labour relations, safety and health. The available literature shows that researchers differ greatly in their understanding of the concept of TM (McDonnell and Lavelle, 2021). Huang and Tansley (2021) further mentioned that TM seems to be a highly contentious issue that requires further examination. A report by the Public Service Commission (2010) for example found that most of its public service managers are not competent in human resource functions such as compensation, recruitment and selection, performance management, organisational development safety and wellness. These practices are crucial for the effective management of a talented workforce in the public sector (Schuler, Tarique and Jackson, 2020). A study by Theron (2018) in South African public higher education institutions revealed that academics are most likely to quit their jobs as a result of poor performance management and compensation practices. Another study by Barkhuizen (2018) showed that TM practices such as workforce planning, talent development and retention strategies were poorly applied among support staff in a public higher education institution and had a subsequent negative impact on their work engagement and service orientation.

The South African public sector faces serious challenges relating to effective service delivery. Research continues to point out problems in the public service that lead to its failure to deliver quality services to the local population (Mabille and Barkhuizen, 2020). The poor service delivery is a direct result of TM strategies that fail to retain key talent in the public service (Koketso and Rust, 2019). Public service leadership should therefore give precedence to the TM of skilled and competent staff as they are high in demand in the public sector. Unfortunately, TM is rarely a strategic or operational priority for many organisations. Research by the Human Capital Institute revealed that only 57% of companies surveyed had a department formally dedicated to TM (Human Capital Institute, 2017). The results also showed that more than half of the companies stated that it is difficult to implement TM practices. Furthermore, the majority of the research studies to date shows that TM practices are generally poorly applied within South African organisations especially municipalities (Barkhuizen and Stanz, 2020; Cooke, Schutte and Stanz, 2018; Magolego, Barkhuizen and Lesenyeh, 2016). It is important to manage talented employees effectively as there are positive outcomes for all those involved. For individuals, it leads to greater motivation, job satisfaction and work engagement (Smith, 2019). At an organisational level, it increases service orientation and performance, resulting in higher quality products and client satisfaction.

1.3 Problem Statement

Rural municipalities often fall victim to regrettable employee turnover, which becomes a wasteful labour cost and adds strain to the municipality's budget and service delivery. Competent and experienced professionals are difficult to recruit in a remote and rural municipality, and the current on boarding and retention programmes are not addressing the needs of the staff complement sufficiently. The municipality has lost numerous high-performing employees due to insufficient HR interventions. Michaels, Handfield, and Axelrodh (2018) agree that employees would be seen as cost when their service cannot qualify them to the minimum requirement of a long-term service bonus in an organisation, which in most organisations is 5 years of service. Dahshan, Keshk, and Dorgham (2018) stress that employees would be contemplated as most treasured possessions when they can meet their duties with less time.

According to Crane & Hartwell (2019), this phenomenon of talent management challenges is also common in the O. R. Tambo District Municipality, especially in the Department of Human Resources. The talent management challenge manifests itself in the form of the municipality's resources (both financial and personnel) when recruiting an employee in good faith and paying a salary package that is beneficial to both the employer and the employee. Dahshan, Keshk, and Dorgham (2018) concur that in other scenarios, the municipal recruitment process, in which municipal officials compete with the highly resourced private sector and urban-based municipalities in attracting and recruiting capable and suitably qualified prospective employees to ensure quality service delivery, cannot compete fairly in the competition to the detriment of the O.R. Tambo District Municipality. This may be attributed to poor municipal recruitment. Mahjoub and Vd. (2018) assert that such poor municipal recruitment occurrences, in most cases, can be rectified by researching, modifying, and adapting talent management practices and systems uniquely tailored for the public sector that works on managing talent to achieve a win-win level of performance for all parties engaged in an employment contract (Salau and Vd. 2018, Cejas, Mendoza, Navarro, Morales 2021).

Given the above challenges, this study will focus on talent management as an administrative tool enhancing service delivery within the O.R. Tambo District Municipality, with specific reference to the Department of Human Resources, to improve the recruitment process, mediate labour turnover, avoid recruitment litigation, and mitigate recruitment. Therefore, the main problem to be addressed by this study will be: why does the municipality fall victim to regrettable recruits that delay service delivery, usually to the detriment of the Human Resource Department of O.R. Tambo District Municipality? An administrative model should be applied to enhance service delivery in the municipality.

1.4 The aim of the study

Given the importance of TM to sustainability and succession in the public sector especially in the municipality where continuity of service delivery is key, this study aims to identify and empirically investigate TM as an administrative tool to enhance service delivery at O.R. Tambo municipality. This will enable a better understanding of how a municipality can succeed and subsequently be effective in service delivery to the community and citizens of South Africa.

1.5 Study objectives

Natarajan and Suresh (2018) state that the research objective is a factual statement describing what the research achieves. Below are the objectives of the research study.

- ✓ Assessing the influence of talent management on service delivery at O.R. Tambo Municipality.
- ✓ To investigate challenges that affect the effective implementation of talent management as an administrative tool to enhance service delivery at O.R. Tambo Municipality.
- ✓ To recommend a talent management model to accelerate service delivery at O.R. Tambo Municipality.

1.6 Research Questions

The narration of synthesis shows gaps in the existing research literature that has not yet been explored or are under-explored and specifies the research questions for filling the void in the body of knowledge (Tanskanen, Ahola, Aminoff, Bragge, Kaipia and Kauppi, 2017). In this dissertation, below are the research questions.

- ✓ How do talent management influence service delivery at O.R. Tambo Municipality?
- ✓ What challenges affect the effective implementation of talent management as an administrative tool at O.R. Tambo Municipality?
- ✓ How can the talent management model accelerate service delivery at O.R. Tambo Municipality?

1.7 Significance of the study

The research will investigate Talent management as an administrative tool to enhance service delivery at OR Tambo municipality. Talent management has been adopted by the private sector as a key strategy to retain and maintain a skills level that is required for an organisation to maintain a level of performance and productivity. The importance of TM in modern HRM cannot

be understated if South African public sector ever intends to catch up with the private sector on retaining skill to maintain effective service delivery to the citizens. The study will benefit municipalities in South Africa that are partially or not practising TM. Furthermore, the study will benefit HRM practitioners in the public sector on the benefits of adopting and implementing TM as an administrative tool that can be used to enhance service delivery. The study through its recommendations and results will be shared with municipality authorities who are expected to adopt and implement some of the recommendations which are expected to result in an efficient TM. Furthermore, TM practitioners in South Africa can adopt the results of this study as a springboard to implement, oversee, and monitor successful TM in their institutions mostly in municipalities.

1.8 Structure of the dissertation

- **Chapter One: Introduction**

This chapter provides a general introduction and overview of the study. It sets out the problem statement, the rationale of the study, and the aim and objectives of the study.

- **Chapter Two: Literature Review and the theoretical framework**

This chapter reviews the existing literature and discusses the implementation of TM, and how existing theories support the concept in the municipalities' HRM.

- **Chapter Three: Research methodology and design**

This chapter will provide an overview of the research design and methodology adopted in the present study. In particular, the chapter will provide information on the study population, sample, sampling method, research instrument and administration, and method of data collection. The sample size and statistical analysis techniques that will be used to test the proposed relationships between the dependent and independent variables as well as the validity and reliability of the study will also be discussed in this chapter.

- **Chapter Four: Presentation, analysis, and discussion of results**

This chapter reports the empirical results of the study. More specifically, results about the reliability and validity of the study will be reported. The results of the empirical testing of the proposed relationships between the dependent and independent variables will also be presented.

- **Chapter Five: Conclusion and recommendations**

This chapter draws conclusions from the study based on the empirical findings and from the literature review. It further provides recommendations for academics, management, government and other stakeholders. Conclusions will be drawn by comparing the empirical findings and objectives of this study. The recommendations and the contribution of the study will be presented based on the findings of the study. Lastly, the limitations and suggestions for future research will be discussed.

1.9 Conclusion

This chapter has outlined the introduction and background to the research problem. The study aims and objectives were articulated including the hypothetical relationship that will be tested in the study. Furthermore, this chapter also pointed out the significant of implementing talent management strategies for the achievement of business goals.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

A literature review is a body of material that seeks to review crucial elements of current knowledge, such as substantive results as well as theoretical and methodological contributions to a certain field (Dellinger, 2018). A review of the literature can also be construed as an assessment of an abstract accomplishment. A literature review is most typically connected with academic literature, such as a thesis, and it usually comes before a research proposal and results in section. Its primary purpose is to locate current knowledge points, such as substantive results as well as theoretical and methodological contributions to a specific area. A review of the literature can also be construed as an assessment of an abstract accomplishment (Cameron, 2019). A literature review is most typically connected with academic literature, such as a thesis, and it usually comes before a research proposal and results in section. Its primary objective is to place the current study into the context of the body of literature and to provide context for the specific reader.

A critical literature review is an examination of the relevant literature. It is doubtful that a person will be able to produce a properly critical appraisal of the literature until he or she has a thorough understanding of the subject, which is usually near the end of a thesis. Galvan (2017) defines literature as "everything relevant that is written about a topic: books, journal articles, newspaper articles, historical records, government reports, thesis and dissertations, and so on." It provides an overview of the field of study, including what has already been said on the subject, who the important writers are, what ideas and hypotheses are prevalent, what questions are being posed, and what approaches and methods are appropriate and useful. A critical literature evaluation demonstrates how dominant ideas fit into a researcher's thesis and how his or her thesis agrees or disagrees with them Green, Johnson and Adams (2016).

This chapter will provide an overview of what other researchers have to say about the study's issue. This will allow the researcher to detect gaps in prior studies as well as flaws. The literature review is one of the most critical processes in the entire process of developing a study. The literature studied in this study is relevant to the study's issue. The researcher will back up the findings by mentioning what other researchers have said about the research topic. This study aims at investigating talent management as an administrative tool to enhance service using O.R Tambo District Municipality as a case study.

2.2 The context of local government

Local government is one of the branches of government that is closest to the people and is in charge of providing fundamental services, as mandated by the Constitution (1996). Municipalities design programmes and projects that address poverty and development in their areas of authority while enhancing people's lives through integrated strategic planning. Rendering to Cameron (2019), one of the main elements of the New Public Management reform is service delivery, which aspires to be customer-focused in creating and administering services. Section 152 of the Constitution (1996), opines that local government is responsible for providing necessary services to communities in a sustainable way, as well as encouraging socioeconomic growth and a healthy, safe environment.

Local government has been assigned a key and critical role since the foundation of democracy in rebuilding communities and environments based on creating a non-sexist, non-racial society while increasing the socioeconomic position of people in various areas. Local government, conferring to Koelble and Siddle (2016), was decentralised as a form of government close to the people, with municipalities to govern them, as stipulated by the Constitution. The primary duty of local government, among other things, is to secure the long-term provision of services to communities. Permitting to the Department of Cooperative Governance and Traditional Affairs' local government back to basics plan (2015), all spheres play an important role in assuring service delivery. Municipalities are required under the constitution to work to ensure:

- Good governance.
- Build capable institutions and administration.
- Public participation: putting people first.
- Rendering of basic services (water, sanitation, electricity, waste removal services).
- Sound financial management and building capable institution.

Local government, as the third tier of government, is diverse and functions in a distinct environment. They rely on two main sources of funding: their revenue and intergovernmental fiscal transfers, which include borrowing. Municipalities produce revenue from property taxes, user fees for municipal services, and user fees for municipal services (National Treasury, 2011). Local governments are responsible for rural development and transformation, as well as providing social services to rural populations within their jurisdiction (Abdul-Salaam, 2016). Service delivery has been noted to be slow in most areas of South Africa, particularly in rural areas. Citizens are beginning to lose faith and trust in municipalities as a result of service delivery

failures by local governments. Abdul-Salaam (2016) concurs that there was previously inadequate and inefficient service delivery in local government and reveals that some issues underpinning deficient service delivery include a lack of funding, corruption, political involvement, and a lack of accountability.

One of the major issues contributing to a lack of service delivery is a lack of institutional autonomy. In local government matters, there is a high degree of external influence from third parties. Although the self-governing legislative authority has improved local government autonomy, their rights and functions as defined in the Constitution, local government autonomy are not absolute, and municipalities remain interdependent on other domains for support and monitoring. The national and provincial realms monitor the extent to which municipalities exercise control and collaborate to promote the welfare goals of the entire country (Fuo, 2017). Local governance is inferior in that a municipality's right to control its projects is conditional in the sense that it is subject to national and provincial legislation and intervention (Singh, 2016).

Municipalities in South Africa are divided into three categories since local government has become the initial point of interaction between citizens and government (Category A, B and C). The overarching goal is to concentrate on strengthening local economies and delivering acceptable social and infrastructure services to individuals who live within their authority (Berman and James, 2018). The structure of municipalities in local governance is as follows. A Municipality's organisation structure: Section 155 of the South African Constitution provides for the establishment of municipalities in the local sphere of government. Municipalities function within a political environment. Municipalities differ in capacity and effectiveness based on the following structures, permitting the Municipal Structures Act 177.

- Category A Municipality – Metro Municipalities
- Category B Municipality- Local Municipalities
- Category C Municipality- District Municipalities

Affording to the Constitution (1996), Category A (metropolitan) municipalities have sole municipal executive authority in their area, Category B (local) municipalities share municipal executive and legislative authority with Category C municipalities, and Category C municipalities have municipal executive and legislative authority in an area that includes more than one municipality. Category A municipalities, according to Mabizela (2020), are cities with big urban regions and a vast rural peripheral. They are regarded to be capable of carrying out the full range of municipal tasks.

Within their boundaries, they are made up of small towns and large villages. Permitting to Mabizela (2020), Category B municipalities are local municipalities with small towns or huge territories. They add capacity to little areas around them. Furthermore, Category C municipalities are district municipalities made up of local municipalities. Metros have the authority to coordinate all services provided in the region under their jurisdiction. Ward councillors represent Category B municipalities, which are divided into wards. Category C municipalities are made up of many local municipalities that work together to provide services and develop the district as a whole.

2.3 Talent

When referring to these concepts in this work, the term talent will be used to ensure consistency. Conferring to Gallardo-Gallardo and Thunnissens (2019) critical analysis of empirical TM research, most research on the definition of talent is undertaken by Anglo-Saxon lead scholars, which can have implications when defining talent. Furthermore, the offered description of talent comprises terminology that stems from the exclusive TM approach, such as skilled employees, top performers, and so on, and is focused on people who are seen as vital personnel inside the firm. Furthermore, the definition of talent has influenced the talent management discourse, leading to the exclusion-inclusion paradox as a result of definitional contradictions within talent management and diversity management (DM) concepts (Daubner-Siva, Vinkenburg & Jansen 2017).

Even though numerous researchers have sought to define the idea of gifted workers, their definitions vary based on the explored area in the literature, resulting in definition uncertainty (Gallardo-Gallardo, Dries, and González-Cruz, 2019). When looking for what is considered talented, it is frequently and ambiguously characterised, probably due to the reliance on beholder judgments as well as the contextual situation (Cismaru and Iunius, 2020). It would be desirable to apply diversity management concepts in TM practice, suggesting that even diversity aspects, such as gender and age, can be considered talent. Furthermore, the DM adheres to a more inclusive TM definition in which "every person has his or her capabilities and he can produce added value for the firm" (Gallardo-Gallardo et al., 2020). inferring that what is called "talent" is subjective to the organisation's point of view.

When it comes to how talent is perceived in the labour market, we assume that the common view on exclusive talent management, as well as the explicit forms of its measurement that define talented people, constitute an institutionalized "discriminating" definition (Meyers, 2016; Tung, 2016). The inclusive TM definition of talent adopted in this paper is considered vague, it indicates the importance of the context, in which the talent is intended to be used. This definition leaves space for different subjective views, which suit the growing consensus of the superlative

fit approach to TM. Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor and Wright (2017) provide a perspective which offers the possibility to determine what considered as talent, depending on the beholder's or organisation's understanding of it. In addition, it gives alternative ways to evaluate other features than educational level, experience, and language spoken, which can be considered a product from a more rational point of view. Furthermore, it provides other methods for evaluating characteristics other than educational level, experience, and language spoke, which can be viewed as a product of a more reasonable point of view. When it comes to defining talent, this viewpoint has been widely applied in the field of TM (Sandberg and Targama, 2016). Then talent can be defined as something possessed by an individual who is viewed and recognised within his or her social environment as someone who has the potential to bring value to the company.

2.4 Definition of talent management and service delivery

2.4.1 Talent management

It was in 1990 when the business vocabulary of talent management was first used. By that time, numerous academic scholars, in particular human resources professionals and researchers, developed an interest in talent management (Khoreva, Vaiman, and Van 2017). Companies and organisations all over the world have been trying to enhance their performance as a result of globalisation, a highly competitive market, a lack of skilled labour, and other difficulties that have arisen during the last several decades. Permitting to various research on the subject, talent and leadership are two of the most important characteristics that can help businesses progress. Furthermore, Cismaru and Iunius (2020) state that the concept of talent management stems from the 1990s notion of the "war for talent," which was initiated by McKinsey's consultants (Chambers, Foulon, Handfield, Hankin and Michaels, 2018), who believed that due to market competition, companies fought to acquire the smartest, most skilled, and most talented workers for strategically important positions in the company.

Bestowing to Gallardo-Gallardo, Thunnissen, and Scullion (2020), there is little doubt that attracting, developing, and retaining people has emerged as one of the most crucial concerns confronting businesses worldwide. Talent management (TM) refers to the actions and processes that entail the systematic attraction, identification, development, engagement, retention, and deployment of those talents that are of particular value to a company to achieve strategic, long-term success. Daubner-Siva et al. (2017) proposed a similar definition of TM, claiming that it is

concerned with establishing and implementing a human resource strategy to fill essential roles with talented people to boost corporate efficiency and encourage long-term growth.

Affording to Tamzini and Ayed (2017), global talent management is the use of talent management tactics to attract, develop, and retain high levels of human capital. The emphasis made by Feng (2020) on talent management approaches should be on taking a long-term strategy to develop talent in each business unit. One of the most rapidly expanding management specialities is talent management (Collings, Scullion, and Vaiman, 2019), even though the field of talent management is still in its infancy and requires much more research and development, two major approaches to talent management have recently been acknowledged and utilised by businesses. Beginning with, exclusive talent management, which has been the more dominant of the two, is primarily concerned with targeting a small group of highly skilled workers who significantly contribute to the company's performance and invest to maximize the company's profits, reflecting a more objective viewpoint (Meyers, 2016). The inclusive approach to TM addresses difficulties such as an unstable market and a scarcity of competent people. Furthermore, the widespread idea underpinning inclusive TM is that each person has distinct characteristics and abilities that, if used appropriately, might tremendously benefit the firm.

The standard definition of inclusive talent management is: recognising and accepting that each employee has a unique talent. It is the continuous appraisal and placement of people in jobs where they are best suited. As a result, people to attain their full potential, and employers to put those skills to use for the benefit of the firm (Swales, Downs, & Orr, 2017). With enterprises' rising interest in inclusive TM, the goal of HRM is to achieve social legitimacy and favourably influence labour market functionality by integrating potential employees who are now not part of an organisation's workforce. Furthermore, the purpose is to recognize and develop potential employees' talent and knowledge, as well as to assure their long-term employment (Weinberg, Freese and McElhattan, 2021).

Talent management that is accountable for talented individuals is stated to be a resource that helps firms build a lasting competitive advantage and promote their development by utilising this resource. As a result, the area of TM has piqued the interest of firms that are continually looking for better ways to manage their brilliant staff. As previously said, there are two basic approaches to talent management prevalent in the industry, with exclusive TM being the more popular and widely used by enterprises. However, Swales (2016) found that within firms that apply exclusive TM, only twenty per cent of employees are identified as talented, leaving the other per cent out and denying them the opportunity to fulfil their full potential. As a result, responsible talent management emerged when researchers in the field attempted to bridge the gap between two

different methods of TM in order to minimize ethical difficulties within ETM and support the inclusivity of talents by combining both approaches (Anlesinya and Amponsah-Tawiah, 2020).

Permitting to Carroll, Copp, Davis, Keyzers and Prinsep (2022), responsible firms consider stakeholders' concerns about organisations' responsibilities, commitments, and duties to society and the organisation's stakeholders, particularly employees. As a consequence, how organisations view and implement TM reflects on whether they are responsible or irresponsible. Furthermore, bestowing to Anlesinya and Abugre (2021), only a tiny number of experts in the field focus on the ethical and social elements of TM approaches. Moreover, the research tends to commonly underestimate the impact of strategic ITM on organisations' environmentally friendly culture and sustainability.

As a result, Anlesinya and Amponsah-Tawiah (2020) developed the responsible talent management model, which is based on a combination of CSR, ITM, stakeholders, and organisational justice theories. They described RTM as a set of talent management methods and practices that focus on the company's responsibility to identify, develop, and maintain the many unique talents of all employees by providing them with access to prospective possibilities for growth and development. In addition, to be fair, when accepting their weaknesses, acknowledging their contributions, and providing everyone with the same opportunities to grow as appreciated employees, to establish their commitment to the organisation. And in this way, it will be possible to achieve reciprocal sustainability for both employees and their organisation (Anlesinya and Amponsah-Tawiah, 2020).

According to Li, Hedayati-Mehdiabadi, Choi, Wu, and Bell (2018), talent management issues include attracting and retaining people, the conflict between subsidiaries and headquarters, tension between high and non-high potentials, and tension between generations. Bestowing to Filippus and Schultz (2019), talent management difficulties include a lack of performance management, a lack of talent development, a lack of talent retention, remuneration challenges, complex government rules and red tape, and a lack of leadership. Permitting to Ogbari, Onasanya, Ogunnaike, and Kehinde (2018), the full answer to talent management difficulties consists of strategic job requirements, job grading, performance management, recruitment criteria, and succession planning. Many organisations are confronted by the war for talent in terms of critical personnel management variables such as job motivation, attractiveness, and development, work worth and recruiting (Holster, Tjwa, Moelker, Wils, Hansen, Vermeijden, Scholten, Hoek, Nicolai, Kuipers and Pattynama, 2016).

Turner and Kalman (2018) argue that human resource management should not be held primarily responsible for an organisation's talent management operations. Silzer and Dowell (2016)

contend that to develop talent practices, implement an efficient talent management program, and develop a talent management culture in the organisation, all stakeholders, namely the organisation's board of directors; the chief executive officer (CEO) and senior executives; the HR department and talent professionals; line managers, and an external consultant, should take co-responsibility and co-ownership in ensuring the success of the talent management process.

2.4.2 Macro View of Talent Management

The macro view of TM has largely been disregarded, as the majority of TM literature focuses on the individual and organisational levels, or provides a comparative view of how organisations implement TM methods in different national contexts (Al Ariss and Sidani, 2016; Brewster, Mayrhofer and Farndale, 2018). According to the Global Competitiveness Index (GCI) and survey results from Softscape Global and Deloitte-Bersin (Khilji and Pierre, 2021), the struggle for talent has gone global in an unpredictable global market. These circumstances have increased the pressure on organisations to build robust TM strategies that can assist them in attracting and retaining the best personnel. However, leading nations such as the United Kingdom, the United States, Germany, Australia, and Canada have joined the quest for global talent by creating governmental programs such as immigration. Emerging-market governments, such as India and China, are attempting to reverse emigration and return highly skilled emigrants to their home countries, whereas governments such as South Korea, Malaysia, Taiwan, and Singapore have made significant investments in education and human resource development for their citizens, a practice known as "home growing" (Khilji and Pierre, 2021). These investments in utilizing the human talent and developing local capacities have played an important role in government-led initiatives aimed at enhancing economic growth by unleashing human potential and building on organisations' innovative capacity. The global issue of attracting and retaining the finest people has grown in complexity by incorporating different governmental and non-governmental organisations, going beyond the development of individuals, TM processes, and organisational systems (Al Ariss and Sidani, 2016; Brewster, Mayrhofer and Farndale, 2018).

At the macro-national level, TM integrates a broad crossflow of talent, government policies, and diaspora mobility to attract, train, develop, and retain exceptional individuals for innovation and competitiveness, facilitating TM practices at the organisational level. As a result, Khilji et al. (2020) argue that, as governments have joined the race alongside organisations in the fight for talent, GTM must expand beyond the personal and organisational levels in order to better comprehend the complexity of managing talent in today's globalised world. As a result, define macro global talent management (MTM) as activities and policies that are systematically designed and developed by governmental and nongovernmental organisations to promote the

quality and quantity of talent across countries and regions to facilitate citizens' and corporations' innovation and competitiveness (Al Ariss and Sidani, 2016; Brewster, Mayrhofer and Farndale, 2018).

They contend that exploring and participating in multidisciplinary research can provide a more holistic and comprehensive understanding of TM and help to establish more complex theoretical frameworks in the discipline (Khilji and Keilson, 2019). This will aid in the development and strengthening of knowledge and practice in the field of GTM, hence better informing governmental and non-governmental policy. This would enable them to deal with the complexities of managing talent in the global labour market while also enhancing economic development through the use of integrated country-level education, human-resource development, and talent development.

Building on Collings and Mellahi's (2019) definition of TM, Al Ariss et al. (2017) define TM as processes and activities that include

- Identifying key positions that differentially contribute to the organisation's sustainable competitive advantage.
- Developing a diverse talent pool of high potential and high-performing individuals and developing an HR architecture to facilitate filling these roles and positions; developing an HR architecture to facilitate filling these roles and positions.
- Assuring their ongoing commitment to the organisation and societal well-being with local and national circumstances through appropriate HR policies and procedures.

According to Collings and Mellahi's (2019), while the concept of TM is based on functioning at both the human and organisational levels, it does not take into account the macro-level, which includes both governmental and non-governmental actions at the country level. Nonetheless, the MENA area literature lacks a macro-view of strategy design and TM execution. Firms operating in emerging regions, such as the MENA region, must analyse macro-country or regional-level issues while establishing and executing TM practices to contextualize or reconceptualise their strategy (Al Ariss et al. 2017).

Taking a more sophisticated approach, these are different country or regional level elements that may support or obstruct talent or human capital growth and integration (Khilji and Pierre, 2021). For example, when investigating local differentiating factors in emerging economies such as India, China, Central and Eastern Europe, and the Middle East, TM would concentrate on skill availability, business culture, corporate social responsibility, and social, economic, and political transformation. According to Khilji and Pierre (2021), in Jordan, TM extends beyond the

confines of human resources departments and practices in public and commercial organisations to include government policies and strategies for youth education, formation, and integration. As a result, TM in Jordan is a structural and governmental issue, including socioeconomic and educational barriers as well as institutional or organisational barriers.

As a result, to accurately assess these problems, this part will examine macro-level factors influencing national policies, as well as educational and technical challenges confronting Jordan in terms of the creation and development of youthful talent. Particularly those that impede either the optimum use of talent or investments made in creating and training suitable talent pools that can be quickly absorbed into the labour market (Turner and Kalman, 2018).

2.4.2 Service delivery

Permitting to Kim, Park and Rho (2019), service delivery consists of a series of highly localised activities performed by agents in public agencies or private organisations to offer citizens essential products and services in a standardised manner. Local governments are required to fulfil mandatory tasks and functions to provide fundamental services to communities such as water reticulation, town road maintenance, housing, solid waste disposal, power, and environmental protection to citizens within their authority regions. Rendering to Murimoga and Musingafi (2019), citing Bachmann and MacCleery (2016), service standards support local economic development, whereas poor service delivery undermines the quality of life in this local area, slows economic growth, and creates a lack of trust between citizens and local governments. Hernandez, Grahnam, Master and Albert (2016) emphasizes that effective service delivery is a critical component of poverty reduction strategy and contributes to the achievement of the Millennium Development Goals (MDGs), which have now been replaced by the Sustainable Development Goals (SDGs) (United Nations Summit 2018).

Conferring to the literature, service delivery in the poorest nations is inefficient, costly, red-taped, onerous, overly bureaucratic, and opaque (Tamrakar, 2021). Governance and inadequate service delivery continue to be crippling problems in the majority of local governments. Conferring to Majekodunmi, Emmanuel and Jafry (2020), poor service delivery in Nigeria is caused by official corruption, institutional capacity constraints due to limited required skills and personnel, lack of transparency, ward committees that are not functioning well, lack of accountability by council officials, lack of consultation in governance issues, failure to prioritize community needs, non-aligned budgeting practices, and disagreements between municipal administrative sections and the political field.

Maropo (2018) described external variables as national rules affecting a local authority, such as the legal and governance structure for monitoring the local authority and capacity-building policies. Tamrakar, Rayment, Moyano, Mund, and Knohl, (2018) contends that public workers have typically acted as masters with little sense of accountability or openness, rather than as slaves serving the people. In most situations, local government staff lack knowledge about local governance to serve the people. Residents, on the other hand, have become aware of their fundamental rights to engage in the delivery of services by the local government, as a result, communities will express their discontent with service delivery through town councils through public demonstrations. According to Medase and Barasa (2019), for many years in Kenya, the capacity of local governments to provide even the most basic service have as deteriorated to the point that they are unable to provide even the most basic services. Thus, the poor status of local government service delivery was driven by the weak infrastructure in most local governments and their inability to plan for the rising numbers of people living in cities. Some of the inherent problems and obstacles in Kenyan service delivery include an insufficient resource base, mismanagement, a lack of technological and institutional capacity to expand service coverage, and a lack of planning. The same causes may have an impact on Katima Mulilo Town Council, resulting in poor service delivery. Service delivery is decentralised. The most frequent type of local government service delivery in the world is the decentralisation of service delivery functions, which many developing nations have embraced based on good governance principles. The approach is crucial for local leadership and the community because it empowers citizens to pick their leaders and gives them a voice in decisions that affect their lives. According to Ahmad and Koech (2019), local institutions are best positioned to adapt the supply of a service to the needs of people since they are close to the public, changing citizens into service-receiving consumers and enabling more transparency for service quality for citizens.

Service Provision in South Africa, the term "service delivery" refers to the provision of vital services that communities cannot live without, such as electricity, water, sanitation, infrastructure, and housing (Koelble and Siddle, 2017). McLoughlin (2019) defines service delivery as the state's responsiveness to community expectations in terms of infrastructure, health, education, and other basic community requirements. McLoughlin (2018) adds that service delivery was primarily meant to meet the critical requirements of communities. As a result, service delivery is the backbone of an economy. There is a substantial body of literature on service delivery in South Africa, albeit opinions on its efficacy differ. According to Eskridge (2019), service delivery in South Africa has been effective to the extent that it is representative and inclusive of the full population of the country. Koelble and Siddle (2018), on the other hand, contend that local government services are degrading and being mismanaged. Service delivery

protests, which demonstrate community unhappiness, are at the heart of dysfunctional service delivery. Adams, Gallant, Jansen, and Yu (2015) contend that there is a direct relationship between bad municipal services and service delivery protests. While there is a lot of literature on factors influencing service delivery, there is no clear-cut consensus on which elements are dominating. Service delivery is a problem that affects the majority of developing countries, including South Africa. Style of Leadership Because leadership is a complex, evolving, and multi-dimension phenomenon, its definition has been connected to behavioural act, relationship, and process (Zuned, 2017).

Rendering to Muriisa (2008), the World Bank's suggestions to decentralize political and administrative decision-making authorities, as well as sub-national roles, to promote service delivery, come from decentralisation in Africa. Sikander (2015) defines decentralisation within the state as a transfer of power to provide a service to the public from an institution or a central government agency to a person or agency closer to the public to be served. Steiner, Kaiser, Tapscott, and Navarro (2018) confirm traditional claims in favour of such reforms, suggesting that decentralisation improves productivity and quality in service provision, as well as higher levels of transparency and responsiveness. Conferring to Nzimakwe and Pillay (2019), there is a notion that by bringing expenditure assignments closer to revenue sources and therefore to people, decentralisation will improve public agencies' accountability and openness in policymaking. They go on to say that decentralisation will improve service quality because subnational governments will be more sensitive to changes in local demands and receptive to input from service consumers. Despite the benefits of a decentralized service delivery paradigm, there is a considerable and potentially dangerous risk associated with it.

For example, the framework's potential may include weaknesses in administration and management, as well as insufficient revenue or funding, which can contribute to poor service delivery and community unrest (Bouckaert and Kuhlmann 2016). Although many emerging countries have embraced decentralisation to bring services to the grassroots level, speed up processes, avoid excessive complications in the system or bureaucracy, and improve service delivery to communities, some scholars have observed that there can be several serious challenges to service delivery by local authorities if they are not well planned and executed. Permitting to Brinkerhoff and Johnson (2019), it is difficult to achieve one of the key benefits of decentralisation programs that is more oriented to residents' needs and willingness to pay, without significant community involvement in decisions about quantity, quality, and reliance on user fees and local taxes, which can lead to an overall gain in productivity and effectiveness. When decentralisation moves expenditure and revenue-raising to local authorities, it may exacerbate corruption, mishandling of money, and resource waste due to the local government's

lack of administrative skills. The councils' inadequate service delivery is further hampered by a shortage of trained and competent people (Tshukudu, 2020). Rendering to Abegunde (2020), recruitment to local government positions in Nigeria is based on political patronage, and political pay leads to the sacrifice of merit on the altar of politics.

According to Ssonko (2018), it is unfortunate that the implementation of decentralisation in Uganda appears to have focused more on administrative goals as a means of fostering popular democracy and less on the provision of services that would have contributed to economic development and better lives, and new districts have been developed with no corresponding improvements. Pablo (2020) did a decentralisation analysis and discovered that administrative corruption can have a significant negative impact on the quantity and efficiency of service delivery in the major sectors. Corruption is also firmly ingrained in public administration, leading to criminal behaviour by service providers. Although Cabral (2021) suggested that decentralisation would increase involvement and transparency, there is no evidence that it would result in better services for the vulnerable, at least in the African setting. Although it is widely considered that key stakeholders understand the notion of decentralised service delivery, nothing has been done to enforce and execute the strategy in several Namibian government ministries. The notion is frequently misinterpreted, and the elite take advantage of the system's lack of monitoring and review by line ministries and other legal frameworks in Namibia (Tshukudu, 2020).

The allocation of resources that citizens rely on for a living, such as water, electricity, sanitation infrastructure, land, and housing, is the focus of service delivery. The South African government, particularly local government municipalities, is responsible for this because they are closest to the people on the ground (Cambell, 2018). With the constitutional requirement of responding to the needs of the people in response to the eradication of poverty and social exclusion, service delivery plays a larger role in local government. It is viewed as a tool for promoting social participation and raising the living standards of the poor and historically disadvantaged groups as a result of apartheid (Berkik, 2016).

[2.4.2.1 Regulatory framework to service delivery: The Constitution of the Republic of South Africa Act \(108 of 1996\)](#)

The Constitution (1996) gives powers and responsibility to municipalities in local government to provide services to people in a sustainable way and promote a healthy and safe environment. The Constitution (1996) also gives rights to every citizen in South Africa to have adequate housing, enough water and health services as well as the right to an environment that is not harmful to individual health and wellbeing.

2.4.2.2 Reconstruction Development Plan (1994)

This is a policy framework that was formulated in 1994 to give power to local government in meeting the needs of the communities in terms of jobs, healthcare facilities, water, electricity, housing and social welfare. The RDP (1994) continues to mention that basic services such as water, electricity and proper sanitation should be made available to all citizens.

2.4.2.3 The Public Service Act (1997)

The White Paper on Transformation Public Service Delivery (1997) that is commonly known as the Batho Pele (People First) initiative, was introduced to transform public service quality and performance. It provides principles that all public service officials must adopt and apply in administering and rendering services. The act presented good principles that public office bearers must adopt and apply in their day-to-day operations. These principles are discussed as follows:

i. Consultation

This principle highlights the need for public workers to consult with the general public/customers about the level and quality of services they get. Local officials are required to interact with communities and engage them in various issues impacting their areas, giving to the White Paper on Public Service Transformation (1997). It also states that engagement with service users allows citizens to influence public-sector decisions and gives objective evidence that will decide service delivery objectives.

ii. Service Standards

Setting the degree and quality of service standards. The public should be educated about the quality and degree of service provided so that they are aware of what to anticipate from the local municipality. This could be accomplished through the use of local media and the distribution of copies of reports and integrated development plans to information centres (Mofolo and Smith, 2019).

iii. Access

Everyone has the right to equitable access to government services. Permitting to Crous (2014), new, existing, and previously disadvantaged groups should have access to services, thereby putting into practice the constitutional concept of services being given fairly, impartially, and equitably without bias.

iv. Courtesy and Consideration

People must be treated with respect and kindness. This relates to the ethical conduct of public officials.

v. Openness and Transparency

This idea ensures openness and transparency in terms of expenses and responsibilities, as well as how the government operates. Local government should provide complete transparency to communities about the tasks of municipalities and how they work, as well as the costs of various services and the budget. Openness and transparency would thus be the cornerstones of successful governance and management (Mofolo and Smith, 2019).

vi. Information

Giving people accurate information about the services to which they are entitled. The importance of honest and balanced reporting should be emphasized since it supports the climate of openness and public accountability. Information should be delivered most appropriately for the demands of service users (Crous, 2014).

vii. Redress

The local government should provide reparations for delayed services and provide a positive response to corrective measures (Mofolo and Smith, 2019). In circumstances where services are delayed or not delivered, local government must admit the errors or failures that occurred and give corrective action methods to correct these errors. Customers are more inclined to appreciate the municipality's concern for them if they assume responsibility for their conduct (Crous, 2014).

Viii. Value for Money

To ensure the best possible value for money, the government must deliver affordable and efficient services. According to Crous (2014), to ensure the best value for money, resources must be used effectively, such as planning and delivering excellent services at the lowest possible cost. Because towns sometimes operate on a shoestring budget, efficient use of available resources should be promoted.

Vix. Leadership and Strategic Direction

Leaders provide strategic direction and leadership. Municipal administration and political leaders should give guidance for municipalities' attainment of the integrated development plan's short and long-term objectives, as well as lead by example.

x. Customer Impact

Customers should be able to see and feel the benefits of the services that have been provided to them, and such services should have a positive impact on citizens' lives and well-being.

xi. Encouraging Innovation and Rewarding Excellence

Encouraging innovation and rewarding excellence for local government personnel who go above and beyond in their jobs, thereby encouraging creativity and the creation of new, sophisticated techniques to expedite service delivery (The White Paper on Public Service Transformation, 1997).

2.4.2.4 Integrated Development Plan (IDP)

For towns to fight poverty at the grassroots level, they must create a tool that includes all plans and activities for addressing socioeconomic concerns in their jurisdiction. According to Madzivachandila (2015), an Integrated Development Plan is a developmental planning instrument that assists towns in developing long-term plans to enhance development and services in their communities. A strategic planning document includes all service delivery projects, programs, and activities, as well as development, and promotes sustainable, integrated communities by offering comprehensive services (Mofolo and Smith, 2019).

2.4.2.5 The White Paper on Local Government of 1998

According to Mofolo and Smith (2019), the White Paper emphasizes that the provision of essential services is the responsibility of local governments. Water, sanitation, garbage collection, and power are all included. It also states that citizens with limited or no access to services must be prioritized in terms of service delivery.

2.4.2.6 The Municipal Structures Act 117 of 1998

Bestowing to the statute, municipal powers and functions include water delivery, waste disposal systems, sewage disposal systems, and water and waste disposal sites. The statute states that municipalities are responsible for ensuring appropriate water supply and garbage collection to populations on the ground, as well as promoting a safe, clean, and healthy environment (Madzivachandila, 2015).

2.4.2.7 Municipal Systems Act 32 of 2000

In terms of producing the Integrated Development Plan (IDP), as stated in section 25 of the act, the municipal council shall produce and adopt the IDP, a strategic plan that covers all of the

municipality's plans and operations. These plans include proper sanitation, rubbish collection, and other service delivery plans with an environmental impact (Municipal Systems Act, 2000).

2.4.2.8 Water Service Act 108 of 1997

Water and sanitation services are required to ensure a healthy and safe environment free of hazards to people. The responsibility is of all sectors to guarantee that water and sanitation services are provided in a fair, equitable, and transparent the act. This statute also recognizes municipalities' obligation to promote water supply and sanitation services.

2.4.2.9 The White Paper on Water and Sanitation 1994

Poverty and underdevelopment are exacerbated by a lack of clean water and sanitation. Government services must be incorporated in a development strategy, as must the provision of water and sanitation services. Permitting to the white paper, the Department of Water Affairs is in charge of water resources and must ensure that the requirements of the people and the economy are addressed (Mofolo and Smith, 2019).

2.4.2.10 National Sanitation Policy of 1996

This policy was created to indicate the government's desire to develop sanitation implementation strategies that will be effective in addressing sanitation concerns in South Africa. This strategy emphasizes that sanitation extends beyond the construction of toilets. Getting rid of filthy water and household garbage, as well as how people act in terms of cleanliness and health habits, are all requirements for safe, adequate sanitation. According to Medase and Barasa (2019), this policy also states that to promote sanitation, health, and hygiene, communities must be given education, as well as sustainable toilet facilities, water supply, and ways of household waste removal.

2.4.3 Basic services provided by municipalities

Municipalities are required by the South African Constitution to offer services to the people. Municipalities play a significant role in addressing poverty, unemployment, and social capital. They can also help to revitalize tourism and other rural, non-farming businesses. Rendering to the Local Government Budget Expenditure Review Report by National Treasury (2011), local government, as the sphere closest to the people, provides basic services such as:

- Road infrastructure, which roads provide the connections necessary for local markets to develop and facilitate the provision of services such as ambulances and police.

- Water supply, which has a great potential for stimulating small or large agricultural activities. Aside from enhancing people's lives, it can also help small businesses grow. The administration emphasizes the importance of municipalities playing a strong and active role in addressing service delivery backlogs (Medase and Barasa, 2019).

2.5 Relationship between service delivery and talent management

Contextualising talent management for service delivery, Bateman and Snell define management as the activity of collaborating with people and resources to achieve municipal goals (Medase and Barasa, 2019). It is also a process in which human, financial, and physical resources are used to achieve a municipality's goals. Similarly, Hellriegel, Jackson, and the Africa Institute of South Africa Foresight (2010), TM for a high-performing workplace V.N. Louw and Dr S.B. Kahn. Slocum and Staude agree with this definition, defining management as "the activities involved in the management of an institution: planning, organising, leading, and controlling." Giving to these definitions, management is defined as a manager's ability to integrate municipal resources (human, financial, and physical) with the implicit objective of attaining its goals. Talent management is a more concentrated and segmented approach to managing employees in critical roles within a local government entity (Bhalla, Caye, Lovich, and Tollman, 2018). It refers to the integrated and systematic procedures of attracting, engaging, and keeping key personnel and future institutional leaders in local government. Cunningham believes that talent management can be contextualised by considering two major strategic options: aligning people with roles and aligning roles with individuals. To begin, aligning individuals with positions implies a preference for attracting talent, as well as learning and growth (Medase and Barasa, 2019).

Second, aligning responsibilities with people is concerned with maximising talent through an enabling work environment. Developing a municipal culture enables individuals with talent and potential to be groomed and then appointed to relevant roles (Hellriegel, Jackson, and the Africa Institute of South Africa Foresight, 2010). Talent refers to the abilities and competencies of employees that contribute to a public institution's capability, which is a vital success factor in a highly competitive corporate climate. Cheese agrees with this logic, noting that skill produces excellent performance, which draws fresh talent. It also drives increases in efficiency, quality, innovation, and customer satisfaction, all of which benefit the bottom line of the municipality (Medase and Barasa, 2019). Van Dijk emphasises this by stating that talent is the result of ability (competence, education, training, and experience) combined with motivation (engagement,

fulfilment, challenge, and wellbeing) and opportunity. Agnes in the Webster dictionary defines talent as "a superior, apparently natural skill in the arts or sciences or in the understanding or doing of anything."

Bestowing to Drucker (2020), the effectiveness of production equipment is determined by the capacity of the people who utilise it. It means that highly qualified (talented) employees are more productive than unqualified employees. These definitions make it clear that talent refers to the individual's particular abilities that offer him or her an advantage over others. To excel, an individual must be encouraged, rewarded, and given opportunities to demonstrate their abilities, all of which are dependent on an enabling work environment. Identification of applicants with talent or potential becomes a critical component in using talent management to achieve optimal management development. Bestowing to McCauley and Wakefield (2019), talent management should become more strategic, linked, and broad-based. Learning and development should be part of analysing available talent and placing the right workers in appropriate places to guarantee adequate alignment between the role and the person. Permitting to the Information Guide on Staff Retention for Government Departments, employee development should prioritise life-long learning, personal development, and capacity-building (Hellriegel, Jackson, and the Africa Institute of South Africa Foresight, 2010).

Smit and Cronje emphasise this by claiming that people require specific attention to be optimally productive since they are unique and use their unique competencies to raise their performance and production to 180 degrees. Africa Insight of the Africa Institute of South Africa (2015) argued that, although talent management is not explicitly defined, it can be deduced from the notions of "particular attention," "personal development," and "capacity-building." Municipal employees, affording to the Batho Pele principles, should be competent and have a positive attitude toward helping South Africans. Hess and Cameron (2019) corroborate the above assertion by stating that people are hired for their minds, "can-do" mentality, and winning spirit. They claim that institutions should look after their staff, who will then look after their customers. It entails an institution developing a municipal culture that helps employees to fulfil both institutional and individual goals, as well as providing employees with the opportunity to guarantee that they are trusted, respected, and treated humanely and fairly (Drucker, 2020).

Bestowing to Van Dijk (2016), high-performing communities live their vision by implementing strategic and business plans, generating and analysing scorecards, defining benchmarks, and enforcing rankings. Strong values and beliefs underpin an accomplishment culture. A culture of achievement promotes tools for motivation and measurement of individual, group, and municipal performance, which necessitates an enabling work environment. Management development is defined by authors such as Van Dyk (2021) as the planned and continuous process of

developing and educating selected personnel in the knowledge, skills, and attitudes required to function effectively in realizing the municipal institution's goals and objectives. The Service Delivery Review Report confirms that the most significant challenge confronting the public sector is the need to attract, develop, and retain talented workers. It means that the current recruitment system has failed to provide the municipality with enough competent staff capable of achieving its goals (Horwitz, Rousillon, & Bourgois, 2017).

2.6 Challenges of service delivery

In an acceptable legislative and legal structure, the powers and functions of lower levels of government must be clearly defined, and the central government must be able to give up authority and recognise the sub-national government's relevance in the delivery of services through this process (Ekpo, 2018). Bestowing to the South African Cooperative Governance and Traditional Affairs report (2019), poor compliance with local legislative and regulatory systems is frequent in South Africa, resulting in service delivery inadequacies. The Katima Mulilo Town Council demonstrates that Namibia has well-crafted frameworks, policies, and legislation for effective service delivery, but the inability to apply the frameworks remains a serious concern (Horwitz, Rousillon, & Ivancevich, 2016).

This includes a failure to implement good governance practices, a misunderstanding of the State Financial Act 31 of 1991, which resulted in conflict between political leadership and administrative managers over control of council finances, and a lack of accountability measures in place to support good governance within the system. Ineffective Leadership according to Isaacs (2018), leadership as a person or group representative contributes to the creation of an integrated culture that includes value structures and behaviour that are critical to the organisation's success. Leadership also provides a venue for ensuring that transition strategies are successfully implemented as demanded by modernisation and transformation. The leadership of towns or local authorities, including that of the Katima Mulilo Town Council, is often politically appointed, resulting in leaders who tend to politicise the operation and have an understanding of management concepts that affect service provision (Ndevu and Muller, 2018).

These include clashes between the political and administrative interfaces; councillors' inability to meet local government needs in terms of service delivery, and an insufficient separation of powers between the municipality and political parties. Inadequate Financial Management Systems Meyer and Venter (2014) state that most municipalities in South Africa have weak financial management and a lack of control and accountability procedures. This condition

exacerbates fraud, corruption, and misappropriation of municipal assets and cash. Institutions, for example, lack the competence and resources to handle debt management and collect unpaid income. For many years, these financial difficulties created a situation in which local governments became a burden to the municipality, a condition that could not be perpetuated.

Permitting to Cocker and Adams (2018), in Nigeria, the local government's dwindling tax base, lack of autonomy, and corruption have kept it from functioning well financially. Mantzaris (2019) recognised that a lack of leadership capability, expertise, and transparency in the local authorities is the result of a lack of execution in terms of efficiency, effectiveness, and truthful financial management. As a result, leadership is required to manage financial resources in order to improve service delivery and the overall performance of the public institution. Human resources are inept. Bestowing to Isaacs (2018), well-trained and competent staff who can execute services effectively and efficiently are essential for ensuring honesty, objectivity, transparency, and responsiveness to the needs of the general public. Capacity building and skill development are critical in these institution for staff and management to become more inventive in service delivery.

Bestowing to Ssonko (2018), research conducted in Uganda reveals that the decentralisation policy, which is intended to improve service delivery, is also hampered by staff capability. Additionally, performance management is a useful tool for managers and employees to define goals, achieve outcomes, and incentivise high performance, as well as provide interventions such as mentoring and coaching to overcome poor performance. Conferring to Meyer and Venter (2014), the lack of human resource management systems that are conducive to recruiting and keeping workers means that the recruitment process is frequently jeopardised. Rendering to Khambule and Mtapuri (2018), who cite Von Holt (2016), there are additional hurdles to achieving adequate service delivery in South Africa. Poor administration and corruption, in particular, have hampered their ability to retain a skilled staff ready to work for local governments. Ineffective Governance Permitting to Kakumba (2019), good governance seeks to achieve various goals, such as improving the well-being of its people, promoting economic development, promoting the political stability of its citizens, ensuring democracy prevails, ensuring overall accountability for actions, and monitoring the government's actions in society (International Financial Accounting Standard 2013).

Conferring to the United Nations Development Programs Report on Sustainable Human Development (1997), good governance ensures that political, social, and economic goals are focused on a large consensus in society and that decisions on the allocation of development resources are heard by the poorest and most vulnerable members of society. Leadership plays a vital part in service delivery because successful leadership promotes openness, collaboration,

clear roles, involvement, understanding, and accountability in service delivery. In turn, excellent governance develops leadership and management commitment to being held accountable for actions and choices. Effective leadership and governance are critical for organisational performance, especially for local governments to carry out their responsibilities (Helao & Naidoo 2016).

The provision of sustainable basic services to the people is a priority under the South African Constitution. However, in rural regions, a lack of essential amenities, particularly housing, power, water, and sanitation, poses significant obstacles to people's well-being and jeopardises social and economic growth. Rendering to Momba, Tyafa, Makala, and Brouaert (2020), drinking adequate, safe water is frequently unavailable in rural places. Torero (2014) contends that while electricity cannot establish all of the prerequisites for economic growth, it is critical for human wants and activities.

Electricity affects socioeconomic conditions by influencing poverty, health, education, and the environment. Bestowing to Kandker, Barnes, and Samad (2019), one of the primary problems in economic development is a lack of access to energy and power. According to Pueyo and Hanna (2015), a lack of power stifles economic progress because it is critical for businesses to increase production, income, and employment while decreasing workloads. However, in poor communities, electricity is primarily used for lighting. According to Sesani (2015), insufficient sanitation leads to the use of the bucket system, unimproved pit toilets, and the bush. There is an increasing number of poorly built sewerage systems, and when this collapses, it poses health risks to populations and causes severe pollution of the environment. Inadequate excreta disposal facilities and unsanitary habits are at the root of South Africa's sanitation problems. These unsanitary habits are frequently associated with a lack of access to health and hygiene education, a lack of water supply, inadequate sanitation facilities and other domestic waste, and inadequate facilities (Sesani 2018). Poor sanitation contributes to the proliferation of health issues. Inadequate sanitation spreads a variety of health conditions. Viruses, bacteria, protozoa, and worms are examples of pathogens. According to the Water Service Act (1997), diarrhoea is the most common ailment among South African children. According to the white paper on basic Household Sanitation (2001), adequate basic household sanitation facilities can boost communities' health.

It also emphasises the repercussions of pollution, such as waterborne infections, a blue baby syndrome in bottle-new-borns, poisonous aquatic plant growth, and oxygen depletion in the water. According to Govender and Friedrich (2017) the burden exerted on municipal services by the densification of unauthorised backyard shacks frequently produces unforeseen health

hazards. Furthermore, the housing backlog affects about one-fifth of the households living in informal settlements.

2.7. Talent management strategies

When it comes to talent management, organisations can take either an inclusive or exclusive strategy. The premise of inclusive talent management is that all employees may contribute to guaranteeing high-quality service delivery. As a result, all employees should be included in the talent management process (Cappelli and Keller 2018). According to Buttiens and Hondeghem (2021), exclusive talent management is focused on a select subset of the workforce consisting of high achievers with highly specialised and scarce skills crucial to organisational success. Then, for this specific group or section of employees, a talent management strategy with defined goals, programs, and activities is designed. Schreuder and Noorman (2019) support a more exclusive approach by accentuating strategic talent management rather than generic talent management, by focusing on an organisation's strategic demands and recruiting specific and critical top talent that has a disproportionately large influence on achieving such a strategy. Maqueira, Bruque, and Uhrin (2019) add to the inclusive versus exclusive talent management debate by concluding that the internal talent development approach would be more helpful to organisations whose competitive advantage is achieved through collaborative effort (teamwork). Companies that do not develop a distinct differentiation through teamwork, on the other hand, should seek the external talent capture model. In light of this, Gilmore and Williams (2018) argue that while investing scarce organisational resources in the most promising talent is important, doing so should never come at the expense or neglect of other employees.

According to Oladapo (2020), there are five major categories of talent management: recruiting, performance management, succession planning, training and development, and retention. He goes on to say that each of the five parts is critical in a talent management framework (Oladapo 2016). The Human Capital Institute (HCI 2011), on the other hand, recognizes nine types of talent management. They are as follows: talent strategy, the talent review process, staffing, talent acquisition, talent engagement, talent development, talent deployment, performance management, and talent retention (HCI 2011). Because it appears to be more thorough and systematic, this study used the Human Capital Institute's scope of talent management to examine the influence of applying talent management techniques on the innovative behaviour of registered nurses in Malawian public hospitals. This means to generate innovative work behaviour in employees, all nine parts of talent management must be executing systematically. These are the following components: 2) talent evaluation process; 3) staffing; 4) talent

acquisition; 5) talent development; 6) talent deployment; 7) talent engagement; 8) performance management; and 9) talent retention (HCI 2011).

- Talent strategy: A comprehensive talent strategy is required for talent management. Talent strategy is critical because it directs how an organisation develops and manages its employees in the short and long term (Susomrith and Amankwaa 2019).
- Talent review process: This is the process of evaluating personnel inside an organisation to identify high-potential workers and future leaders. The results of this activity aid in succession planning.
- Staffing is the process of attracting individuals with specific talents, competencies, and other personal characteristics to job openings in a company. These assists organisations in maintaining an acceptable level of capability for both the present and the future (Susomrith and Amankwaa 2019).
- The process of collecting and absorbing the greatest talent is known as "talent acquisition" (Van Zyl, Mathafena, and Ras 2017). Its goal is to ensure the development and preservation of suitable personnel resources. Every organisation, including municipalities, should have a talent acquisition policy to guide how they acquire talent.
- Permitting to Onyango and Kweni (2017), talent development is the process of learning for an organisation, its employees, and stakeholders to gain and maintain a competitive advantage. Organisations use a variety of strategies for talent development, including coaching and mentoring.
- Assigning people to different departments or sections to ensure that no department or section is overstaffed or understaffed (Tyskbo 2019).
- Talent engagement: this is the process of letting employees participate completely in the organisation's activities. These actions include involving people in goal-setting procedures, involving them in decision-making processes, and delegating authority to them (Onyango and Kweni 2017). When employees participate in organisational activities, they feel appreciated and recognized.
- Performance management: It comprises efforts to improve an organisation's performance, efficiency, accountability, and effectiveness (Salvador, Ferreira et al. 2017). Employees gain skills, competencies, and abilities through organised learning, and targets are set for them, followed by monitoring and supervision, and eventually,

performance reviews are conducted (Salvador-Ferreira et al. 2017). Poor performers should be discouraged, but good performers should be rewarded.

- Talent Retention: This is the practice of keeping productive employees within an organisation (Kumar, 2019). Organisations are prioritizing employee retention tactics these days to reduce the expenses associated with turnover. Organisations use several retention tactics to ensure that staff stay. Performance-based pay, bonuses, incentives, training and development initiatives, and so on are some of the most widely employed retention techniques (Narayanan 2016; Whysall, Owtram, and Brittain 2019).

The advantages of talent management are numerous. Most importantly, talent management allows an organisation to retain prospective talented employees (Olusegun, Akinwale, and James 2020; Tyskbo 2019). Similarly, talent management methods can be effective tools for achieving employee outcomes like retention, commitment, organisational citizenship behaviour, performance, motivation, job satisfaction, and work engagement (Ashe, 2018; Chien and Yick 2016). Much research has also shown that talent management encourages employees' innovative work behaviours (Asurakkody and Young 2018; Bawuro, Danjuma and Wajiga. 2018; Khaki, Khanzadeh, and Rad. 2017; Shu-pei, 2018).

Despite the need for and crucial roles played by talent management in today's modern organisations, research indicates that organisations that have implemented talent management techniques face obstacles. Allowing to South African studies, talent management is rarely, if ever, given precedence in organisations, to the point where it is neither a strategic nor an operational priority for most businesses (Lesenyeho, Barkhuizen, and Schutte 2018; Theron, Barkhuizen, and Du Plessis 2014). Another related study was conducted in Botswana by Malik, Boyle, and Mitchell (2017) on talent management strategies in private higher education institutions (the study was investigating the challenges of implementing talent management practices in private higher education institutions); the findings revealed that talent management strategies faced a shortage of qualified talent professionals to effectively plan and implement talent management programs. Similarly, Wahba (2015) conducted a study on talent management practices in Kenya (again, the study was aimed at exploring factors influencing the implementation of talent management practices in various Kenyan companies); the findings revealed that companies lack the necessary resources for talent development investments.

Empirical research on the relationship between people management and innovative work behaviour was also conducted in the healthcare sector. The most prominent is Khaki et al. (2017) study on talent management and innovative behaviour among Iranian health professionals. The study's findings demonstrated a significant association between talent management and

innovative work behaviour. Another study, conducted by Xerri and Reid (2019), looked at the association between talent management and innovative work behaviour in Australian public hospitals. The findings revealed that talent management techniques encouraged nurses to engage in innovative work behaviours.

Varied authors and experts have different perspectives on what talent management entails. Talent management could include, for example, recruitment and selection, succession planning, training and development, performance management, compensation, employee retention, and senior management involvement (Dhanabhakya and Kokilambal 2014); recruitment and promotion, workforce planning, succession planning, organisational development, career development, and learning and development (Campbell and Hirsh, 2019); and recruiting, performance management, learning and development (Shukla 2019). Stahl, Björkman, Farndale, Morris, Paauwe, Stiles, Trevor, and Wright (2017) argue that organisations should adopt a converged set of talent management techniques. Aside from adhering to a shared set of talent management principles, leading firms frequently engage in overly similar talent-related behaviours. Permitting to Burbach, Scroggins, and Royle (2019), the best practices are only 'best' when applied within a specific context; approaches that have proven successful in one organisation may not necessarily have a beneficial effect in another. Companies must tailor their people management techniques to their business strategy and conditions.

2.8 Theoretical framework

2.8.1 Resource-based view/theory

The Resource-Based Theory or View (RBT or RBV), first offered by Barney (1991), contends that resources contribute to organisational performance advantages when they are valuable, rare, costly to copy, and non-substitutable. Furthermore, Barney (2021) defines resources as all assets, capacities, organisational processes, firm qualities, information, expertise, and so on that a firm control. As a result, the Resource-Based Theory seeks to explain what gives one organisation a competitive advantage over another. According to the theory, the factors contributing to an organisation's success include the human capital pool's knowledge, skills, and ability; an employee's behaviour about the job as well as the organisation; and human management practices such as training, rewards, appraisal, recognition, and so on.

According to Armstrong and Shimizu (2017), an organisation is regarded to have a "competitive advantage" when it "can produce more economically and/or better satisfy customer needs, and hence enjoy superior performance relative to its competitors." Drawing on the work of Barney (1991), Armstrong and Shimizu (2017) argue that resources are valued when they can help the

firm's productivity and efficiency. Furthermore, Armstrong and Shimizu (2017) state that "a valuable and scarce resource can improve a firm's competitive advantage to the extent that the resource is difficult to copy." Employees, permitting the Resource Based Theory or View, stay in their existing jobs as long as people believe they are still valued and recognized as exceptional precious resources that maintain their organisations' competitive advantage. Otherwise, they begin to respond to turnover intention messages. To counteract turnover intentions, retention tactics should strive to retain employees' emotions of usefulness and value (Burbach, Scroggins, and Royle, 2020).

2.8.2 Organisational Theory

According to Gulick (2017), normal governance occurs within the context of an organisation. As a result, to comprehend and explain governance, organisational characteristics must be considered. The relevance of such aspects in governance is emphasised by an organisational approach. Proponents of this method not claim to be able to provide an exhaustive explanation of policy processes and policy contents. A variety of elements, including not only actors and their choices, but also social aspects such as demographic characteristics, degree of urbanisation, and so on, may be relevant. The premise is that there are independent organisational variables that may intervene in government processes that are considered dependent variables to cause biases, which is why some process features and outcomes are more likely than others (Simon 2015). Organisational factors such as organisational structure, demography, culture, and geography are examples of organisational factors. However, in this study, the researcher chose to focus on the role of organisational variable service delivery.

2.8.3 The link between Organisational Theory and Resource Based Theory.

The Organisational Theory commences with the existence of governance and further suggests that to elucidate and tranquil the indulgent organisational variables must be considered. In deliberation of these organisational variables two factors were notorious, organisational factors as independent variables and government processes as dependent variables (Gulick 2017). The (RBV) talks to the issue gives what give an organisation a competitive advantage over the other, in so doing the factors contributing to an organisation's success include the human capital pool's knowledge, skills, and ability; an employee relation to the job as well as the organisation; and

human management practices such as training, rewards, appraisal, recognition were notorious (Simon 2015).

When RBV refer to the organisational success, does that with mentioning the human capital pool's knowledge, skills abilities and employee behaviour in relation to the job. Whereas the (OT) refer to organisational factors such as organisational structure, demography, culture, and geography that might intervene negatively or positively in the organisational process to succeed (Simon 2015).

2.8.4 The link between Talent Management, Organisational Theory and Resource Based Theory

Talent management (TM) refers to the activities and processes required for the efficient magnetism, identification, advancement, rendezvous, retention, and deployment of those talents that are of unique value to an organisation in order to achieve strategic, long-term success (Simon 2015). The Organisational Theory begins with the existence of governance and goes on to say that in order to clarify and calm the indulgent organisational variables, the indulgent organisational variables must be studied. Two aspects were notable in the discussion of these organisational variables: organisational characteristics as independent variables and government processes as dependent variables. Permitting to the resource-based view (RBV), talent is prized, sporadic, matchless, and non-substitutable resources that organisations want to acquire in order to advance workable competitive advantage (Gulick, 2017). The (RBV) is frequently used to explain how a company's Human Capital is a source of long-term competitive advantage. When human capital is treasured, sporadic, peerless, and non-substitutable, it can provide a competitive advantage; conversely, when a company misplaces its endowed individuals, it loses its modest advantage to other organisations because human capital talent becomes imitable and easier to replicate (Simon 2015).

2.9 Conclusions

This chapter provides a backdrop and context for the literature on local government, talent management, and service delivery. It emphasized various pieces of law pertaining to service delivery at the local level of government. It presented an overview of how rural service delivery

addresses and alleviates poverty, as well as the fundamental services supplied by local government in accordance with its mandate and power. The chapter also discussed the issues of service delivery and personnel management solutions. The research methods employed in this research study will be the subject of the third chapter.

CHAPTER THREE: RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter explains the research strategy used to gather data for the experiment. Other topics covered in this chapter include research design, survey distribution, reliability and validity, trial investigation, fact gathering, data examination, and ethical considerations. Permitting to Sekaran (2019), research methodology is the systematic, theoretical analysis of methodologies used in a field of study. It entails an academic examination of the body of procedures and ideologies linked with a particular field of knowledge. To evaluate the data, the Statistical Package for Social Sciences (SPSS) version 24.0 for Windows was used. The enumerative inquiry pattern was used in the report. Structured closed-ended surveys were used to collect information for the improvement of service delivery at O.R. Tambo District Municipality. In this study, the survey method was used. As a result, no specimen mode of operation was used to select any experiment.

3.2 Research philosophy

The two approaches to research philosophy are phenomenological and positivist. According to Etikan and Bala (2017), phenomenological research entails researchers translating study aspects and incorporating human interest into a study. Phenomenological investigations frequently focus on meaning and may employ a variety of systems to create various surfaces of the matter. According to Heathfield (2019), interpretive research is based in part on the belief that since social theories are philosophies of intentional issues, they provide challenges for study

that cannot be grasped solely from an understanding of philosophies of physical things. Bestowing to Pascoe (2018), positivism refers to a witnessing researcher's formal proposals, which must not only stipulate autonomous variables, dependent variables, and the relationships between them, but also follow the rules of formal logic and the rules of experiential examination. Though positivist inquiry can result in various types of clarification, the paradigms and variables belong entirely to the investigator, not to the perceived human subjects (Manti and Lacari, 2018). In this study, which is based on a quantitative approach, the Positivism philosophy was used. When collecting data, this strategy allows the researcher to use questionnaires.

3.3 Research approach

Imparting to Koonin (2018), the inductive approach of exploration, often known as the scientific technique, is a means of using descriptions to generate broad conceptions about a specific item. It is reliable in qualitative research. A group of comparable situations, events, or individuals are first observed and analysed; the results of the observations are then used to create a thorough report on the subjects that were investigated. These reports may then be converted into natural laws or philosophies. According to Leedy and Ormrod (2019), the inductive process is a very effective method for generating generic, observation-based facts about the sphere. Inductive reasoning allows us to collect thoughts on an infinite number of real-world experiences or phenomena. According to Flick (2022), logical reasoning progresses from the general to the specific. It starts with a broad premise and deduces specific results. Because it is consistent with quantitative research, the deductive approach was adopted.

3.4 Research design

Passing to Saunders, Lewis, and Thornhill (2017), the research design specifies the restrictions and ethical difficulties that a study will necessarily face. Dane (2020) contends that the style to be used should be chosen after deciding on the data to be gathered and based on the circumstances surrounding this activity. Research layout can be done in two ways: qualitative research or quantitative research (Walliam, 2021). The quantitative method was utilised to investigate the impact of talent management on service delivery at the O.R. Tambo District Municipality. The quantitative technique was applied to this investigation in order to obtain adequate and correct evidence. A positivist research paradigm may be associated with

quantitative investigation. It may also entail the use of arithmetic dimensions and numerical examination of dimensions in order to investigate societal experiences (Zikumud, 2013). The focus of inquiry design is the description, explanation, and prediction of factors inside the institution's environment. The study design can provide explanations for why and how things occur (Cohen, Manion and Marion, 2018).

Letting to Sekaran (2019), qualitative inquiry is used on an ecological condition to produce a multifaceted and complete portrait of an occurrence of curiosity. Enumerative examination is an investigation of a specific topic. It is persistent in investigating a philosophy, it is assessed with numbers, and it is analysed using arithmetic methods. According to King Horrocks and Brooks (2019), qualitative research is frequently distinguished by inductive approaches to knowledge production aimed at establishing meaning. Scientists use this strategy to search for, rigorously analyse and study social phenomena; to dispel the meanings that people ascribe to activities, circumstances, events, or artifacts; or to develop a sophisticated understanding of some aspect of social life. As for Cohen, Manion and Morrison (2018), when working under this paradigm, attention is focused on people's communication patterns and the educational practices through which they dispense denotations about happenings, circumstances, and so on.

Quantitative research is a study design that seeks organised and quantified questionnaire replies (Trochim, 2017). The nature of this investigation is quantitative. According to Flick (2022), quantitative research is characterised by deductive methods applied to the research process that try to prove, disprove, or lend credence to current theories. This form of research entails measuring variables and testing relationships between variables to reveal patterns, correlations, or causal linkages. To meet the study's objectives, a quantitative design was used since it allows the researcher to use numbers when evaluating data and can be acquired using a questionnaire.

3.5 Rationale for selecting the quantitative method

The goal of using this strategy is to examine unbiased facts involving statistics with the goal of obtaining significant criteria of trustworthiness in record inquiry provisions (Table 3.1). A developed survey as a data collection method was also controlled to the full recipient accused, in a manner identical to the quantitative modus settled upon. According to Walliam (2021), numerical approaches entail evaluating a large amount of narrative in order to provide a track for the investigation interrogations. According to Hussey (2019), measureable exploration is focused on efforts to apply methodologies that support record inspection. Its focus is on providing data that is easily quantifiable and built on practical, unprejudiced verification that allows for detailed examination. A standard developed survey (Appendix E) was issued to the entire target

defendants in order to learn about labourers' perspectives on how talent management affects service delivery to locals.

3.6 Research strategy

Conferring to Krishnaswami and Ranganatham (2014), the value of an examination report changes depending on the appropriateness of the technique used for investigation. For this objective, focus would be placed on selecting the most appropriate strategy for examination for a variety of jobs. According to Bhattacharyya (2019), an investigation is a truth discovery report and is a method of investigation that includes the collection of records from the populace or an experiment after a specified period. The information should be acquired in a variety of ways, including inspection, cross-examination, and the use of surveys. Closed completed forms that are systematised are an acceptable, consistent instrument for collecting data from vast, varied, different, and separated community groupings. According to McBurney (2014), in order to achieve the exploration objectives, the scientist would employ an arithmetic technique that allows the exploration to be implemented as effectively as possible, creating the most data with the least amount of effort, time, and capital. In this study, a quantitative research strategy was used. When evaluating data, this method uses numbers; tables and figures may also be employed. Because there is no requirement for face-to-face interaction, the researcher may be able to collect data in a short amount of time without utilizing a lot of resources.

3.7 Primary data collection

According to Saunders et al. (2011), the most commonly used primary records for congregation modus operandi are the questionnaire and the dialogue. According to Sarantakos (2017), questionnaires and interviews have a variety of qualities that are relevant to the unique and proper use of a given data collection purpose. According to Hussey and Collins (2011), questionnaires and interviews are data collection tools that allow the academic to pose interrogations on themes in his research for responses to the inquiry enquiries. A complete examination is frequently concerned with finding answers to questions. A developed, closed-ended survey was used as the primary data collection method for the investigation (Appendix F). A survey is an effective data collection tool (Sekaran 2019).

3.8 Secondary data collection

According to Mouton (2011), the investigator gathers subordinate information in the focus arena of the examination. One advantage of using secondary records is that much of the background

work has already been completed. For example, information examines, reports findings, disseminates primers, and interrelates pieces in recognized periodicals. According to Sekaran (2019), subordinate data are extant and accessible documents from some foundations. When compared to other important data points, this fact is affordable and simple to obtain. Hussey and Collins (2011) explain the following advantages of subordinate records:

- Subordinate records are cost-effective.
- they maintain track of effort and expenses; and
- they take up little time.
- It makes it easier to increase the sympathetic of the situation; and
- It serves as a framework for comparing facts acquired by the investigator.

3.9 Target population

The overall population of the O.R. Tambo District Municipality in the Eastern Cape Province was 1400 employees. A sample of 302 employees from a total of 1400 were selected for the final distribution of questionnaires, and 10 staff members were employed for the pilot study. According to McBurney (2013), a populace corresponds to a complete set of facts that can help the examiner, and a focus populace refers to a group of people or products where the experiment could be chosen. The Human Resources Department provided the complete list of staff employees at the O.R. Tambo District Municipality. The direct population for this inquiry consisted of 302 staff members, excluding the 10 who took part in the pilot study. This demographic has prior experience with and knowledge of the functioning of the O.R. Tambo District Municipality. This population was chosen to aid the researcher in achieving the study's goal. Through the structured questionnaires that were issued, they were able to supply the researcher with further information regarding the importance of academic staff training and development and their impact on employee performance for organisational effectiveness.

3.10 Sampling techniques

According to Dane (2015), there are two types of core specimen stratagems: probability and non-probability specimen. The entire population was used for the experiment's drives. Non-prospect experimenting is defined by Walliam (2021) as a method of attempting in which the selection of elements is not governed by the statistical principle of randomness. Because the investigator is unaware about the extent of the populace or the representatives of the populace, the possibilities of selecting a certain person are unknown. According to Rowley (2014), as

referenced by Heathfield (2019), non-probability samples are less necessary than probability samples. However, a scientist may be unable to obtain a random or stratified sample, or the sample may be prohibitively expensive. Non-probability specimens are classified as quota samples, purposive samplers, and convenient samples. Wilson (2010) asserts that probability sampling entails the potential of any one member from the population being chosen.

Referring to Etikan and Bala (2017), a probability specimen is selected in such a way that it is typical of the population. It produces the most valid or trustworthy results since it replicates the appearances of the population from which it is drawn. Probability specimens are classified into three types: simple random samplers, stratified specimens, and cluster samplers. Zikmund (2013) defines the method of specimen as any strategy that uses a small number of elements or sections of the entire population to make conclusions about the entire population. The experiment's goal is to gather a sufficient number of respondents to contribute in this survey.

3.10.1 Sampling types

There are two kinds of sampling: probability and non-probability. Non-probability sampling methods include quota sampling, purpose sampling, and convenience sampling. Probability samples are classified into four types: random sampling, stratified sampling, systematic sampling, and cluster sampling. Referring to Etikan and Bala (2017), with random sampling, each member of the population has an equal chance of being chosen without any underlying technique. The nominated individual represents a trait of the population from which it is drawn. Agreeing to Aspers and Corte (2019), stratified random sampling is a method of isolation followed by random selection of matters from each stratum, and the population is first divided into equally exclusive groups that are relevant and meaningful in the context of the study.

According to Creswell and Creswell (2018), stratified random sampling is a probability sampling approach in which the investigator divides the entire population into varied subgroups or strata before randomly selecting the final subjects from the various strata. It is critical to remember that the strata must not overlap. Having overlapping subgroups gives some parties a better chance of getting chosen as themes (King, Horrocks, and Brooks 2019). According to Aspers and Corte (2021), systematic testing entails selecting every "nth" contender from a large list. Take, for example, every tenth person on the list. According to Leedy and Ormrod (2019), cluster sampling procedures occur when elements are dispersed over a larger area in a vast topographical area. The target audience might be organised into a cluster during this practice till data is gathered from them.

3.11 Survey method

According to Wilson (2018), the survey approach engrosses the collection of problematic specific data from desired people through a variety of strategies of explicit or implicit cross-examination. The strategy makes use of systematized interrogations and rejoinder categories that allow the fallout to be listed. The technique of questioning frequently influences decisions regarding which individual questions to include and how to use them. According to Burns and Bush (2020), the inquiry comprises pre-planned interviews with a large number of defendants. According to Saunders et al. (2017), the survey technique allows for the collection of a significant volume of data in an efficient and cost-effective manner. A large number of defendants may be required to assemble a large quantity of critical sub-groups to ensure that the report accurately represents a similar direct populace. Because the recipient population was just 302 people, the researcher stated that it was not necessary to choose an experiment. As a result, the survey system was used to deliver the questionnaires to all 302 employees of the O.R. Tambo District Municipality in the Eastern Cape Province.

3.12 Data collection methods

According to Sekaran (2019), numerous strategies for acquiring primary data can be used, such as interviews, surveys, observations, centre clusters, case studies, documents, and records. The primary records were gathered using a systematic survey (Appendix E). The questionnaires were personally handed to the applicants by the researcher. Applicants were asked to complete and return all surveys within three weeks. According to De Vos, Strydom, Fouche, and Delport (2011), while using the individual technique, an instrument is handed to the defendant so that they can finalize it at their own pace, but the investigator is there when problems occur. According to Burns and Bush (2020), while using their own technique, the professor delivers questionnaires by hand, so the defendants can complete them quickly and accumulate surveys. To obtain quantitative data on talent management as an administrative tool to improve service delivery, questionnaires were used: A case study of the District Municipality of O.R. Tambo

3.13 Data collection tools

Questionnaires and interview questions are two well-known data collection methods. According to Aspers and Corte (2021), a questionnaire is a research tool in which a series of questions is collected or printed together with the choice of responses, which is expected to be marked by the defendants and used for statistical investigation. According to Creswell & Creswell (2018), an interview is a data collection process that involves a direct, in-depth discourse between the interviewer and the defendant. It is carried out with a specific goal in mind, such as a survey or assessment, and both sides participate in one-on-one conversation.

3.13.1 Types of interviews

Telephone interviews refer to interpersonal contact that takes place without a face-to-face interaction. Bertram and Christiansen (2017) believe that face-to-face interviews are demonstrated by the fact that an interviewer calls on, or meets with, the defendant and performs the interview. The interviewer reads the questions aloud and takes notes on the defendant's responses. Via virtual interviews, in which the interviewee collaborates with an interviewer in real-time via video seminar technology (Flick 2022).

3.14 Measuring instrument

Wilson (2012) posits that a questionnaire is the most common tool used in the assortment of prime information. The survey should be designed carefully, including the type of questions, their format, wording, and sequence. The questions should be relevant and easy to understand by the respondent. A designed questionnaire (Appendix E) was used to gather primary data. The survey is alienated into different segments: Section A, focusing on demographic data; Section B, based on the understanding of talent management in local government, Section C, based on evaluating the effectiveness of talent management practices in local government; and Section D, based on challenges in talent management practices. The form was organised into a five-step Likert dimension arrangement. A covering letter (Appendix B) which requests respondents to participate in this study was attached to the questionnaire. Permitting to Hussey and Collins (2016), a survey is a written list of questions that are answered by many people in order to provide information for a report or a survey.

3.14.1 The administration of questionnaires

Prior to the distribution of the questionnaires, a letter authorizing the exploration was submitted to the O.R. Tambo District Municipality in the Eastern Cape Province (Appendix D). The investigator gained approval from the O.R. Tambo District Municipality (Appendix F). Following that, the investigator included a cover document (Appendix B) to the survey and requested that the defendants participate in it. The investigator used an individual mode to conduct the surveys (Appendix E). The researcher asked each defendant to return the completed surveys three weeks later. After three weeks, the investigator emailed the majority of the surveys from the target respondents to the assembly. The completed questionnaires from the sample size of 302 defendants were acquired using the internet data collection method.

3.14.2 Questionnaire construction design

A constructed closed-ended pre-coded survey was used to collect the questionnaire. The researcher created the questionnaire in order to connect it with the study's research questions and objectives. According to Lee, Lee, and Yoo (2013), questionnaires are data collection instruments that allow the investigator to pose questions to respondents in his/her study in order to obtain answers to research questions. Saunders et al. (2011) defend the virtuous practice of not relying just on survey data and instead using the questionnaire in conjunction with another data collection instrument. The questionnaire (Appendix E) was created using a 5-point Likert scale. Wilson (2012) contends that a well-planned interrogation design allows for the use of limited interrogations that require the defendant to select responses to a predetermined set of responses or gauge thoughts.

The questionnaire was designed to assess the impact of people management on service delivery and organisational success. In order to achieve the study's aims, questionnaires were constructed using the Likert scale. According to Blumberg, Cooper, and Schindler (2014), a Likert measure arrangement comprises the use of an exclusive valuing gauge that probes defendants to indicate the degree to which they agree or disagree with a sequence of intellectual views expressed in certain testimonials about an offered issue (strongly agree, agree, neutral, disagree, strongly disagree). The five-point Likert balance was chosen because it allows for robust arithmetic scrutiny and allows the research to obtain quantitative data. Because it simplifies rigorous statistical analysis and allows the researcher to collect quantitative data, the 5-point Likert scale was chosen. The Likert scale was employed to manage the defendant's personal feelings or to provide replies that were unrelated to the study. When analysing data, Likert scales employ numbers, and data can be presented in tables and figures.

3.14.3 Advantages of using a questionnaire

Rendering to Walliam (2021), surveys have advantages over other types of inspections because they are less expensive, do not require as much determination from the investigator as vocal or handset examinations, and have standardised responses that make it simple to collect the inquiries. Questionnaires provide respondents enough time to consider their responses (Sekaran 2019).

3.14.4 Characteristics of a good questionnaire

Permitting to Zikmund (2013), the subsequent are the qualities of a virtuous survey:

- Concealments an important matter.

- Designed to attain goals.
- Fleeting as probable, distinct, and simple to finish.
- Appealing, well-ordered and effortless to photocopy.
- Distinct instructions, describe imperative expressions; and
- Avoids posing ambiguous queries.

3.15 Pilot study

Rendering to Burns and Bush (2020), the purpose of a preliminary assessment is to polish the survey questions in order to establish that there is no doubt or bias, and so the assessing instrument is changed for information gathering. To test the questionnaire, ten questionnaires were distributed. Before the final distribution, the researcher reviewed the final questionnaire. Concerning the purpose of this study, 10 defendants contributed to the aviator report and were arbitrarily chosen to quiz the survey so that the necessary changes could be made prior to its distribution to the target respondents. The investigator chose participants at random in the O. R. Tambo District Municipality. Those who took part in the pilot study were not included in the final distribution of questionnaires. The HR municipal officers were among those who took part. The Cronbach Coefficient Alpha test was used to assess the validity and reliability of the pilot questionnaire responses. The responders for the pilot study were not among the 302 people who took part in the final distribution of questionnaires. Bestowing to Bhattacharyya (2019), one of the most common errors in examination is the omission of the aviator analysis, as investigators are always rushing to get to the focus point.

Sarantakos (2015) adds that the investigator would be satisfied if the processes were helpful and error-free, as well as trustworthy and valid. An aviator paper is required for the successful completion of a significant exploration plan (De Vos et al. 2010). According to Burns and Bush (2020), the entire practice and tool should be free of review and judgment by arbitrary responders, and the contribution of the defendants should be considered while changing the instrument for the core inquiry. Zikmund (2013) revealed that aviator experiments collect data as one of the last themes of the investigation assignment in order to operate as a controller of the larger analysis. As for Dane (2015), once an operation model is formed, an aviator report will be organised to identify flaws in the practice. Affording to Blumberg et al. (2014), the experimental survey of the instrument for this examination was carried out with the following objectives:

- To assess and eliminate any uncertainties that might lead to testimonials and commands being puzzling in the survey; and

- To know if the suggested data examination methods would reveal any possible glitches; and
- To validate if the examination technique was faithful and practicable in this paper.

The two most important requirements for accuracy are trustworthiness and logic. Dependability is measured by employing a variety of dimensions on related issues. A reliability coefficient of 0.60 or greater is considered "sufficient." The table below (table 3.1) displays the Cronbach's alpha score for all of the survey's parts. Pilot research or testing is vital since it improves questions, format, and instructions while also allowing you to estimate how long the study will take (Creswell and Creswell 2018). A pilot study was used to determine whether the items in the questionnaire were producing the intended information. The data from the pilot study could be used to improve the questionnaire's questions. A pilot study allows the scientist to examine the respondent's understanding of the questions and identify flaws in the questionnaire's structure.

Table 3. 1: Pilot study reliability statistics

		Number Of Items	Cronbach's Alpha
Q1	Retention strategy	15	0.897
Q2	Attraction strategy	4	0.951
Q3	Training and development	12	0.681
Q4	Rewards systems	4	0.962

Table 3.1 shows that the dependability notches for each piece exceed or approximate the recommended Cronbach's alpha value. This demonstrates a level of satisfactory, dependable notching for these sections of the examination. Authorising to the alpha value, above 0.6, indicates that the measure could be deemed trustworthy. The Pearson's test value exceeds 0.05. This denotes a level of competent, consistent slashing of the exploration units. The result shows Cronbach's alpha scales ranging from 0.681 to 0.962, indicating that the weighbridge is reliable. Permitting to Burns and Bush (2020), consistency is a geometric concept that is linked to uniformity and trustworthiness, which is steadiness in achieving the matching comparative answers when gauging marvels that did not transform. Bestowing to Trochim (2012), the steadfastness of the assessing apparatus addresses the question of whether the results of the

evaluating procedures are dependable at points where they could be reliable. As for Sekaran (2019), a pilot study can be conducted to test the reliability of the questions.

3.16 Validity and reliability

The genuineness and resoluteness of research instruments are elucidated in detail below (3.16.1 and 3.16.2).

3.16.1 Validity of the questionnaire

Blumberg et al. (2014) define validity as the degree to which an evaluating appliance fulfils the purpose for which it was created. It denotes the degree to which the appliance is associated with other standard peripherals. The extent to which a tool measures what it was designed to measure is referred to as its validity (Lee, Lee and Yoo 2013). The fundamental legality of the survey is to pose veracious questions presented in the least confusing manner. In addition, do these elements evaluate significant aspects of an investigation's purpose? Jargon should be clearly defined in order for each defendant to have the same connotation (Cohen and Marion 2011). Researchers must not guarantee that the didactic or psychosomatic measuring apparatus accurately and consistently measures what it was designed to measure. Shajahan (2012) asserts that cogency is a necessary characteristic for evaluating diplomacies. To address cogency, inquiry instruments were pre-tested prior to extensive dissemination, and the inquiries were written in such a way that the defendants understood the impartiality of the queries. The researcher made certain that the study included all of the aspects that the study wanted to investigate (Zikmund 2013). Sekaran (2019) distinguishes four distinct letterings of validity, namely:

- **Subject validity** is the evaluation of the subject matter and reasoning progressions involved. Themes, skills, and abilities should be equipped, and elements for each cluster should be haphazardly arranged.
- **Benchmark rationality**, refers to the relationship between cuts on an assessing tool and the detached capricious (criterion) trusted to accurately judge the behaviour of the qualities in the interrogation. The standard can be appropriate, reliable, and allow for any bias or adulteration.
- **Assemble authenticity**, refers to the extent to which the experiment evaluates a specific feature or paradigm. For example, intelligence, cognitive ability, aptitude, and postures.
- **Expression soundness** shows the pieces that remain thought to evaluate a notion, to the expression of it, could appear to be evaluating the fragments.

Affording to Ekinici and Riley (2014), the legitimacy of an investigation instrument indicates how valuable the gauge is likely to be in an already granted situation. The tool's soundness tells us if it is predicting an accurate outcome or if it is only roughly resembling reality. Dane (2015) defines a legal investigation apparatus as "only one that shows that it finds a true aptitude, way, or existing scenario where the investigator would discern and discriminate." When the ability or thinking is constant, and the defendant's response to the elements is not influenced by additional erratic circumstances, then every item in the instrument must generate essentially the same results (Sarantakos 2015).

3.16.2 Reliability of the questionnaire

Rendering to Trochim (2012), the dependability of the assessing tool refers to the question of whether the outcomes of the assessing procedures are stable at points when they could be reliable. According to Burns and Bush (2020), dependability as an arithmetic model is related to uniformity and trustworthiness, which is evenness in getting the same comparative answer while computing miracles that do not change. Bestowing Sekaran (2019), surveys have extremely poor persistence. In reality, they are frequently one-time information- gathering strategies with a very short timeframe geared towards a certain population. A pilot study was carried out to examine the dependability of the questions. The Cronbach co-efficient Alpha test was then performed to calculate dependability, which ranged from 0.653 to 0.849. Conferring to Blumberg et al. (2014), the following are examples of reliability:

- **Test-retest consistency (coefficient of stability):** Reliability is anticipated by comparing binary or additional recurrent interrogations of the evaluating apparatuses. This gives an indication of the dependability of the consequence on a single occurrence, which can be compared to the outcomes obtained on additional occasions.
- **Intramural stability steadfastness:** This demonstrates how well the assessment elements evaluate the same thing.

3.17 Ethical consideration and confidentiality

The researcher followed ethical procedures to protect the rights of the inquiry's participants, including the charitable contribution standard, which requires that applicants not be bullied into participating in the study project. A letter of informed consent was received from the accounting officer of the O.R. Tambo District Municipality (Appendix F), as well as an ethical clearance letter from the DUT Ethics Committee (Appendix G). According to Sekaran (2019), the following ethical assessments were made:

- **Contributor's Privileges**

No participants were purposefully wounded in this experiment, and anyone who encountered any type of injury, whether by victimization, expression, or otherwise, was informed ahead of time of their right to withdraw from the project (Sekaran 2011).

- **Confidentiality and secrecy**

Discretion means that evidence provided by applicants will not be given to the civic or made available to co-workers, subordinates, or supervisors. In this investigation, all information about the applicants was kept private, and the participants were unnamed (Krishnaswami and Ranganatham 2014). A covering letter (Annexure A) assured respondents that their replies were kept strictly confidential and would only be used for statistical analysis.

3.18 Analysis of data

3.18.1 According to Sarantakos (2015) describes data inspection as arithmetic examination of records in orderliness to determine if the created propositions have been buoyed. The exploratory surveys were gathered and calculated to ensure that every defendant had responded and that the inquiries had been completed. At the workstation, the reimbursement surveys were oblique and keen. The data was analysed using the Statistical Package for the Social Sciences (SPSS) version 24.0 for Windows. SPSS was used to evaluate the primary data received from questionnaire responses following data collection.

In this study, frequency distribution was also used. According to Aspers and Corte (2021), frequency is the number of occurrences of a recurrent event per unit of time. According to De Vos et al. (2010), record inspection is the process of providing instruction, arrangement, and implication on a large amount of obtained data. The Cronbach's coefficient alpha test is then used to calculate dependability. An arithmetic expert was brought in to examine the geometric evidence. The results display the explanatory measurements in the form of charts, cross tabularisations, and other features for the gathered arithmetic data. Inferential techniques include the use of connections and chi-square test values, which are explained using the values.

3.19 conclusion

In this study, the quantifiable exploration layout was chosen as an appropriate examination strategy. The study's target population consists of 1400 academic staff members from the O.R. Tambo District Municipality. An experimental paper was conducted with ten participants to assess the consistency and legality of the surveys. For the final distribution of questionnaires, the personal technique was used to provide examination devices to each of the 302 targeted

defendants. The researcher did not participate in the completion of the surveys. The Statistical Package for the Social Sciences (SPSS) version 24.0 for Windows was used to analyse the primary data from the questionnaires, including testing of the hypotheses. The following chapter focuses on data analysis and an argument about the decrees.

CHAPTER FOUR: PRESENTATION, ANALYSIS, AND DISCUSSION OF RESULTS

4.1 Introduction

This chapter presents analyses and discusses the results of the study. The results are presented using descriptive statistics in the form of graphs, tables, and charts for the quantitative data collected via the responses from the questionnaire. Using a variety of appropriate statistical tests, the data emanating from the survey is analysed and interpreted, to identify important patterns and relationships.

4.2 The Response Rate

The researcher distributed 312 questionnaires to employees in the study area, and 250 fully completed questionnaires were returned, representing a response rate of 80.13%. The response rate compares well with those of previous studies conducted among local municipalities (Mshengu, 2015; Mabope, 2018). The findings from the empirical research are presented, analysed and discussed below, in the sequence of the questions in the research instrument.

4.3 Reliability test

Plummer & Tanis Ozcelik (2015) wrote that reliability indicates the degree of robustness and consistency of a measurement tool, in addition to multiple repeated measurements. Kumar (2019) define reliability as the degree to which a measure will produce the same results at different times, or the degree to which similar observations will be made by different investigators at different times. Cooper and Creswell & Creswell (2017) explain that reliability is related to the measurement of the level at which the measure is free from random or unstable error, and reliable instruments can be used with confidence that transient and structural elements do not interfere.

According to Cooper and Schindler, internal consistency was achieved by combining the questions in this question with other questions and by measuring the agreement between the two questions.

Creswell & Creswell (2017) pointed out that there are many different coefficients of reliability. The common coefficient is Cronbach's alpha, which is based on the intermediate combinations of objects within the test when objects are made uniform. Where the reliability of the reliability of less than 0.50 is considered unacceptable, if a decrease between 0.50 and 0.60 is considered significant, and when it is above 0.70 it is considered positive. In this study, Cronbach's alpha is 0.847

Table 4. 1: Reliability analysis

Cronbach's Alpha	N of Items
0,847	18

Cronbach's alpha score of 0.847 was recorded on all the statements/questions of the questionnaire. This highlights a good level (84.7%) of internal consistency in the questionnaire regarding all the items of the questionnaire

4.4 Demographical Information of the Respondents

To establish these profiles, the demographic characteristics of the respondents were established and the findings from specific demographics were corroborated to determine if any trends exist.

4.4.1 Gender Distribution

The gender of each of the participants was established through the information collected and the result is shown in Figure 4.1 below

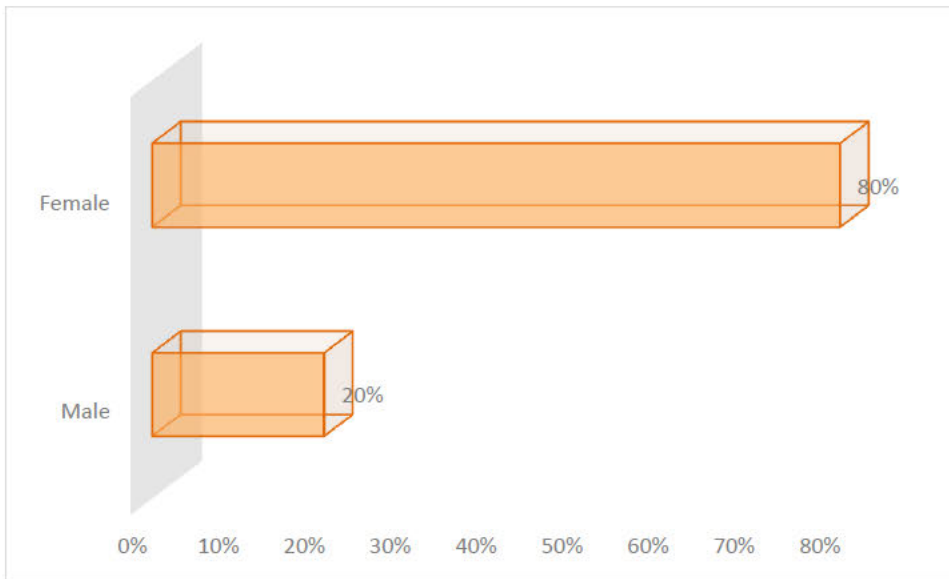


Figure 4. 1: Gender of Respondents

The results showed that 80% of respondents in the study area were women, and the remaining 20% men, as shown in Figure 4.1. Response rate means that women make up the largest number of employees at O.R Tambo Municipality. These findings are not in line with the findings of the Araujoand Tejedo-Romero (2016) found that in South Africa the majority (63%) of local municipalities are male, and the minority (37%) are female. The current conclusion is also contrary to research (Paola, Scoppa & De Benedetto, 2014).

4.4.2 Educational qualifications

Figure 4.2 below reflects the frequency and dispersion of the responses with respect to the educational qualifications of the employees of O.R. Tambo District Municipality.

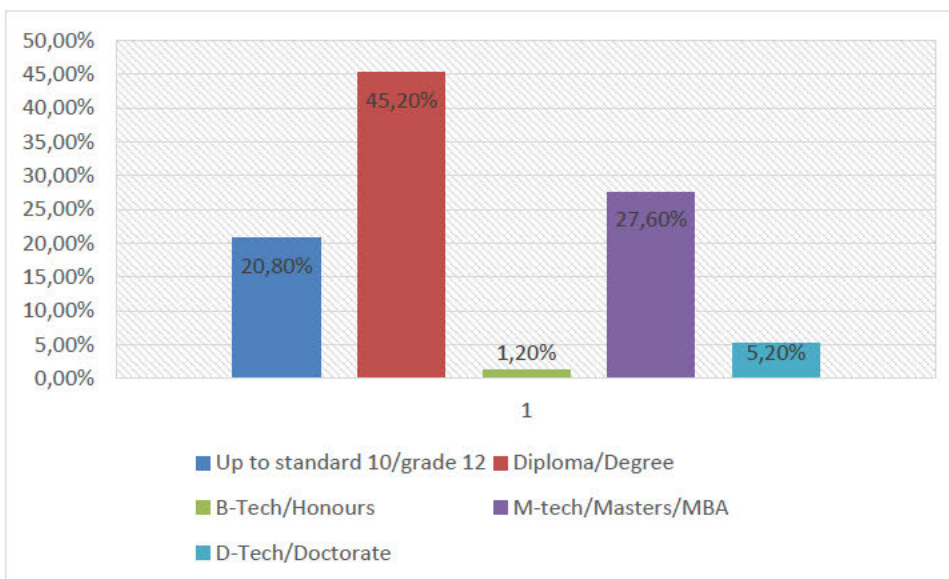


Figure 4. 2: Educational qualifications

Figure 4.2 reflects the highest educational qualification levels of the employees of O.R. Tambo District Municipality who were surveyed. Only 1.2% of the respondents had B-Tech/ Honours, with the largest of the respondents (45.2%) possessing either a diploma or a degree, and 32.8% of the employees of O.R. Tambo District Municipality surveyed possessing M-tech/Masters/MBA (27.6%) or D-Tech/Doctorate (5.2%). The results also indicate that participants that possess up to standard 10 Grade 12 contribute a total of 20.80%. This implies that most employees (79.20%) meet the minimum requirement set in by municipal laws which encourages municipalities to employ workers with post-matric qualification (Mabope, 2018). Furthermore, the result revealed that the majority of the respondents are educated and could easily mean that O.R Tambo District Municipality has talent management practice in existence.

4.4.3 The work experience of employees at of O.R. Tambo District Municipality

Table 4.2 displays the frequency and dispersion of responses in respect of the number of years the employees had worked for the organisation.

Table 4. 2: Work experience

	Frequency	Percent	Cumulative Percent
Less than 5 years	79	31,6	31,6
6 to 10 years	38	15,2	46,8
11 to 15 years	56	22,4	69,2
16 to 20 years	61	24,4	93,6
21 and above	16	6,4	100,0
Total	250	100,0	

As highlighted in Table 4.2 above, 31.6 % of the respondents have been employed for period of less 5 years; 15.2 % have been employed for 6-10 years; 22.4% of the respondents have been employed for 11-15 years; 24.4% have been employed for 16-20 years, and the remaining 6.4% of the respondents have been employed for more than 20 years. From the analysis above it is evident that almost half of the respondents (68.4%) were very well established, having been with the municipality for more than 5 years and this promotes talent management. Hughes (2008) described the management traditional techniques on minimizing labour cost. The focused interview and survey revealed that growing organisations are much committed to provide employees with a positive attitude of employer branding and the human resource departments

and divisions are more focused on establishing the talent management practices in practice rather than in words (Aibieyi & Henry, 2015). The importance of talent management and need to retain talent has been realized by organisations and they are positively making such generic strategies of human resources, that is, recruitment and selection, training and development, performance appraisal, motivation with a flayer and introduction of succession planning, employer branding and learning the mimetic approach of successful organisations history of talent management implementation strategies.

While the above section presented and analysed the biographical information of respondents, in the next section the extent to which respondents agreed or disagreed with the practice of talent management at O. R Tambo District Municipality is presented, analysed, and discussed

4.5 Talent management in local government

Tamzini and Ayed (2017), global talent management is the use of talent management tactics to attract, develop, and retain high levels of human capital. The emphasis made by Feng (2020) on talent management approaches should be on taking a long-term strategy to develop talent in each business unit

4.5.1 Employees' understanding of Talent management practices

Respondents were asked to indicate the level of understanding of Talent management practices at of O.R. Tambo District Municipality, and their responses are reflected in Figure 4.3 below.

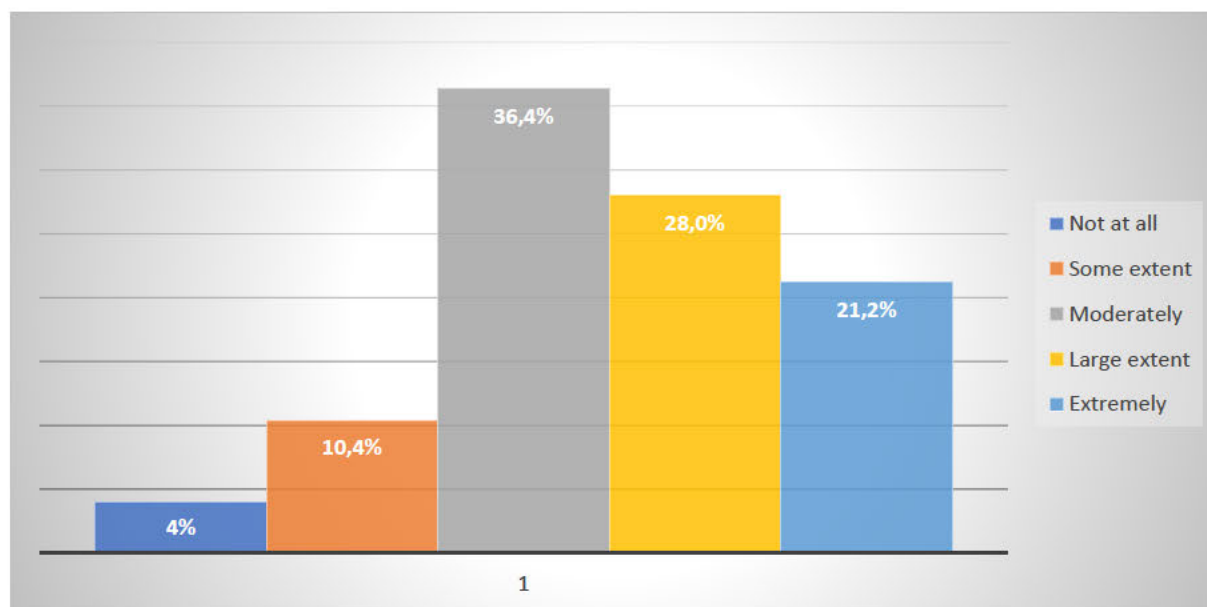


Figure 4. 3: Understanding of Talent management practices

As shown in Figure 4.3 above, the largest of respondents 36.4% moderately understood, 28% to a large extend understood, 21.2% extremely understood the concept of talent management

practices and only a small proportion of 4% indicated that not at all they understood the concept. The findings of the study are supported by Manna (2008) further points out that employee's awareness of the concept of talent management is reflected in their job performance. The concept of employee talent management in municipalities is critical for service delivery because employees who are motivated become engaged and put effort in their work to achieve organisational goals (Brooks, 2006).

4.5.2 The importance of Talent management practices to service delivery



Figure 4. 4: The importance of Talent management practices to service delivery

As shown in figure 4.4 above, regarding the Indicate the level of importance of talent management practices at of O.R. Tambo District Municipality, the respondents that indicated that it was extremely important (25.2%) or highly important (24%); 36.4% of the respondents indicated that it was important, 10.4% of the respondents indicated that it was moderately important and 4% of the respondents indicated that it was least important.

Moreover, figure 4.4 regarding the statement *“Please indicate how talent management processes relates to service delivery in your organisation”*, the largest proportion of respondents (32.4 %) indicated it was important; followed by 32% of the respondents who indicated highly important; 21.2 % of respondents indicated extremely important (12.8); 10.4% of respondents indicated moderately important while the remaining 4% of the respondents indicated that it was least important. The above finding shows that the majority of respondents are aware of the importance of fairness. Supported by the findings of the study conducted by Sharma & Raval (2016) Talent Management serves quite a purpose when it comes to attracting, and recruiting future employees, talented employees are considered as strategic assets that have enough potential to produce and capture value and execute business strategies. Talent management is

an important tool in the organisational learning and development. Talent management can use the process of the organisation in dealing with the technology, allocation of resources and performance measurement system. The talent management progress is very important in development and discovering of new talent in the market (Mary, Enyinna & Ezinne, 2015). Kay and Mocarz (2020) opined that talent management practices can lead to retention of key skills, growth of organisation and can lead to improvement of organisations' operations hence service delivery.

4.5.3 The benefits of Talent management practices in municipality

Table 4. 3: The benefits of Talent management practices

Benefit(s)	Least important	Moderately important	Important	Highly important	Extremely important	Total
Attract talent	4,0%	13,6%	31,2%	24,8%	26,4%	100,0%
Develop talent	3,6%	12,0%	31,2%	24,8%	28,4%	100,0%
Promotion of excellence performance	4,0%	13,6%	27,2%	28,8%	26,4%	100,0%
Retain talent	4,0%	12,8%	25,2%	26,0%	32,0%	100,0%

Regarding attracting talent as the benefit of talent management, an analysis of the responses indicated the respondents that revealed it is extremely important (26.4%); highly important (24.8%); important (31.2%) that attracting talent is the benefit of talent management, while 13.6% of the respondents indicated that it was moderately important, and 4% of the respondents indicated that it was least important (table 4.3). The results indicate that most of the respondents are aware that attracting talent is the benefit of talent management at O.R Tambo District Municipality. This finding is in line with the study conducted by Li, Hedayati-Mehdiabadi, Choi, Wu, and Bell (2018), talent management issues include attracting and retaining people.

Regarding talent management as source of developing talent at O.R Tambo District Municipality, the results in table 4.3 indicate that 28.4% of the respondents viewed “ Develop talent” as extremely important; 24.8% of the respondents viewed it as being highly important; 5.6% of the respondents viewed them as unimportant; 31.2% of the respondents viewed it as important; those who indicated it was moderately important constituted 12% , and the remaining

3.6 % viewed as being least important regarding the mentioned benefit. Developing talent is commonly proposed as a benefit of talent management practices in local government.

Table 4.3 also reveals the responses gathered on the importance of talent management practices regarding promoting excellence performance at O.R Tambo District Municipalities. A total of 54.8% of the respondents indicated that it was extremely important (26.4%) or highly important (28.8%); 27.2 % of the respondents were of view that it was important; 13.6 % of the participants indicated it was moderately important, and 4% of the respondents indicated it was least important in this regard. The results are consistent with the findings of Khilji and Keilson (2019) correlated that TM integrates a broad crossflow of talent, government policies, and diaspora mobility to attract, train, develop, and retain exceptional individuals for innovation and competitiveness, facilitating TM practices at the organisational level

Additionally, table 4.3 indicates that in terms of talent management results in the retention of talent, majority of the respondents (58%) indicated either it is very extremely important (32%) or highly important (26%); almost a quarter of respondents (25.2%) indicated that it was important; 12.8% of the participants chose moderately important as their response while the remaining 4% of the respondents indicated that it was least important regarding this. The above finding shows that the majority of respondents are aware of the importance of talent management in retaining talent. Turner and Kalman (2018) argue that human resource management should not be held primarily responsible for an organisation's talent management operations. Silzer and Dowell (2016) contend that in order to develop talent practices, implement an efficient talent management program, and develop a talent management culture in the organisation.

4.6 The effectiveness of talent management practices in local government

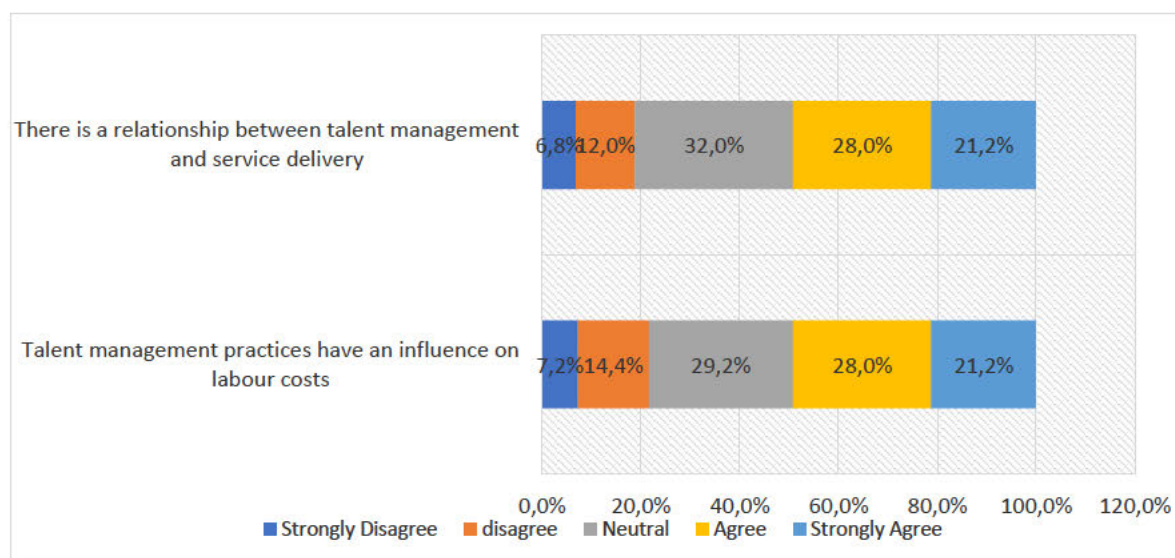


Figure 4. 5: The effectiveness of talent management practices

As shown in figure 4.5 regarding the statement “*There is a relationship between talent management and service delivery*”, the majority of respondents (49.2%) either strongly agreed (21.2%) or agreed (28%) with the statement; 21.6% of the respondents either disagreed (14.4%) or strongly disagreed (7.2%), and 29.2 % of the respondents neither agreed nor disagreed with the statement. The results may being point out that there is a relationship between talent management and service delivery. These results are inconsistence with the findings of the study conducted Adams, Gallant, Jansen, and Yu (2015) contend that there is a direct relationship between bad municipal services and service delivery protests.

An analysis of the responses (figure 4.5) revealed that the majority of respondents (49.2%) either strongly agreed (21.2%) or agreed (28%) with the statement; 21.6% of the respondents either disagreed (14.4%) or strongly disagreed (7.2%), and 29.2 % of the respondents neither agreed nor disagreed with the statement with the statement that “*Talent management practices have an influence on labour costs*” This implies that the majority of the respondents were view that talent management practices have an influence on labour costs like wages, bonus, training costs and other monetary incentives.

4.7 Challenges in the talent management practices in local government.

4.7.1 Develop/ review/modify/change some of the talent management practices

In this section of the questionnaire aimed to gauge whether it is important for O.R Tambo to develop/ review/modify/change some of the talent management practices. The empirical data from the respondents are analysed, interpreted, and discussed below.

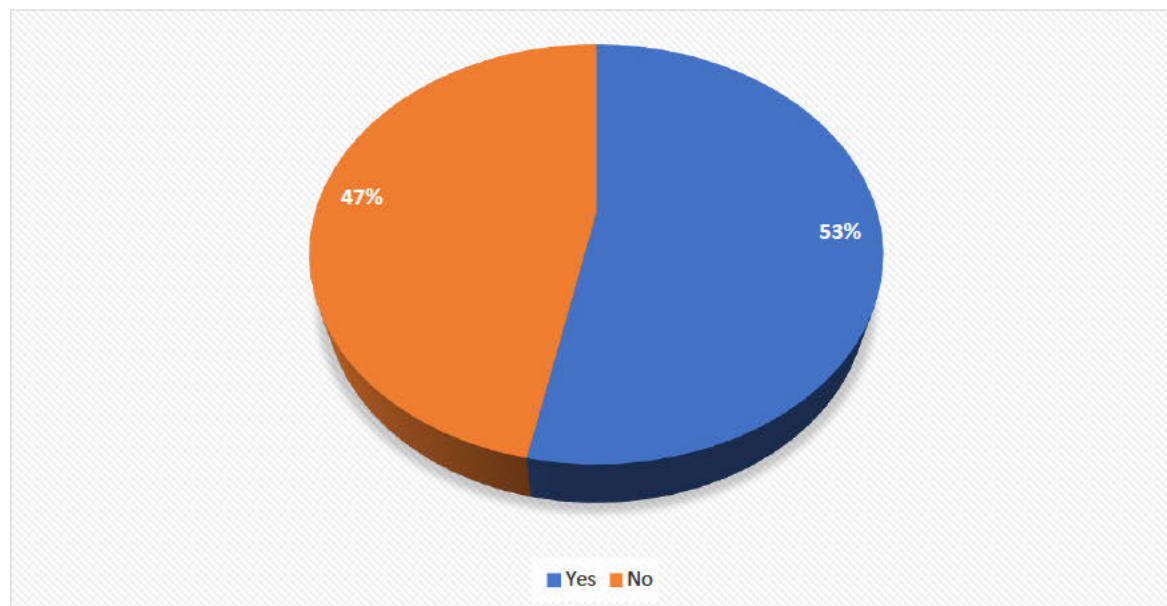


Figure 4. 6: Develop/ review/modify/change some of the talent management practices

As shown in Figure 4.6, in regard to the statement, “With respect to your organisation, do you think there is need to develop/ review/modify/change some of the talent management practices”, the majority of the respondents (53%) also indicated that O.R Tambo should develop/ review/modify/change some of the talent management practices. The results may point to the fact talent management must therefore adapt to the changing nature of our workforce as well as communication media (Bhattacharya and Mukherjee, 2019).

4.7.2 Challenges of talent management practices

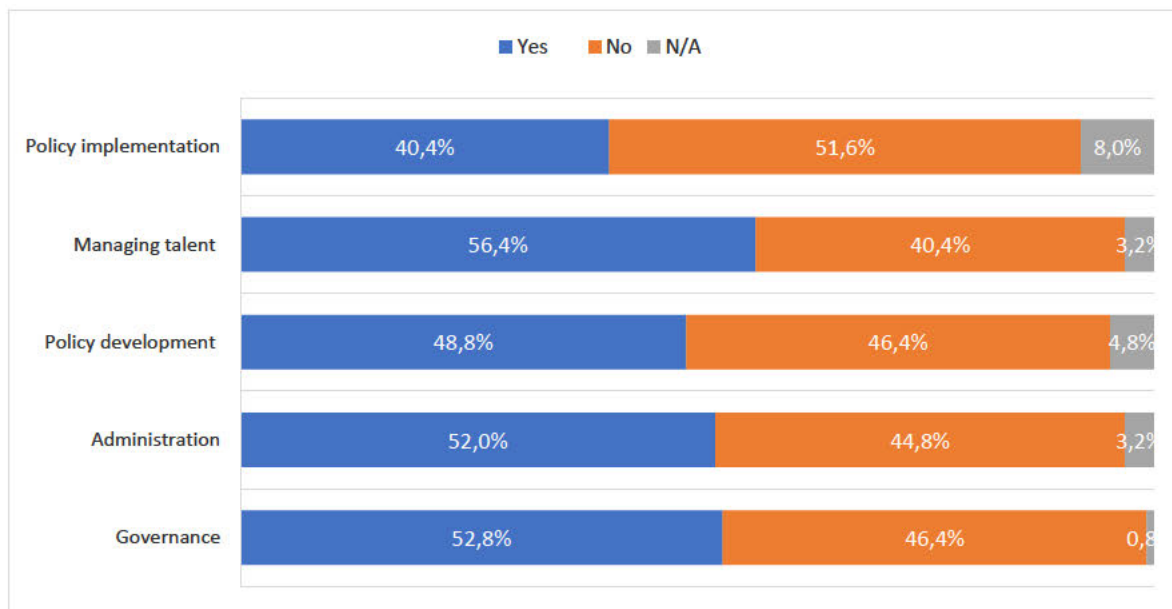


Figure 4. 7: Challenges of talent management practices

An analysis of the results in Figure 4.7 reveals that the majority of respondents (51.6%) indicated that policy implantation as a challenge to talent management practices; in addition, 56.4% of the respondents indicated managing talent is main challenge of talent management practices. Almost half of the respondents (48.8%%) also indicated that policy development is challenge to talent management practices. A significant proportion of respondents (52%) also indicated that administration is the main challenge of talent management practices and the majority of respondents (52.8%) indicated that governance is the main challenge to talent management practices. These results are encouraging, as the findings of research Wellins, Liu, and Qiuyong (2017) contend, based on their research on Chinese organisations as they investigated the challenges faced when implementing Talent Management initiatives, the following: frontline leaders in many organisations are not competent in applying talent management tools and processes. Selecting and developing talent is the most critical job for leaders and they are failing.

Most organisations lack an accurately assessed pool of ready talent, which is critical to effectively promoting the right people into critical leadership positions. The majority of organisations fail to properly measure the outcomes of their HR development initiatives. Without metrics it is almost impossible to know which practices are working and how to improve them. Organisations generally don't have a clear understanding about how talent management strategy supports business strategy. Tansley, Harris, Stewart, and Turner (2016) confirmed the aforementioned challenges and added saying, "the main barrier could be that strategy making in areas of HR are limited generally, usually being done for operational not strategic reasons". Moreover, Hejase, Hamdar and Haddad (2012), in their research on Lebanese institutions, report that "the main gap in Lebanon is that most companies are applying some components of Talent Management but not all together in an integrated manner". As with all human resource strategies, a talent management program should be an integral piece of an organisation's human resource agenda, and must align with the company's vision, culture and overall strategy.

4.8 Inferential statistics

Inferential calculations are techniques that allow us to use samples to make a general statement about the calculations from which samples were taken (Johnson, Christensen and Fishman 2014). Therefore, it is important that the sample accurately represents the target population. Inferential statistics stem from the fact that the sample contains sample errors; Therefore, the sample is not expected to represent the total population (Allmark and Machazek, 2018).

In this study a number of four analytical tools were used, including Factor analysis, spearman correlation matrix and regression statistics.

4.8.1 Factor Analysis

Initially, Principal Component Analysis (PCA) and Principal Axis Factoring (PAF or PFA) were performed on data set and ten items. The items were tested for loading of the upper and lower items, and 0.499 was established as the minimum acceptable load capacity (Ramrakhiani, 2017). Ideally, a component should have at least three variance load in the component, with a coefficient of 0.7, but a coefficient of 0.3 is considered the minimum acceptable (Cole, 2017). PCA with Varimax Rotation has been used to determine the appropriateness of building scales. Two statistical tests were used to assess whether the sub-scales were appropriate to analyze the feature. The first was the Bartlett Test of Sphericity, where the lower scales were tested, and the last was the Kaiser-Meyer Olkin Measure of Sampling Adequacy (KMO), which tested the adequacy of the sample. As can be seen in Table 4.3 below, KMO = 0.626, which is approximately 0.6, indicated that sample data should be a characteristic analysis (Cole, 2017).

Bartlett's experiments ($p < 0.001$) showed that the coefficients of communication were not all zero (Table 4.3). As a result, both assumptions required in the analysis of the material were satisfied.

Table 4. 4: KMO and Bartlett's Test

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			0,626
Bartlett's Test of Sphericity	Approx. Chi-Square		1740,615
	df		10
	Sig.		0,000

A scree plot of the factor analysis results demonstrated the high eigenvalue of the first component (3.232), with diminishing values for components 2 through 5, beyond which the eigenvalues dropped below the required 1.0 value. Figure 4.4 presents the scree plot of eigenvalues.

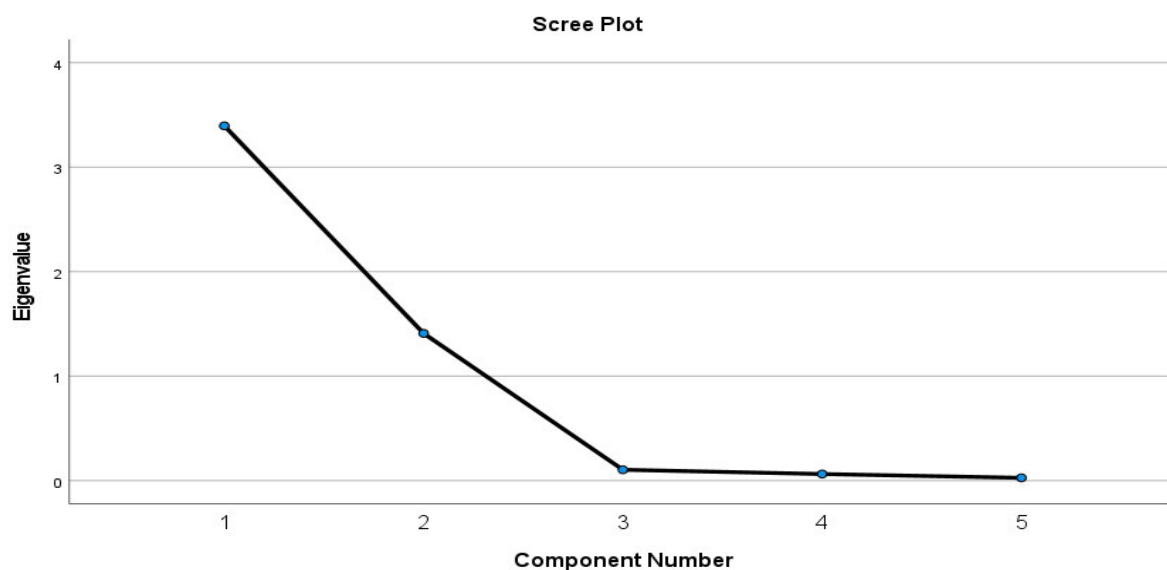


Figure 4. 8: Scree plot of eigenvalues

These results show the loading of unchanged items in all components using the main extraction method. The first three items had more than 1 eigenvalue. The percentage variance defined by all five factors was 0.64637 or 64.637%. The scree structure shows that Factor 1 alone is rated at 64.637% as a complete data variation. The rest of the things make up a very small part of the diversity and are almost insignificant. In this case, it can be said that the scale was threefold.

Key Section Analysis with Varimax Rotation was used to confirm the validity of the measurement structure. The results of the feature analysis, load loading and described variance are given in Table 4.5, as shown above, and identified three features with greater eigenvalues than one. Table 4.5 displays the five factors as follows:

Factor 1: Governance

Factor 2: Administration

Factor 3: Policy development

Factor 4: Managing talent

Factor: Policy implementation

Table 4. 5: The results of PCA

	Component	
	1	2

Governance	-0,695	0,696
Administration	0,938	0,248
Policy development	-0,683	0,712
Managing talent	0,913	0,368
Policy implementation	0,856	0,469
Extraction Method: Principal Component Analysis.		

On these five factors, the 64.637% variation in talent management practices was explained by them and the remaining percentage was explained by the other five factors as shown in the scree plot (Figure 4.8).

4.8.2 There is a relationship between talent management and service delivery

Chi-square tests were carried out to establish an association between talent management and service delivery, and the major findings are discussed hereunder. According to Wegner (2016), the p-value is the probability of obtaining a test statistic equal to or more extreme than the result obtained from the sample data, given that that the null hypothesis is true. In other words, a p-value less than 5% indicates that there is an association between talent management and service delivery. Conversely, a p-value above 5% implies that there is no statistical evidence to indicate that there is an association between talent management and service delivery.

One of the objectives of the study was to establish the extent to talent management influences service delivery. The Pearson Chi-Square test revealed that there was statistically significant association between talent management and service delivery. The above conclusion was reached based on the p value of 0.001, which was below 0.05 as reflected in Table 4.6. This finding is inconsistent with the findings of a study undertaken by Gupta and Muita (2013) in Jordon, which concluded that talent management is a more concentrated and segmented approach to managing employees in critical roles within a local government entity. It refers to the integrated and systematic procedures of attracting, engaging, and keeping key personnel and future institutional leaders in local government. Cunningham believes that talent

management can be contextualized by considering two major strategic options: aligning people with roles and aligning roles with individuals

Table 4. 6: Test Statistics

	There is a relationship between talent management and service delivery
Chi-Square	55.960 ^a
df	4
Asymp. Sig.	0,000

4.16 Conclusion

The data collected through the questionnaire facilitated the analysis, interpretation, and discussion of Talent management as an administrative tool to enhance service delivery. The analysis of the data revealed that the majority of employees are of view that talent management is being practiced. Overall, it emerged that effective talent management is to achieve process excellence in talent management, moving away from the individual, to the consolidated, linking business strategies with people strategy. The research objectives were answered in terms of assessing the influence of talent management on service delivery at O.R. Tambo Municipality; to investigate challenges that affect the effective implementation of talent management as an administrative tool to enhance service delivery at O.R. Tambo Municipality, and to recommend a talent management model to accelerate service delivery at O.R. Tambo Municipality.

The final chapter highlights the key findings of the study, draws conclusions, and makes recommendations

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The aim of this research study was to investigate Talent management as an administrative tool to enhance service delivery: A case of O.R. Tambo District Municipality. The preceding chapter presented the empirical findings of this study. This chapter draws conclusions from the study based on the empirical findings and from the literature review. It further provides recommendations for academics, management, government and other stakeholders. This chapter begins with evaluating the attainment of the research objectives. Secondly, conclusions will be drawn by comparing the empirical findings and objectives of this study. Thirdly, the recommendations and the contribution of the study will be presented based on the findings of the study. Lastly, the limitations and suggestions for future research will be discussed.

5.2 Review of the Major Findings of the Study

A summary of the major findings of the study, emerging from the literature reviewed (in Chapter 2), and the empirical study talent management as an administrative tool to enhance service delivery using O.R Tambo District Municipality as a case study is presented below.

5.2.1 Findings from the literature review

Regulatory framework to service delivery 2.4.2.1 The Constitution of the Republic of South Africa Act (108 of 1996) The Constitution (1996) gives powers and responsibility to municipalities in local government to provide services to people in a sustainable way and promote a healthy and safe environment.

Relationship between service delivery and talent management. Contextualizing talent management for service delivery, Bateman and Snell define management as the activity of collaborating with people and resources to achieve municipal goals.

Emerging-market governments, such as India and China, are attempting to reverse emigration and return highly skilled emigrants to their home countries, whereas governments such as South Korea, Malaysia, Taiwan, and Singapore have made significant investments in education and human-resource development of their own citizens, a practice known as "home growing." These investments in utilizing human talent and developing local capacities have played an important role in government-led initiatives aimed at enhancing economic growth by unleashing human potential and building on organisations' innovative capacity. Bestowing to Filippus and Schultz (2019), talent management difficulties include a lack of performance management, a lack of

talent development, a lack of talent retention, remuneration challenges, complex government rules and red tape, and a lack of leadership.

Talent management is a more concentrated and segmented approach to managing employees in critical roles within a local government entity. The premise of inclusive talent management is that all employees may contribute to guaranteeing high-quality service delivery. Residents, on the other hand, have become aware of their fundamental rights to engage in the delivery of services by the local government, as a result, communities will express their discontent with service delivery through town councils through public demonstrations.

Similarly, Wahba (2015) conducted a study on talent management practices in Kenya (again, the study was aimed at exploring factors influencing the implementation of talent management practices in various Kenyan companies); the findings revealed that companies lack the necessary resources for talent development investments. Although talent management is not explicitly defined, it can be deduced from the notions of "particular attention," "personal development," and "capacity-building." Municipal employees, according to the Batho Pele principles, should be competent and have a positive attitude toward helping South Africans.

Talent management (TM) refers to the actions and processes that entail the systematic attraction, identification, development, engagement, retention, and deployment of those talents that are of particular value to a company in order to achieve strategic, long-term success. According to Murimoga and Musingafi (2014), citing Bachmann and MacCleery (2006), service standards support local economic development, whereas poor service delivery undermines the quality of life in this local area, slows economic growth, and creates a lack of trust between citizens and local governments. They described RTM as a set of talent management methods and practices that focus on the company's responsibility to identify, develop, and maintain the many unique talents of all employees by providing them with access to prospective possibilities for growth and development. As a result, define macro global talent management (MTM) as activities and policies that are systematically designed and developed by governmental and nongovernmental organisations to promote the quality and quantity of talent across countries and regions in order to facilitate citizens' and corporations' innovation and competitiveness.

Silzer and Dowell (2016) contend that in order to develop talent practices, implement an efficient talent management program, and develop a talent management culture in the organisation, all stakeholders, namely the organisation's board of directors; the chief executive officer (CEO) and senior executives; the HR department and talent professionals; line managers, and an external consultant, should take co-responsibility and co-ownership in ensuring the success of the talent management process. They are as follows: talent strategy, talent review process, staffing, talent

acquisition, talent engagement, talent development, talent deployment, performance management, and talent retention (HCI 2011).

Conferring to Majekodunmi (2012), poor service delivery in Nigeria is caused by official corruption, institutional capacity constraints due to limited required skills and personnel, lack of transparency, ward committees that are not functioning well, lack of accountability by council officials, lack of consultation in governance issues, failure to prioritize community needs, non-aligned budgeting practices, and disagreements between municipal administrative sections and the political field. Many organisations are confronted by the war for talent in terms of critical personnel management variables such as job motivation, attractiveness, and development, work worth, and recruiting (Holster at., al 2016). Affording to Oladapo (2014), there are five major categories of talent management: recruiting, performance management, succession planning, training and development, and retention.

Similarly, talent management methods can be effective tools for achieving employee outcomes like retention, commitment, organisational citizenship behaviour, performance, motivation, job satisfaction, and work engagement (Ashe 2018; Burbach, Scroggins, and Royle 2010; Chien and Yick 2016). Abdul-Salaam (2016) concurs that there was previously inadequate and inefficient service delivery in local government and reveals that some issues underpinning deficient service delivery include a lack of funding, corruption, political involvement, and a lack of accountability. Beginning with, exclusive talent management, which has been the more dominant of the two, is primarily concerned with targeting a small group of highly skilled workers who significantly contribute to the company's performance and investing in them in order to maximize the company's profits, reflecting a more objective viewpoint (Meyers 2016).

5.2.2 Findings from the primary study/ empirical results

5.2.2.1 Objective 1: Assessing the influence of talent management on service delivery at O.R. Tambo Municipality

Regarding attracting talent as the benefit of talent management, an analysis of the responses indicated the respondents that revealed it is extremely important (26.4%); highly important (24.8%); important (31.2%) that attracting talent is the benefit of talent management, while 13.6% of the respondents indicated that it was moderately important, and 4% of the respondents indicated that it was least important (table 4.3).

In terms of talent management results in the retention of talent, majority of the respondents (58%) indicated either it is very extremely important (32%) or highly important (26%); almost a quarter of respondents (25.2%) indicated that it was important; 12.8% of the participants chose

moderately important as their response while the remaining 4% of the respondents indicated that it was least important regarding this.

Regarding the Indicate the level of importance of talent management practices at of O.R. Tambo District Municipality, the respondents that indicated that it was extremely important (25.2%) or highly important (24%); 36.4% of the respondents indicated that it was important, 10.4% of the respondents indicated that it was moderately important and 4% of the respondents indicated that it was least important. Regarding talent management as source of developing talent at O.R Tambo District Municipality, the results in table 4.3 indicate that 28.4% of the respondents viewed “ Develop talent” as extremely important; 24.8% of the respondents viewed it as being highly important; 5.6% of the respondents viewed them as unimportant; 31.2% of the respondents viewed it as important; those who indicated it was moderately important constituted 12% , and the remaining 3.6 % viewed as being least important regarding the mentioned benefit.

5.2.2.2 Objective 2: To investigate challenges that affect the effective implementation of talent management as an administrative tool to enhance service delivery at O.R. Tambo Municipality

An analysis of the results reveals that the majority of respondents (51.6%) indicated that policy implantation as a challenge to talent management practices; in addition, 56.4% of the respondents indicated managing talent is main challenge of talent management practices. The majority of the respondents (53%) also indicated that O.R Tambo should develop/ review/modify/change some of the talent management practices. There is a relationship between talent management and service delivery, the majority of respondents (49.2%) either strongly agreed (21.2%) or agreed (28%) with the statement; 21.6% of the respondents either disagreed (14.4%) or strongly disagreed (7.2%), and 29.2 % of the respondents neither agreed nor disagreed with the statement. The largest of respondents 36.4% moderately understood, 28% to a large extend understood, 21.2% extremely understood the concept of talent management practices and only a small proportion of 4% indicated that not at all they understood the concept. The emphasis made by Feng (2020) on talent management approaches should be on taking a long-term strategy to develop talent in each business. Respondents were asked to indicate the level of understanding of Talent management practices at of O.R. Tambo District Municipality

Talent management practices have an influence on labour costs. This implies that the majority of the respondents were view that talent management practices have an influence on labour costs like wages, bonus, training costs and other monetary incentives. A significant proportion of respondents (52%) also indicated that administration is the main challenge of talent management practices and the majority of respondents (52.8%) indicated that governance is the

main challenge to talent management practices. Develop/ review/modify/change some of the talent management practices. In this section of the questionnaire aimed to gauge whether O.R Tambo needs to develop/ review/modify/change some of the talent management practices.

The above finding shows that the majority of respondents are aware of the importance of talent management in retaining talent. Kay and Mocarz (2020) opined that talent management practices can lead to retention of key skills, o growth of the organisation and can lead to improvement of organisations' operations hence service delivery. Silzer and Dowell (2016) contend that to develop talent practices, implement an efficient talent management program, and develop a talent management culture in the organisation.

5.3. Conclusions are drawn from the study

It may conclusively be stated that talent management has a great influence on service delivery. Talent management cannot occur in isolation from strategy, human resource management and institutional planning as it cuts across all the human capital or HR sections. It entails identifying institutional needs, collecting data to promote effective decisions, talent planning based on information obtained for data analysis, developing activities informed by talent management plans, and analysing the results to identify the perceived impact of talent management strategies. Coaching, mentoring and other retention strategies such as suitable financial rewards, intrinsically interesting and challenging jobs; good workplace relationships; opportunities for staff development, training and personal growth, a flexible workplace, and attractive work conditions that make provision for childcare facilities, gym facilities, health care and other lifestyle benefits were also emphasised.

5.4 Recommendations

O.R Tambo District Municipality management, therefore, needs to provide productive institutional tools for the establishment of a professional partnership with employees. It is suggested that technical or technological and administrative assistance should be given to workers in educational institutions to achieve higher efficiency. In addition, O.R Tambo District Municipality management needs to understand the significance of the TM practices and their relevance in fostering a work environment where continuous learning or development is required. O.R Tambo District Municipality should develop consistent recruiting strategies to ensure a fit between different institutions because this will assist in maintaining skilled employees. In doing so, O.R Tambo District Municipality may use this to exploit their workers to gain a competitive edge. Besides that, when workers are effectively hired and fixed in the right

places and positions, they are much more likely to show higher commitment and show strong attachment to the institutions that help them to achieve success.

Furthermore, appropriate training programmes need to be offered to academic personnel to enhance their skills and ensure a consistent cycle of growth. On a similar note, academic employees should indeed be compensated well for effective performance to boost their training and research work. A consequence of this is to honour and recognize academics for their research publications in reputable journals. Lastly, O.R Tambo District Municipality management should pay much more attention to factors that affect positive and negative behaviours or attitudes towards employees. For example, management should host seminars where input and discussion on the reasons for their negative work-related attitudes like low engagement level, disengagement and attempts to quit can be discussed and addressed.

Other recommendations:

- ✓ The Municipality should ensure that the following core elements of talent management are fully integrated into the HRM&D strategy namely; selecting, appointing and on boarding, succession planning, talent retention, developing and managing performance, and recognising and rewarding talent.
- ✓ Other than the integration of talent management strategies with HRM&D strategy, the municipality should make provision for the required skills, capacity and abilities needed to achieve its overall strategy and strategic objectives as set out in the municipal five-year strategic plan.
- ✓ There should be procedures to prevent nepotism, intimidation and political interference that ensure that the best candidate for an advertised post is appointed.

5.5. Scope for further studies

A similar study should be carried out in other district municipalities on the relationship between talent management practices and service delivery as a qualitative study.

5.6 Conclusions

The study investigated talent management as an administrative tool to enhance service delivery: A case of O.R. Tambo District Municipality. The starting point should be linking talent management to the day-to-day operational practices of the organisation through the involvement of top managers. To execute talent management properly, managers and HR managers should deal with enablers and distractors related to talent management execution levels. The HR staff,

management and operational staff must therefore be involved in the execution of talent management. Engagement on all three levels is essential. Talent management is important to ensure that organisations can successfully acquire and retain essential talent, as well as to ensure that employees are engaged on all levels. It is therefore of utmost importance for the municipality to pay attention to the identified distractors as well as engagement that was not apparent as a talent management practice. Business leaders who execute the best talent management processes at HR, operational and strategic levels are more prepared than their competitors to compete in the global economy and capitalise quickly on new opportunities.

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