

**THE INFLUENCE OF ORGANISATIONAL STRATEGY, RECRUITMENT
STRATEGY AND ORGANISATIONAL CULTURE ON SUCCESSION
PLANNING IN SOUTH AFRICA'S DEPARTMENT OF INTERNATIONAL
RELATIONS AND COOPERATION**

by

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DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

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This dissertation is being submitted in fulfilment of the requirements for the degree of Magister Technologiae: Business Administration.

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The dissertation is the result of my own independent work/ investigation, except otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

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DEDICATION

My gratitude to the God Almighty for His grace that has been sufficient to give me the strength to complete this study. Glory to His name.

This study is dedicated to:

- My late parents, Basilius Motlatjo and Priscilla Matsheko for giving us life and for teaching us to love one another.
- My two children, Reshoketswe and Khutso, for having been pillars of strength and support. You kept on reminding me to complete this study.

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ABSTRACT

Key words: organisational strategy, leadership theories, recruitment strategy, organisational culture, succession planning.

In terms of the Public Service Act, 1994, as amended by Act 30 of 2007, all government departments operate under a recruitment system whereby applicants and employees are selected for positions based on their qualifications for the job. Equity and fairness are underlying democratic values and principles of the system. Therefore, the system guards against pre-determined successors until such time as all qualified candidates are provided an equal opportunity to apply for, and be considered, for the job (RSA 1994).

However, organisations need to ensure that the appropriate people are in place with the required values, skills and competencies that are necessary to bring about change and accomplish goals to drive organisational strategy forward. It is also necessary to ensure that a suitable leadership team is chosen to help preserve and build upon an organisation's existing vision, mission and values. Ensuring that leaders have the appropriate skills, abilities and competencies is crucial to assist an organisation to implement its strategic direction and overall goals and objectives.

The purpose of this study was to investigate the influence of organisational strategy, recruitment strategy and organisational culture on effective succession planning in the Department of International Relations and Cooperation (DIRCO). In this study, focus was on trait behavioural, situational and chaos leadership and management theories; and their relationship to succession planning.

The study made use of a quantitative research technique. Quantitative primary research was conducted by employing a self-administered questionnaire in the gathering of primary data for the study. The target population comprised employees (from entry level to executive levels) of DIRCO based in Gauteng Province as well as 127 South African Embassies and Consulates in foreign countries. Descriptive analysis was used in the analysis of the sample composition and participants' perception of succession planning at DIRCO. Furthermore, confirmatory factor analysis and structural equation modelling (SEM) was used to assess model fit and to test the hypotheses.

The results of the study confirmed that the recruitment strategy of DIRCO does not create opportunities for identification of internal talent. In order to address these deficiencies, it

is recommended that DIRCO identify, mentor and promote diverse pools of internal candidates through succession planning. A proper succession plan will provide an organisation with a surplus of talent and will assist officials to realise their potential. DIRCO prefers to recruit external candidates rather than developing training programmes that will prepare the internal workforce for future leadership positions. The results indicate that lack of organisational and recruitment strategies have substantial influence on organisational processes.

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CHAPTER 1

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 INTRODUCTION

This chapter focuses on the introduction to the study, which is an overview of the entire study including the problem statement, purpose of the study, research objectives and research design. The key constructs of the study, which are recruitment and organisational strategies; and organisational culture and their relationship to succession planning, are briefly introduced. Furthermore, major theoretical ideologies that play a vital part in succession planning are briefly explained.

1.2 BACKGROUND TO THE STUDY

The South Africa's Ministry of international Relations and Cooperation, in accordance with the Cabinet portfolio responsibilities, is entrusted with the formulation, promotion and execution of South Africa's foreign policy. Therefore, the South Africa's Department of International Relations and Cooperation (DIRCO) overall mandate is to work towards the realisation of the South Africa's foreign policy objectives. DIRCO operates in an environment that is dynamic and influenced by national, continental and global demand and is people-driven (Department of International Relations and Cooperation 2011:8). It is therefore, prudent to focus on identifying the calibre of the people who can fit in the Department across all levels and who are ready to fill vacant positions with immediate effect. While it is a reality that an organisation's goals, priorities and direction may change over time, its vision, mission and values usually remain constant; at least within the time horizon of the typical strategic planning period (Mintzberg 2004:38). Therefore, to have a robust succession management programme in place can help, whether or not major organisational change is planned in the foreseeable future. It is vital for an organisation, like DIRCO to ensure that its leaders have the right skills, abilities and competencies that can help an organisation implement its strategic direction and overall goals. However, in terms of the Public Service Act, 1994, as amended by Act 30 of 2007, all government departments operate under a recruitment system whereby applicants and employees are selected for positions based on their qualifications for the job. Equity and fairness are underlying democratic values and principles of the system. Therefore, the system guards

against pre-determined successors until such time as all qualified candidates are provided an equal opportunity to apply for, and be considered, for the job (RSA 1994). According to Rothwell (2003:2) organisations need to ensure that the appropriate people are in place with the required values, skills and competencies that are necessary to bring about change and accomplish goals to drive organisational strategy forward and accomplish strategic objectives.

1.3 PROBLEM STATEMENT

The concept of succession planning has long been a subject of study in the private sector, but not as vigorously as in the public sector (Kesner & Sebor 1994:343). In the public sector, an effective succession plan is perceived as an instrument that determines who is next in line for a higher official position. However, good succession planning does not just look at who is next in the line for the position, but rather targets people early in their careers and determines what kind of training and experiences they would need in order to become effective leaders. The preparation for succession planning and management at all levels of government is “marked by serious deficiencies in preparation, orientation, and communication” (Rainey & Barton 1988:45). This represents an issue that has been on the horizon for some years.

A review of about 130 studies of succession planning conducted between 1980 and 1993, indicates that only five pertained to succession planning in the public sector (Kesner & Sebor 1994:343). Succession planning in the private sector has been more formalised than in the public sector, and the public sector has begun to look at it systematically (Schall 1997:6). Similarly, there has been a lack of focus on succession planning in non-profit organisations, although the need is just as pressing as in the public sector. In this study, the researcher is in agreement with the notion of a need for the readiness of the organisation with employees who can take up a leadership position at any time when it becomes vacant as well as the adherence and compliance to legislation. However, in the case of DIRCO, the recruitment and deployment system is two folded with political influence that plays a vital role i.e. deployment of both career diplomats within DIRCO who are knowledgeable with the system and political appointees.

1.4 OBJECTIVES OF THE STUDY

1.4.1 Primary objective

Little research has been done in the South African perspective. As such, this study is the first to be done from a South African perspective within DIRCO and therefore intends to contribute significantly to new knowledge in the existing academic literature. The purpose of this study is to investigate the influence of organisational strategy, recruitment strategy and organisational culture on effective succession planning in DIRCO.

1.4.2 Theoretical objectives

In order to achieve the primary objective of this study, the following theoretical objectives have been formulated:

- To review literature on organisational strategy.
- To review literature on succession planning; practices in succession planning and imperatives in the implementation thereof.
- To review literature on recruitment strategy.
- To review literature on organisational culture.

1.4.3 Empirical objectives

The following empirical objectives have been formulated to support and justify the conceptual model and hypotheses statements:

- To investigate the current succession planning practices in DIRCO.
- To ascertain the influence of organisational culture on succession planning in DIRCO.
- To determine the influence of recruitment strategy on succession planning in DIRCO.
- To investigate the influence of organisational culture on succession planning in DIRCO.

From the conceptual model (Figure 1), the organisational strategy, recruitment strategy and organisational culture are predictor variables, while the effective succession planning is the outcome variable for this study.

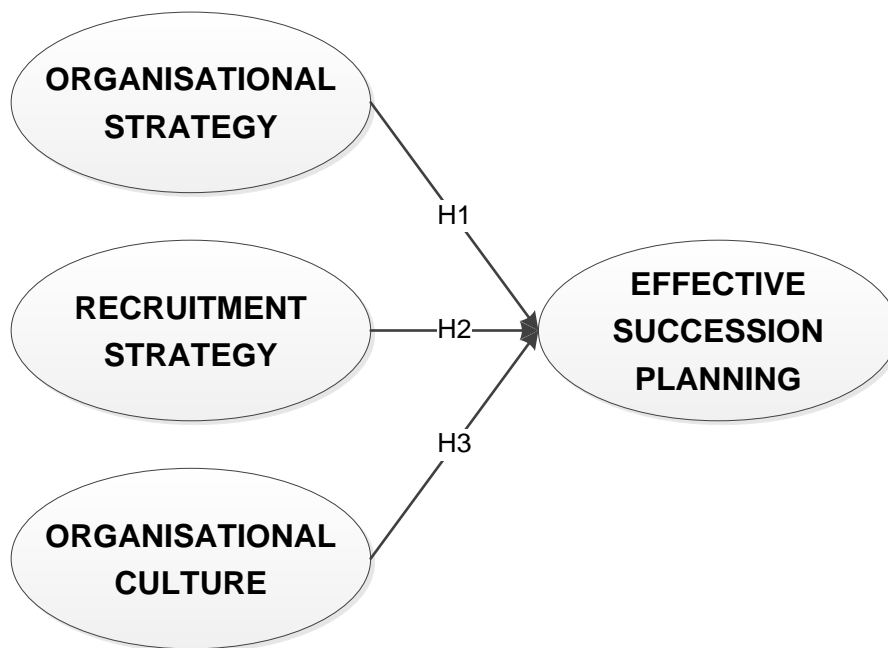


Figure 1: Conceptual model of the proposed relationships

1.4.4 Hypotheses statements

Arising from the literature review and the conceptual model, the following hypotheses have been formulated:

- H₁: There is a positive relationship between organisational strategy (OS) and succession planning (SP) at DIRCO.
- H₂: There is a positive relationship between recruitment strategy (RS) and succession planning (SP) at DIRCO.
- H₃: There is a positive relationship between organisational culture (OC) and succession planning (SP) at DIRCO.

1.5 LITERATURE REVIEW

According to Fink (2010:3) a research literature review is a systematic, explicit, and reproducible method for identifying, evaluating, and synthesizing the existing body of completed and recorded work produced by researchers, scholars, and practitioners. The afore-mentioned definition implies that in any research project, it is therefore important that an evaluation of the previous research related to the current study be carried out. It is against this background that the researcher had reviewed the literature related to this study so that a base can be found to support the research. A literature survey has

therefore placed the present research project into perspective and also provides direction to the present research. This statement is supported by Neuman (2000) in De Vos (2002:129) who argues that a good literature review places a research project in context – it shows the path of prior research and how the current project is linked to the former. It shows that the researcher has identified some gaps that the proposed study would meet a demonstrated need.

DIRCO's operations force for deployment and rotation of career diplomats and political appointees, who are mostly on the verge of retirement. It is the researcher's assumption that although DIRCO has put into place leadership and management programmes to ensure that staff members receive training to prepare them for leadership and management positions, the rotation abroad has resulted in blockages to upward mobility and due to these impediments, the staff members are more interested in the area of technical skills to be deployed in the missions abroad. To address this challenge that the Department is faced with, the following theories were thought to be of importance: trait, behavioural, situational and the chaos theories.

Trait leadership theory suggests that leaders are born with or display certain key personality characteristics (Zaccaro 2007:7). Contrary to the trait theory, behavioural theory focuses on the behaviours that leaders ideally possess and develop to be most effective (Conger & Kanungo 1987:637). The situational theory attempts to develop an understanding of how leaders may adapt to the changing dynamics of leadership situations (Vinuelais & Githens 2010:1158). On the other hand, the chaos theory relates to the unpredictability and uncertainty of events taking place in an organisation (Smith 2001:261).

Hitt (1988:28) describes an organisational strategy as a structure setting out responsibility, authority and duties in order to bring together and coordinate an entity's resources to work towards achieving its goals. Recruitment refers to the activities undertaken by human resource management (HRM) in order to attract sufficient and competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the organisation in achieving its objectives (Armstrong 2006:4).

Lewis (2002:280) posits that a universal definition of organisational culture has proven elusive. However, it is generally considered to be the shared values, beliefs and

assumptions that exist among employees within a company that help guide and coordinate behaviour.

Essentially, succession planning is a conscious decision by an organisation to foster and promote the continual development of employees, and ensure that key positions maintain some measure of stability, thus enabling an organisation to achieve business objectives (Government of Newfoundland & Labrador 2008).

1.6 RESEARCH METHODOLOGY

A research methodology is a systematic and scientifically proven way of reaching the conclusion of the research problem (Cant, Gerber-Nel, Nel & Kotze 2003:65). Therefore, this section provides a synopsis of the study's research methodology and design, as well as the data analysis.

1.6.1 Research design

The research study made use of a quantitative research technique. Quantitative primary research was conducted by employing a self-administered questionnaire in the gathering of primary data for the study.

1.6.2 Target population

The target population comprises employees (from entry level to executive levels) of DIRCO based in Gauteng Province as well as 127 South African Embassies and Consulates in foreign countries.

1.6.3 Sampling frame

Sampling refers to using a segment of the target population which is considered to be representative of a population (De Vos, Strydom, Fouche & Delport 2005:193), whilst sampling frame is a complete list on which each unit of analysis is mentioned only once (Welman & Kruger 2001:47). The researcher drew a list of all employees from the DIRCO employee database.

1.6.4 Sampling technique

Saunders, Lewis and Thornhill (2009:213) state that sampling methods available are probability sampling and non-probability sampling. Probability sampling is a sampling

technique whereby the samples are gathered in a process that gives all the individuals in the population equal chances of being selected. On the other hand, non-probability sampling is a sampling technique where the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected. A non-probability sampling method was used. The details of the sampling techniques are dealt with in detail in Chapter 3.

1.6.5 Sample size

A sample size refers to the number of elements that will be used in this study (McNabb 2013: 47). The determination of the sample size is a scientific judgment made by the researcher, based on past studies (Zikmund 2010:519). Details of the sample size is alluded to in Chapter 3.

1.6.6 Data gathering technique

Data was gathered through a questionnaire. The value of a questionnaire is that it tends to be more reliable because it is anonymous, it encourages greater honesty (though of course, dishonesty and falsification might not be able to be discovered in a questionnaire) and it is more economical than the interview in terms of time and money (Cohen, Manion & Marrison 2007:158). The questionnaire was designed so as to allow the performance of the Confirmatory Factor Analysis indices, such as the Chi-Square/Degree of Freedom, the Comparative Fit Analysis and the Incremental Index of Fit.

1.6.7 Measuring instrument

The questionnaire was pre-tested on a sample of 50 respondents to assess the validity and reliability of the questionnaire. The questionnaire consisted of five sections. Section A solicited demographic information from respondents including gender, age, job title and employment history. Section B focused on the organisational strategy, Section C solicited information on recruitment strategy, Section D focused of organisational culture and Section E focused on succession planning in DIRCO. The details of the measurement instrument are elaborated on in chapter 3.

1.7 STATISTICAL ANALYSIS, RELIABILITY AND VALIDITY

An in-depth analysis on the data collected from the respondents is provided. Descriptive statistics and correlation analysis was undertaken to examine relationships between the

constructs used in the study, namely organisational strategies, organisational culture, recruitment strategies and succession planning. Descriptive statistics was also computed for section A in order to examine the composition of the data.

The first step in analysing the data was to code the data in an Excel spreadsheet and then subject it to a data cleansing process so as to identify missing data entries. This was followed by a process of transforming the data using Statistical Package for Social Sciences (SPSS) 22.0, and performing descriptive statistical analysis. The SPSS stage paved a way for the process of checking research model fit, Confirmatory Factor Analysis (CFA) and path modeling using the Analysis of Product moment Structures (AMOS 23.0) statistical software.

The data collected on the research constructs was analysed using a two-step procedure, as suggested by Anderson and Gerbing (1988) cited in Chinomona (2013:50). First, the accuracy of multi-item construct measures was assessed, followed by a test of the research model and hypotheses. In both data analysis stages, the current study used the Structural-Equation-Modeling (SEM) technique. A Confirmatory-Factor-Analysis (CFA) was performed in order to access the measurement model. The following model fit indicators were used to assess the fitness of the model to the sample data: chi-square value over degree of freedom (χ^2/df), the values of Goodness-of-Fit Index (GFI), Comparative Fit Index (CFI), Incremental Fit Index (IFI), and Tucker-Lewis Index (TLI) and the Root Mean Square Error of Approximation (RMSEA). To test the research hypotheses, a path analysis was performed to indicate the path coefficient and significance levels of the posited three linear relationships between the four research constructs.

The requirements for internal reliability and validity were applied during the research. Maree (2010:215) defines reliability as the extent to which a measuring instrument is repeatable and consistent. Internal consistency was checked by using Cronbach's alpha. Cronbach's alpha values ranges from 0 to 1, and in the social sciences, values at or above 0.7 are desirable (Andrew, McEvoy & Pederson 2011:202).

Validity refers to the degree to which a test or instrument measures what it purports to measure (Nelson, Silverman & Thomas 2011:193). The following types of validity were examined: content, construct, convergent validities and discriminant validities. These types of validity were achieved by ensuring that the instrument actually measures what it is intended to measure (Maree 2010:217). These validities were also assessed through

pre-test, pilot test, compilation of average variance extracted (AVE), composite reliability (CR) and shared variance (SV).

1.8 CHAPTER CLASSIFICATION

Chapter 1: Introduction and background to the study

Chapter 1 covers the introduction, which is an overview of the entire study including the problem statement, purpose of the study, research objectives and questions, justification of the study, scope of the study as well as the basic research design.

Chapter 2: Literature review

Chapter 2 focuses on reviewing literature concerned with the research context and the variables, particularly the leadership theories and practices of succession planning strategies, recruitment strategies and organisational culture in the public sector by other theorists.

Chapter 3: Research methodology

Chapter 3 provides a description of the research design, measurement instruments as well as the sampling and data collection procedures. It also includes a conceptualized research model as well as developed hypotheses.

Chapter 4: Data analysis and interpretation of results

Chapter 4 focuses on analysis of data. It will also cover areas such as profile data, reliability and validity of measurement instruments, hypotheses testing as well as interpretation of results.

Chapter 5: Conclusion and recommendations

Chapter 5 deals with the conclusion and recommendations emanating from the research.

1.9 CONCLUSION

This chapter focused on the background to the research study in which the problem statement was discussed. The constructs to be investigated were briefly discussed and the research methodology describing how the study was conducted. The objectives of the study and the research methodology were outlined. The chapter concluded with the

layout of the chapters of the study. The next chapter focuses on the relevant literature that the researcher reviewed and deemed relevant to the study.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

The preceding chapter focused on the background and motivation of the study, research problem and objectives of the study as well as the brief outlay of research process. In this chapter, attention is given to the review of the related literature particularly the theories and practices of succession planning in public sector by theorists.

According to Fink (2010:3) a research literature review is a systematic, explicit, and reproducible method for identifying, evaluating, and synthesizing the existing body of completed and recorded work produced by researchers, scholars, and practitioners. The afore-mentioned definition implies that in any research project, it is therefore important that an evaluation of the previous research related to the current study be carried out. This will assist the researcher to test the primary information gleaned from the questionnaires/survey against the secondary information from other scholars to inform the findings of this research.

This notion is supported by Welman, Kruger and Mitchell (2005:38) who reasoned that by compiling a review of research findings on a particular topic that have already been published, researchers may become aware of inconsistencies and gaps that may justify further research. Such a review enables researchers to indicate exactly where their proposed research fits in. These authors assert that a review of related literature could provide the researcher with important facts and background information about the subject under study. Similarly, the consequent review of the literature would enable the researcher to avoid duplicating the previous research. However, if a study on the same topic has been conducted before, a review would provide the researcher with information about aspects of the problem, which have not been investigated or explored before.

Major theoretical ideologies that play a dominant part in succession planning and management in organisations are scarce (Hart 2011:11). Hence the relationship between the leadership and management theories and succession planning forms the basis in assessing the extent to which formal succession planning is vital within South Africa's

DIRCO. The literature review has therefore placed the present project into perspective and also provides direction to the present research. This statement is supported by Neuman (2000) in De Vos (2002:129) who argues that a good literature review places a research project in context – it shows the path of prior research and how the current project is linked to the former. It is against this background that the researcher had reviewed the literature related to this study so that a base can be found to support the research.

It is a fact that within the next 10-20 years there will be a shift from a global diplomatic agenda which primarily focuses on traditional undertaking of the foreign policy goals and objectives to a modern diplomacy with new themes on human and economic interests (Pigman 2010:202), and the more experienced workforce will be reaching retirement age on the one hand and on the other side of the skills spectrum, a younger generation will be actively seeking jobs with a completely different set of values and expectations (Korn 2007:36). It is vital that South Africa's DIRCO capture and transfer this critical organisational knowledge.

In today's complex and dynamic global environment, multinational organisations like DIRCO have to manage global workforces to achieve sustainable growth. Managing a global workforce is challenging, it is mobile and not bound by geographic and cultural boundaries (Schuler, Jackson & Tarique 2011:506). The researcher believes that in order to address the challenge that DIRCO is faced with; it is prudent to understand the work done on leadership theories in particular the models of trait, behavioural, situational and chaos theories.

2.2 CONCEPTUAL AND THEORETICAL FRAMEWORK

Smyth (2004:167) describes a conceptual framework as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. When clearly articulated, a conceptual framework has potential usefulness as a tool to scaffold research and, therefore, to assist a researcher to make meaning of subsequent findings. This assertion, in the researcher's opinion, is premised on the fact that as much as it is relatively easy to collect data, it has increasingly become much more difficult to explain what that data means. It is in this regard that a conceptual framework is viewed as an explanatory device that enables the researcher to make sense of collected data. The conceptual framework also assists a researcher to develop awareness and understanding of the situation under scrutiny by, among other things,

providing clear links from literature to the research goals and questions, informing the research design, providing reference points for discussion of literature, methodology and analysis of data, as well as contributing to the trustworthiness of the study (Smyth 2004:168).

2.2.1 Leadership and theories

The success or failure of the groups or organisations will be incorrectly attributed to the leaders rather than to the environmental and organisational forces over which leaders have control. Hence, the researcher believes that it is prudent to understand the relationship between leadership and management theories and succession planning.

Northouse (2010:2) and Grint (2000:78) avers that it is difficult to define leadership, as Stogdill (1974:7) states that “there are almost as many different definitions of leadership as there are people who have tried to define it”. Northouse (2007:3) defines leadership as a process whereby an individual influences a group of individuals to achieve a common goal.

Mr Trevor Manuel, the former Minister of Planning, Monitoring and Evaluation (City Press 2015:1), in condemning the acts of the opposition parties during the State of the Nation Address in the Parliament of the Republic of South Africa, defined leadership in democracy as “about a demonstrable change in behaviour that focuses on being seen and believed to be inclusive”. He further shed light on leadership as not merely “the occupation” of an office of the state as it has to be led by the needs of all in the society. He views leadership as a process that is diffuse throughout an organisation or a society rather than lying solely with the formally designated “leader”. In agreement with Manuel, other authors further differentiated management from leadership as the use of authority inherent in designated formal rank to obtain compliance from organisational members (Bass 2010:8; Yukl 2010:120; Bennis 2007:7).

To advance this argument further Kotter (1998), cited in Lunenburg, (2011:1) argues that people mistakenly use the terms of ‘management’ and ‘leadership’ interchangeably which shows no crucial difference between the two and vital functions each role plays. He defines management as a set of processes that help an organisation to predictably do what is to do. On the other hand, leadership is all about taking an organisation to the future. Bass (2010:10) further argues that although management and leadership overlap, the two are not synonymous.

2.2.1.1 Trait leadership theory

Trait leadership theory is based on the great man theory, but is more systematic in its analysis of leaders. Like the great man theory, this theory assumes that the leader's personal traits are the key to leadership success. Trait leadership theory suggests that leaders are born with or display certain key personality characteristics (Zaccaro 2007:7). Thus, leadership is something intrinsic to an individual. Parry and Bryman (2006:448) aptly summed up that "nature is more important than nurture", that is to say, an individual predisposition to leadership has greater influence than context. This is confirmed by statements by Kotter (1998:37) and Yukl (2010:24) that leadership is different from management which noted the dichotomy that exists in the conflicting schools of thoughts epitomized by Drucker (1996) cited in Mullins (2010:330) who states that 'leadership is of utmost importance...it cannot be taught or learned'.

In contrast Bennis and Nanus (1985:27) situate leadership as something that can be learned by anyone, taught to everyone and denied to no one. According to Holdford (2003:1780) the most important traits are identified as drive, motivation integrity, self-confidence, intelligence and knowledge. Identifying the individuals who possess these traits is therefore critical to the success of any succession plan. Although the Trait theory itself may not offer explanations to all facets of succession planning and management, it is an important theoretical component in succession planning (Hart 2011:11).

This approach suggests that organisations will work better if the people in managerial positions have designated leadership profiles. To find the right people, it is common for organisations to use personality assessment instruments. The same principle was adopted by DIRCO in 2004 during their big recruitment drive in which the competency assessment and targeted selection interviews were used (Department of Foreign Affairs 2003). The assumption behind these procedures is that selecting the right people will increase organisational effectiveness. A Competency Framework that specified the competencies and traits that are important to DIRCO for different positions was developed to assess whether an individual fit the organisation's needs. Diplomacy, Negotiations and Conflict Resolutions, Leadership and Management; and Communication are core competencies that are assessed and aligned to the training and development programmes offered by the Diplomatic Academy of South Africa's DIRCO (Department of International Relations and Cooperation 2009). The assessment is also used for personal awareness and development as feedback on the results of the

assessment is given to individuals and the managers of the respective business unit to gain an idea of the overall strength and weakness.

One of the difficulties with this approach was little consistency in identifying these traits (Yukl 2010:31). Mullins (2010:377) states that the limitation of this theory lies within the fact the leadership researchers that try to develop the theory have been unable to agree on a shortlist of effective leaders' common traits and there is a disagreement over which traits are the most important for an effective leader. During this period, male leadership was prevalent in most aspects of business and society. Accordingly, some researchers in support of this statement point out that the period in history has influence in determining these traits and brought the elements of bias and discrimination as leadership was equated with masculinity (Northouse 2010:18). This perception is also observed in the international relations and diplomatic arena. In addressing these elements of bias and discrimination, a consultative meeting with management of the Diplomatic Academy of DIRCO was held in which a proposal for a leadership programme for women ambassadors was tabled (Department of International Relations and Cooperation 2010:5). However, the proposal was dismissed as leadership and management's role is perceived without attaching gender to it. Hence, all managers irrespective of gender are given the same opportunity and attending the leadership and management programmes offered by DIRCO through the South Africa's School of Governance, then Public Administration Leadership and Management Academy (PALAMA). Indeed as noted by Bolden, Goslin, Marturano and Dinneson (2003:7), some leaders might have possessed certain traits, but the absence of them did not necessarily mean that the person was not a leader. These leadership traits are reported in Table 2.1.

Table 2.1: Main leadership traits and skills

Traits	Skills
Adaptable to situations	Clever (intelligent)
Alert to social environment	Conceptually skilled
Ambitious and achievement-orientated	Creative
Assertive	Diplomatic and tactful
Cooperative	Fluent in speaking
Decisive	Knowledgeable about group task
Dependable	Organised (administrative ability)
Dominant (desire to influence others)	Persuasive
Energetic (high activity level)	Socially skilled
Persistent	
Self-confident	
Tolerant of stress	
Willing to assume responsibility	

Source: Bolden, Gosling, Marturano and Dennison (2003:7)

2.2.1.2 Behavioural leadership theory

Contrary to the Trait theory, behavioural theory focuses on the behaviours that leaders ideally possess and develop to be most effective (Conger & Kanungo 1987:637). The Ohio State studies have been especially influential for this approach, with works on consideration behaviours and initiating structure behaviours. According to Avolio, Sosik, Jung and Berson (2003:448) consideration behaviour denotes a leadership style in which leaders are concerned about their subordinates, are progressive towards them and promote camaraderie. Structure behaviour refers to a style in which the leader defines closely and clearly what subordinates are supposed to do and actively schedule work for them. The ultimate goal is to develop and promote leaders with a balance of these behaviours.

The Managerial Grid developed by Robert Blake and Jane Mouton focuses on task (production) and employee (people) orientations of managers, as well as combinations

of concerns between the two extremes (Bolden *et al.*, 2003:8). Figure 2.1 of this Managerial grid shows the degree to which a leader considers the needs of the team members and their areas of personal development on the vertical axis and the degree to which a leader emphasises concrete objectives, organisational efficiency and high productivity on the horizontal axis and plots five basic leadership styles. Blake and Mouton (1964) in Thrash (2012:5) defined the five leadership styles as follows:

- **Impoverished Management:**

The leader has neither created systems for getting the job done nor a conducive working environment that encourages productivity/performance.

- **Organisation Management:**

It is basically a compromising style by which a balance between the goals of the organisation and the needs of the employees is maintained.

- **Team Management:**

The leader sets up standards and exceptional performance is encouraged and recognition is shown with incentives.

- **Country Club Management:**

The leader is more concerned with feelings of employees which impact on performance. The relationship is casual and the leader is unable to discipline the subordinates as the leader avoids hurting their feelings. Therefore, the leader would rather do his/her work.

- **Authority Obedience:**

The leadership style is characterized by strict policies and procedures. The style is based on the theory X of McGregor and employees' needs are merely a means to an end.

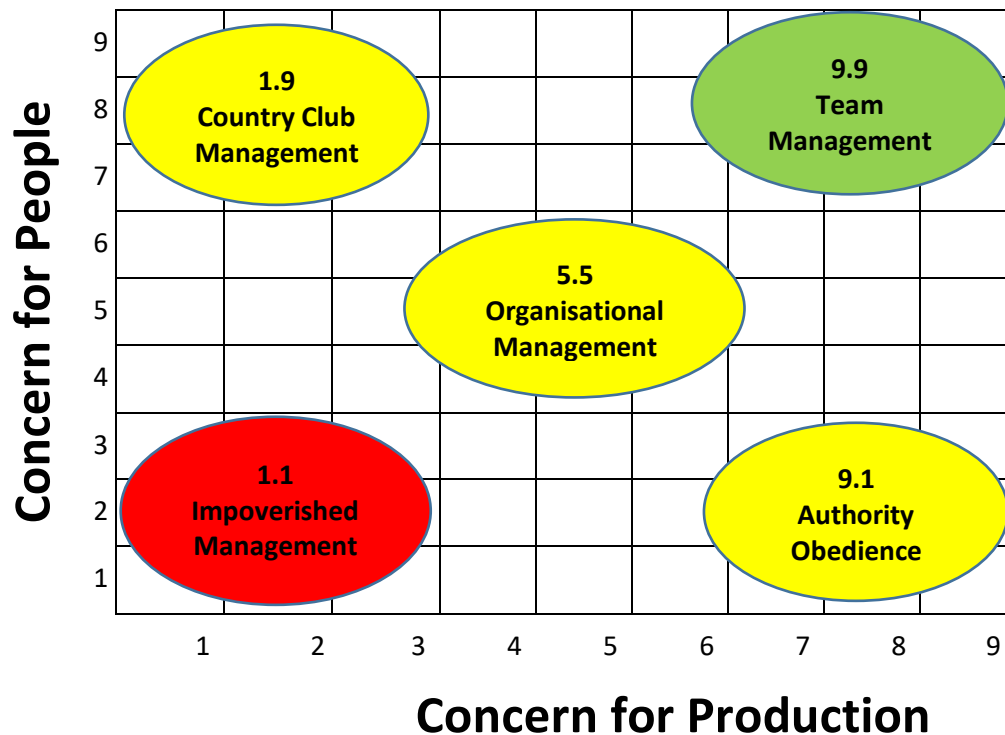


Figure 2.1: Managerial grid

Source: Blake and Mouton (1964) cited in Bolden *et al.* (2003:8)

2.2.1.3 Situational theory

Situational theory attempts to develop an understanding regarding how leaders can and should adapt to the changing dynamics of leadership situations (Vinuelais & Githens 2010:1158). According to this theory, the greatest predictor of leadership effectiveness and success is the situation in which a leader finds himself/herself in. Certainly, the adherents of this theory confirm this statement, in particular the leadership models by Fiedler and Hersey (1984:69). Both models focus on the interaction of leadership style and the situation. The traits and the behaviors are important in this theory but the focus is on specific situations for example, when an employee leaves suddenly and a successor has to be found.

Robbins and Judge (2009:423) argue that if Behavioural theory had been more successful than Trait theory then it would have had profound implications because Trait theory was concerned with providing a basis for selecting the 'right' person, as this contrasted with behavioural studies, which contended that people could be trained. However, missing was a consideration of the situational factors that influence success or failure (Yukl 2010:129; Storey 2011:18). In other words, leadership is developed through

the integration of the leader's behaviour, the sphere of influence (followers), and the complex situations whether local, national, or international in context.

Figure 2.2 represents the theory of situational leadership as espoused by Hersey (1984:69).

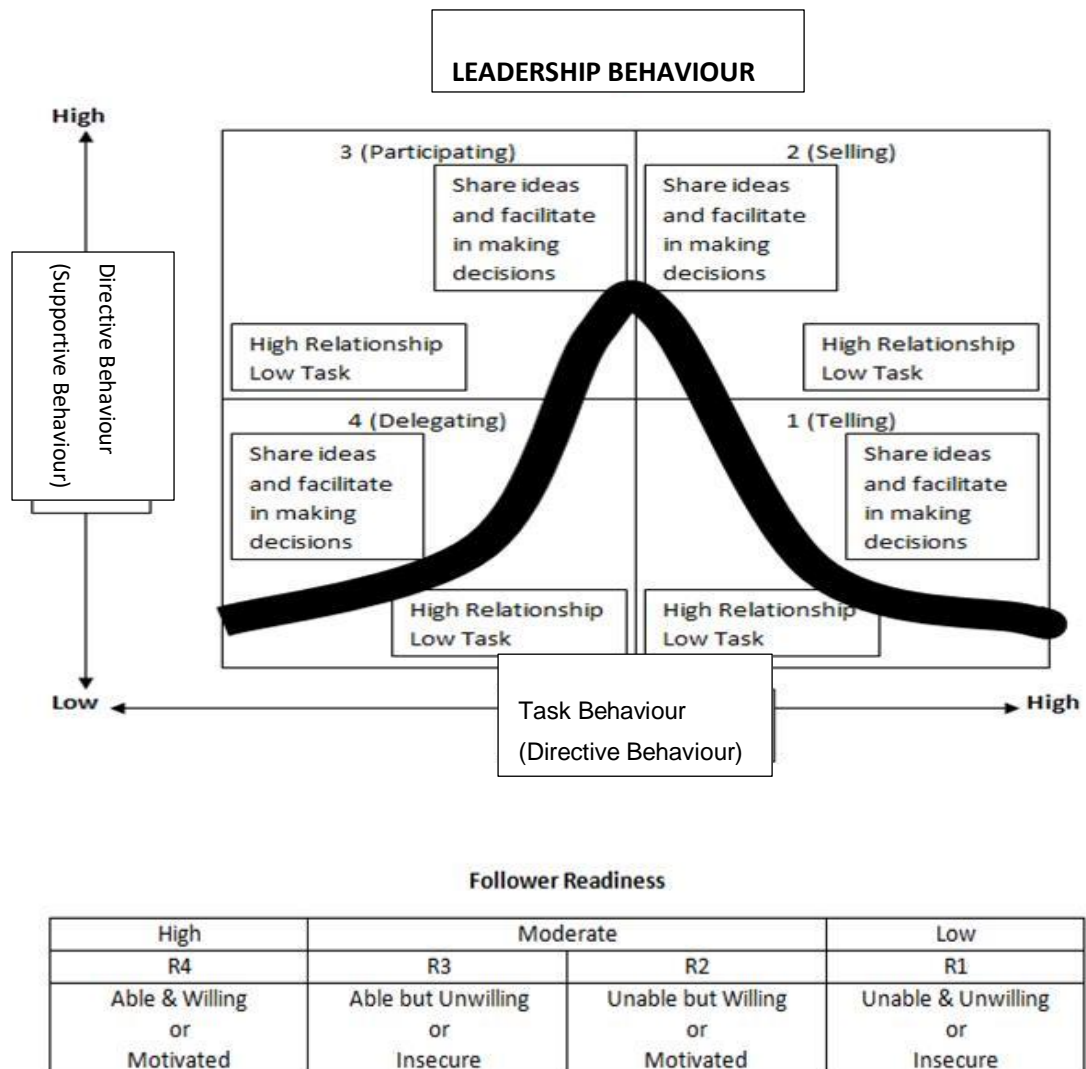


Figure 2.2: Paul Hersey Situational leadership model 1984

Source: Paul Hersey (1984:69)

This model posits that the appropriate leadership style should be determined in each situation. Hersey (1984:69) maintains that the leader should determine the maturity level of the followers in relation to the specific task to be accomplished. As the level of the followers' maturity increases, the leader should reduce his or her task behaviour and increase the relationship behaviour. In Table 2.2, Fielder's contingency model postulates that there is no single best way for managers to lead. There is a leadership requirement for each situation (Lussier 2011:338). However, a limitation to the contingency theory is

that it ignored the followers and shifting focus from personality to situation/context (Robbins & Judge 2009:432). Bennis (2007:3) avers to the assertion that leaders do not operate in a vacuum and neither do the followers.

Table 2.2: Fiedler Contingency Model of Leadership

Situations								
Leader Member Relations	Low				High			
Task Structure	Low		High		Low		High	
Position Power	Low	High	Low	High	Low	High	Low	High
Favoured style	Task	Relations	Relations	Relations	Relations	Task	Task	Task

Source: Lussier (2011:338)

DIRCO operates in an ever-changing environment with 126 diplomatic missions abroad in 109 countries throughout the world and is responsible for advancing South Africa's foreign policy objectives. The researcher concurs with the notion that the quality of the head of missions' relationship with the subordinates, the structure of the work and the amount of his/her formal authority will be determined by the requirements in the country of accreditation (the political, social and economic dynamics) as well as the maturity level of the subordinates to accomplish the tasks (Department of International Relations and Cooperation Annual Report 2013:14).

2.2.1.4 Chaos theory

The Chaos theory relates to unpredictability and uncertainty of events taking place in an organisation. Chaos or disruption is a necessary condition for change in social systems (Remer 2005:5). Chaos theory can be described as a "period of transition in which change occurs in unpredictable, irregular and uncertain ways" (Duffy, 2000: 229). Remer (2005:5) considers it a necessary condition for change in social systems. Chaos is not a stable condition or fixed state but it is more like changing the relationship between things rather than the things themselves. The impact of new inputs into the system, such as the butterfly flapping its wings can yield positive or negative results depending on the type of

intervention and culture. In the DIRCO Annual Report 2014/15, the Parliament of the Republic of South Africa was informed of the strategies that the DIRCO is putting in place to address the growing outcry of the costly maintenance of diplomatic missions abroad and the effects of the depreciation of the Rand against major currencies on the operations abroad (Department of International Relations and Cooperation 2014:). The department has since embarked on a process to review its Head Office Organisational Structure, which was then approved by the Minister on 30 March 2015. This has resulted in certain branches being merged, money saved and operations streamlined. The next phase is to revisit the establishment across all missions. In the media statement, DIRCO informed that this exercise is prioritised for the 2015/16 Medium Term Expenditure Framework (MTEF) period and will involve National Treasury and the Department of Public Service and Administration in order to continue finding areas where the structure can be trimmed, save money and do more with less (Department of International Relations and Cooperation 2015). Diplomatic missions are the coalface of South Africa's international relations strategy. If the Chaos theory is applied to DIRCO therefore, it will cause that short-term solutions or small changes (organisational restructuring) which have a catastrophic impact on the operations (Stapleton, Hanna & Ross 2006:110) of the missions abroad.

2.3 ORGANISATIONAL STRATEGY

2.3.1 General perspectives on organisational strategy

Scholars have argued that in a fast-paced global economy, change is the norm. Therefore, environmental, social and technological change, the increased internationalisation of business and the increased scarcity and cost of human resource can only mean a long-term planning is risky but absolutely essential (Fink & Brayman 2006:65, Griffiths 2012:903). Hitt (1988:28) defines an organisation as "the framework of responsibility, authority and duties through which the resources of an enterprise are brought together and coordinated for the achievement of set goals". Organisations are forced into making decisions that define the overall mission and objectives of the organisation, determining the most effective utilisation of its resources, and crafting and executing the strategy in ways that produce the intended results (Grobler, Warnich, Elbert & Hatfield 2002:29).

According to Kressl (2012:22), an organisation's goals, priorities and direction may change over time; however, its vision, mission and values usually remain constant; at least within the time horizon of the typical strategic planning period. Furthermore, having robust succession management programmes in place can help, whether or not major organisational change is planned in the foreseeable future. Rothwell (2005:9) emphasised the importance of choosing the right leadership team that will ensure the achievement of the organisation's strategic objectives and goals. From these strategies, it is clear that the researcher cannot underestimate what has been emphasised by these scholars.

2.3.2 Organisational strategy and employees work behavior

Porter (1985:46) observed that an organisation needs to describe and choose its way of competitive activities. According to Porter (1985:48) an organisation has to decide at least one strategy of three in order to stay alive on the market. They are focus, cost-leadership and differentiation. Beal (2000:30) classified organisational strategies into four sub-strategies and they are:

- a) Innovation-differentiation: Organisations tend to offer products that possess unique features of performance. Employees inventive work behaviour is needed in order to build up and discover new products.
- b) Marketing-differentiation: Is where the customers are convinced that organisations put up for sale products and deliver services that vary from what the competitors offer.
- c) Service-differentiation: It concerns the communication with customers. It observes the service delivered by the organisation prior to, during and also after the sale of a product.
- d) Process-differentiation: It describes a strategic orientation that deals with the continuing and steady expansion in production and progress.

It is implicit that an organisational strategy, which is used by the leading positions in companies, will result in particular work behaviour because of demands and requirements as seen by the employees. It is assumed that a higher conformity between these aspects leads to an improved indulgent of what is projected and in return will lead to precision,

confidence, higher well-being and other work-related behaviors and attitudes (Lee & Park 2007:58).

There is need for innovative conduct of adjustment to these new and changing demands in order to satisfy customers and in order to be competitive. According to Janssen (2000:33) organisational strategies help modify work context and even work behaviour. For instance, a person might start training and try to evaluate his or her own abilities and skills in order to accomplish the demands of his or her work. Innovative work behaviour can be strongly linked to an adaptation to the situation. Employees try to view the job demands and they therefore have to use new sources and solutions to deal with them. Therefore, it is assumed that employees who identify an innovation-differentiation strategy will work in an inventive way because they adapt to the organisational direction to fulfill performance goals and the needs of customers.

2.4 RECRUITMENT STRATEGY

As expected, organisations strive for survival and continuity on one hand, which are paramount, on the other hand, manpower planning by the Human Resource section is essential and seen as the total package in relation to the quality and quantity of the workforce in an organisation (Hitt 1988:28). According to Armstrong (2006:4) recruitment means the activities undertaken by Human Resource Management in order to attract sufficient and competent job candidates who have the necessary potential, skills, experience and qualifications to fill job requirements to assist the organisation in achieving its objectives. Therefore, human resource management can then be understood as a set of management activities, consisting of recruitment, selection, training, motivating and developing employees in order to satisfy both personnel and organisation needs, goals and objectives (Sarma 2009:16; Shivadrurappa, Raachandra & Gopalakrishna 2010:5). Shivadrurappa *et al.* (2010:3) further outlined the importance of the role of human resource management in the effectiveness of an organisation. They argued that the quality of human resource decides the differences between competitors, which might lead to the success or failure of the whole system.

According to Smith (2004:10), recruitment is the process of acquiring applications that are available and qualified to fill positions in the organisation. Rashmi (2010:11) defines recruitment as the activity that generates a pool of applicants, who have desire to be employed by the organisation, from which those suitable can be selected. Armstrong (2006:4) notes that employees leave their jobs either voluntarily (retirement or pursue

new aspirations) or involuntarily (relief of appointment or death) and organisations are, therefore, faced with vacancies in leadership or inadequacy or lack of competent and capable successors to fill the vacancies. Manpower planning will forecast the requirements of the workforce and plans for the acquisition, retention and effective utilisation of employees, which ensures that the needs of the company in terms of people are met (Kingir & Mesci 2010:59).

According to Korn (2007:38) organisations are required to act timeously and plan for succession before employees are ready for retirement. Therefore, DIRCO like any organisation should ensure that the right people are in place with the right values, skills and competencies that are necessary to bring about change and accomplish goals to drive organisational strategy forward and accomplish strategic goals and objectives (Rothwell 2003:2). Therefore, it is essential for organisations to train successors before the vacancies are created (Charan, Drotter & Noel 2001:15).

2.4.1 Recruitment strategies in DIRCO

Human resource planning involves examining all the employees of an organisation (Bechet 2009:16; Emmerichs 2004:8). It means comparing the number and quality of people with the organisation's strategic objectives. The proponents to the statement state that the human resource plan should guide during the succession planning process. However, it has been noted that organisations compile human resource plans that are not aligned to the strategies of the organisations.

In terms of the Republic of South Africa's Public Service Act, 1994, as amended by Act No 30 of 2007, all government departments operate under a recruitment system whereby applicants and employees are selected for positions based on their qualifications for the job. Equity and fairness are underlying democratic values and principles of the system. Therefore, the system guards against pre-determined successors until such time as all qualified candidates are provided an equal opportunity to apply for, and be considered, for the job. Grobler *et al.* (2002:179), further expressed the opinion of recruiting good applicants has always been challenging; and that, political, demographic and economic factors in South Africa require employers to use more flexible and innovative recruitment methods. Employers in South Africa are responding to the skilled labour shortage with a number of non-traditional recruitment strategies, which include training programmes for the disadvantaged, learnerships/apprenticeship and mentoring programmes, career exhibitions, tele-recruiting and diversity data banks (Grobler *et al.*, 2002:180).

In response to the national call for social responsibility and eradicating poverty, annually, the Department of International Relations and Cooperation set aside funding to place unemployed youth on the Internship, Learnership and Cadet Programmes to prepare them to be employable by providing them with skills required for the labour market (Department of International Relations and Cooperation 2013:5). To give all equal opportunities to send in applications, these programmes are advertised in the national paper. However, due to a large number of applications that are received and with only a few available slots that can accommodate them after the screening process, this unemployed youth are referred to the Department of Labour for further selection process. The successful applicants are then placed on these programmes for 12 months (Department of International Relations and Cooperation 2013:6).

These programmes are supposed to be informed by the department's human resources plan. However, restricted by legislation in terms of the implementation of these programmes, that is, the Learnership Guidelines for Employers and Skills Development 1998, Act No 97 of 1998 Act, the employer is not obliged to appoint the learners, interns and cadets after completion of the programme. Therefore, these learners, interns and cadets may become unemployed again.

The researcher supports the assertion that DIRCO like any other organisation is obliged to compile a comprehensive human resource plan on a regular basis, which informs the recruitment strategies. However, the DIRCO Annual Report (2013:124) depicts a negative scenario in terms of the vacancy rate and the terminated contract reported for the period 2012-2013. This disjuncture portrays and confirms that the Human Resource department is not a strategic partner in the organisation as the management of DIRCO is supposed to possess a comprehensive picture of the employees' abilities to achieve the strategic objectives (Department of International Relations and Cooperation 2013:14).

2.5 ORGANISATIONAL CULTURE

Various scholars have defined organisational culture differently. According to Lewis (2002:280) a universal definition of organisational culture has proven elusive. However, it is generally considered to be the shared values, beliefs and assumptions that exist among employees within a company that help guide and coordinate behaviour. Organisational culture is generally accepted to be a holistic and multidimensional concept that is historically determined and socially constructed (Hofstede, Neuijen, Ohayv &

Sanders 1990:286). Tyrrell (2000:88) asserts that organisational culture is constantly being negotiated as it is an emergent property of human interaction. The values and beliefs that underlie organisational culture likely reflect what is most important to the founders and/or company leaders as they are responsible for the vision and purpose of the organisation and presumably exemplify and reinforce the core values and beliefs through their own behaviour (Schein 1991:15; Scheres & Rhodes 2006:223; Weese 1995:130).

Organisational culture is also manifested through member dialogue and behaviour as well as organisational practices (Schein 1991:14). It is also represented by company artifacts, dress codes, grooming standards, ceremonies, frequently recited company stories, and how a company deals with crises, all of which reflect an organisation's values, beliefs, and underlying assumptions (Beach 2006:10; Dastmalchian, Lee & Ng 2000:388; Detert, Schroeder & Mauriel 2000:850; Rafaeli & Pratt, 2006:33; Smith & Shilbury 2004:133). Kusluvanand and Karamustafa (2003:453) define organisational culture as a reference point to what is deemed acceptable or unacceptable in an organisation in terms of right and wrong behaviour.

Pekala (2001:34) affirms that organisational culture is the regulated management of the members' behaviour. Tolfo and Wazlawick (2008:1958) suggest that organisational culture is the values, beliefs, and regulations possessed and shared by the members of an organisation. According to Lee and Yu (2004:340), organisational culture is the special atmosphere or belief created by the members of an organisation, and it could not be imitated by other organisations.

According to Robbins (2001:38), organisational culture is the important traits valued by the group in an organisation. These traits include the levels of innovation and adventure, demand for refinement, the value of results, the value of employees' perceptions, an emphasis on groups, a demand for employees' enthusiasm, and an emphasis on stability. Jones and George (2007:19) suggested that organisational culture is the shared values, regulations, behavioural principles, and expectations influencing the interaction and cooperation between individuals, groups, and teams in the process of carrying out organisational goals. Scholars agree that the performance of the organisation is dependent on the culture that members have agreed on. This is also suggested by Van Bentum and Stone (2005:30), that organisational culture significantly influences the

performance of the organisation as this is due to the agreed values, beliefs and the process they would follow to achieve their common organisational goals.

Trice and Beyer (1993:20) define leadership as the maintenance of cultural continuity through the continued viability of a culture's ideologies, values and norms. Culture is shaped over time. When organisations are formed, the founders and early employees craft fundamental assumptions about the industry; these assumptions will lead to values, which will also lead to the formation of culture.

According to Schein, (2004:85) the succession process might be viewed as an artifact within an organisation. The succession process, like other processes in the organisation, becomes an important vehicle to communicate values and beliefs among employees as to what is necessary to be promoted. However, Kell and Carrot (2005:24) emphasise that corporate cultures influence leadership styles more than any other aspect of the organisation.

2.6 SUCCESSION PLANNING

2.6.1 The origin of succession planning

Succession planning originated from workforce planning in the 17th century when the concept of division of labour was brought to the fore (Lacerda, Caul, Liriaux, Spiege, Luis & Neto 2013:789). It became the subject of study since the 1950s, with most studies focusing on succession, management development and Chief Executive Officer (CEO) succession rather than succession planning at all levels within an organisation (Mehrabani & Mohamad 2011:371).

In a comprehensive review of literature related to succession planning, Kesner and Sebor (1994:343) argue that the concept of succession planning has long been the subject in the private sector and studies have been conducted in private sector leaving a large gap in studies of public sector practices of succession planning. This is also confirmed in a review of hundred and thirty studies of succession planning conducted between 1980 and 1993, which indicates that only five pertained to succession planning in the public sector (Kesner & Sebor 1994: 343). It was during these years when studies on succession planning expanded to various sectors such as educational, governmental, health care and non-profit organisations (Mehrabani & Mohamad 2011:373).

Succession planning is widely believed to help business organisations with internal resourcing, reduce attrition of the work force caused by job-hopping high-fliers, and prepares qualified candidates for appointment to senior management positions (Kesner & Sebora 1994:343). It can be assumed that in the public sector where upper-echelon manager succession is concerned, leadership replacement is a common practice rather than succession. Rothwell (2003:10) theorises that succession planning was initially conceived as a risk management strategy designed to mitigate the loss of key leaders in large organisations. The perception was of a tool to manage knowledge and change, develop leadership capacity, build smart teams and retain and deploy talent in a manner that helps an organisation operate at its greatest potential (Groves 2003:242).

To advance this further, Kimball (2005) cited in Nink, Boyer and Fogg (2006:34) argue that succession planning should be an ongoing process of systematic identifying, assessing and developing leadership talent, developing and recognizing key contributors to meet future organisational strategic and operational needs.

Anon (2002:203) attest to this statement that replacements should not necessarily mean that the identified people for replacement planning will automatically be appointed in those positions, rather, they can meet the requirements for a job or jobholder in an acting capacity long enough to allow for an organisation to do a proper search for qualified candidates both inside and outside the organisation.

Although DIRCO had put in place training programmes to ensure that employees receive leadership and management training in preparation to take up senior management positions, middle and junior managers are more interested in the technical skills as they are attracted by incentives of deployment in the missions abroad. The researcher is of the view that these impediments have caused a 'blockage' to upward mobility for junior managers and as well as entry-level positions.

Researchers attest that organisations often fail to design and execute the succession plans due to 1) failure to invest in the workforce by recognizing potential talent and 2) the demonstration of entrenchment tendencies (Conger & Fulmer 2003:82). At the end of the tour of duty, which is normally four year deployment to serve in the missions abroad, DIRCO is unable to replace, remove or retire political appointees; instead it prefers to transfer them to either other missions abroad or divisions and reassign them as managers of special projects (Department of International Relations and Cooperation, 2010:61).

The end result of the above is that the employee in question remains in a position that could have been made available for another more capable employee.

Trice and Beyer (1993:20) suggests that a succession of different change oriented leaders with new ideas and different ideas seems likely to produce ambiguity and conflict among organisational members. Metz (1998:44) also shared private sector's approach to succession that public sector can learn from and mentioned that the most important change for the public sector is shifting from one-to-one replacement mapping to creating a pool of future leaders capable of meeting the organisation's succession needs. These pools are called high potential, fast track or emerging leaders. By developing a profile of successful leadership in their organisation, organisations can develop a pool of leaders who meet this profile and have a range of functional and technical skills. When a position becomes open (planned or unplanned), private sector organisations look to this pool first for those who can quickly step into the position. In addition to avoiding the problems of entitlement and unexpected succession needs, this approach delivers the added benefit of boosting performance. The pool's participants are continuously improving their skills and competencies, leading to improved performance in the organisation itself. As organisations expand these pools, they will have more bench strength for future succession needs, as well as take advantage of increased performance in a broader range of staff.

2.7 CONCLUSION

This chapter presented a detailed discussion on the theoretical ideologies that are of significant importance in succession planning and management in organisations. The chapter also paid special attention to the various theories and practices of succession planning in the public sector. Furthermore, this chapter focused on the strategies or programmes that can be employed by DIRCO to have an effective succession plan.

Chapter 3 focuses on the research design that has been utilised to collect and analyse data.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The preceding chapter provided a literature review on leadership theories. The relevant constructs were also defined and discussed.

A research methodology is a systematic and scientifically proven way of reaching the conclusion of the research problem (Cant, Gerber-Nel, Nel & Kotze 2003:65). Therefore, this section provides a synopsis of the study's research methodology and design, as well as the analysis of the data.

3.2 RESEARCH DESIGN

A research design is a plan and procedures that span the decision from broad assumptions to detailed methods of data collection and analysis (Creswell 2003:4). There are three research approaches that researchers may utilise, which are qualitative, quantitative and mixed method approaches (Zou, Sunindjo & Dainty 2014:318). The qualitative approach tends to be rich with quotation, description and narration, as researchers attempt to capture conversations, experiences, perspectives, voices and meanings (Delpont & Fouche 2011:439).

In the design of an empirical study, data is collected using a quantitative approach. With quantitative research, the methodology seeks to quantify data and typically applies some form of statistical analysis (Malhotra 2010:143). Hair, Wolfinbarger, Ortinua and Bush (2008:81) emphasise that quantitative research methods are most often used with descriptive and causal research designs. Quantitative research findings are usually expressed in numbers, and it is often possible (depending on the sampling method) to estimate how reliable a project's findings are (Cooper & Schindler 2006:216). Mixed method approach combines both the qualitative and quantitative research approaches into one research approach (Bryman 2008:266)

As such, this study made use of a quantitative research technique. Quantitative primary research was conducted by employing a self-administered questionnaire in the gathering of primary data and analysis of a sample of data to draw conclusion about the

effectiveness of succession planning in DIRCO. More so, a cross sectional study was conducted due to time limitations which restricted the use of longitudinal studies.

3.2.1 Target population

The target population comprises employees (from entry to executive levels) of DIRCO based in Gauteng Province as well as 127 South African Embassies and Consulates in foreign countries. Therefore, it can be assumed that the findings obtained while studying this area may to some degree be representative of the entire Department. Employees at all levels of the structures of the department were used in this study. The population was $N = 700$ (Department of International Relations and Cooperation 2014:170).

3.2.2 Sampling frame

A sample frame refers to a list of the selected sample in the study (Kumar 2011:91). Zikmund, Babin, Carr and Griffin (2013:388) define a sampling frame as a list of elements from which the sample may be drawn. The DIRCO functional list obtained from the Human Resources Department was used to serve as the main frame for this study.

3.2.3 Sampling technique

After getting a suitable sampling frame, the researcher selected the most appropriate sampling technique to obtain a representative sample. Saunders, Lewis and Thornhill (2009:213) state that sampling methods available are probability sampling and non-probability sampling. Subjects were selected on the basis of their accessibility or by the purposive personal judgment of the researcher. A non-probability convenience sampling method was used. The sample comprised both males and females from entry to executive levels in DIRCO.

3.2.4 Sampling size

In this study, the measurement instrument was distributed to 250 employees of the DIRCO, at all levels who formed the sample size. Table 3.1 shows an extract of the table for determining sample size from a given population (Krejcie & Morgan 1970:607). All samples were drawn at 95% confidence levels, at a 5.0% margin of error, which are the generally acceptable levels in research. Based on the population size between 700 and 750, the sample size for this study was in the region of 250 respondents.

Table 3.1: An Extract Table for Determining Sample Size from a Given Population

Population size	Confidence = 95%				Confidence = 99%			
	Margin of error				Margin of error			
	5%	3.50%	2.50%	1.00%	5%	3.50%	2.50%	1.00%
10	10	10	10	10	10	10	10	10
20	19	20	20	20	19	20	20	20
30	28	29	29	30	29	29	30	30
50	44	47	48	50	47	48	49	50
75	63	69	72	74	67	71	73	75
100	80	89	94	99	87	93	96	99
150	108	126	137	148	122	135	142	149
200	132	160	177	196	154	211	186	198
250	152	190	215	244	182	246	229	246
300	169	217	251	291	207	246	270	295
400	196	256	318	387	250	309	348	391
500	217	306	377	475	285	365	421	485
600	234	340	432	565	315	416	490	579
700	248	370	481	653	341	462	554	672
800	206	369	526	739	363	503	615	763

Source: The Research Advisors (2006) <http://research-advisors.com/tools/SampleSize.htm>.

3.2.5 Data gathering

Data was gathered through a questionnaire. Quinlan (2011:221) mentions the various methods of collecting quantitative data through surveys which may include emails, telephone, postal, drop and collect, group administered and online questionnaires. In this study, the drop and collect method was applied to administer the questionnaire in DIRCO

headquarters while emails were used to gather information from respondents based in the missions abroad.

The questionnaire was distributed in person by the researcher in August 2015. A total of 50 questionnaires were distributed for a pilot test and 500 questionnaires were distributed for the main survey. In the main survey, 250 more questionnaires were distributed as against the sample size of 250, in order to make provision for non-return of questionnaires.

3.2.6 Measuring instrument

The value of a questionnaire is that it tends to be more reliable because it is anonymous, it encourages greater honesty (though of course, dishonesty and falsification might not be able to be discovered in a questionnaire) and it is more economical than the interview in terms of time and money (Cohen *et al.* 2007:158). The questionnaire was designed so as to allow the performance of the Confirmatory Factor Analysis indices, such as the Chi-Square/Degree of Freedom, the Comparative Fit Analysis and the Incremental Index of Fit.

A structured five-point Likert-type scales questionnaire was adapted from HCI Assessment of 45 talent practices as cited in Du Plessis (2010:153) to suite the DIRCO environment and was used to collect mainly quantitative data, which was statistically analysed in order to answer the research objectives. The questionnaire was divided into five sections eliciting information on demographic characteristics of the respondents, organisational strategy, recruitment strategy, organisational culture and succession planning.

Section A solicited demographic information of the respondents which covered aspects such as gender, age, marital status, work experience, level of education and level of occupation.

Section B consisted of seven questions, which focused on the organisational strategy development, implementation and performance information. Section C consisted of five questions, which solicited information on strategies used for recruitment in DIRCO, Section D solicited information to establish the type of culture and working environment in DIRCO and Section E consisted of five items on the effectiveness of succession planning in DIRCO. The Likert-typed scale questions were anchored by 1= strongly

disagree to 5= strongly agree to express the degree of disagreement or agreement to the various statements posed for sections B to E.

3.2.7 Data analysis and statistical approach

In preparation for the analysis of the questionnaire, the researcher screened the completed questionnaires. The next stage was to code the data and capture it on an Excel spreadsheet. The data was then imported into the Statistical Package for Social Sciences (SPSS) format in which descriptive statistics were produced to analyse data pertaining to the demographic profiles of the respondents. Analysis of Moment Structures (AMOS) statistical software was used for Confirmatory Factor Analysis (CFA) and Path Modelling.

3.2.7.1 Descriptive statistics

Descriptive statistics refers to the elementary transformation of raw data to represent simple and elementary characteristics such as central tendency, distribution and variability with basic examples of descriptive statistics such as mean, mode, median, range, variance and standard deviation (Zikmund, Babin, Carr & Griffin 2013:486). The demographic profiles of the respondents were analysed using frequency tables. These results are reported in Chapter 4.

3.2.7.2 Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) is a statistical measurement used to assess the model of the study and involves three distinct phases: reliability test, validity analysis and model fit assessment (Chinomona 2013:48). CFA was undertaken to establish the model fit, that is, if the data fits to the conceptualised research model. After assessing the model fit using CFA this study proceeded to perform structural equations modelling (SEM) using AMOS software package in order to test the structural paths of the conceptualised research model. Model fit indicators such as chi-square/degrees of freedom, the values of Goodness-of-Fit Index (GFI), namely NFI, Incremental Fit Index (IFI), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI) and RMSEA were used to assess the model fit. The results are reported in chapter 4.

3.2.7.3 Reliability test

Reliability of the measurement refers to the degree to which the measurement is free from measurement error (Scholtes, Terwee & Poolman 2011:237). In this study, the

Cronbach's alpha, Composite reliability (CR) and Average Variance Extracted (AVE) were conducted so as to assess the reliability of the measures and the analysis of these measures is discussed in detail in Chapter 4.

Cronbach's alpha coefficient

The Cronbach's alpha was developed by Lee Cronbach in 1951 to offer a measure of the internal consistency of a test or scale and is expressed as a number between 0 and 1 (Tavakol & Dennick 2011). A reliability coefficient affirms whether the test designer was accurate in expecting a certain collection of items to yield interpretable statements about individual variances. In this study the internal reliability of each construct was assessed using the standardised Cronbach's coefficient alpha.

Composite reliability (CR)

Composite reliability provides a robust measure of reliability by taking into account the contribution of each latent factor to each item and each item's error (Starkweather 2012:4). Interpreted the same as Cronbach alpha, the CR measurement threshold is 0.70. According to literature a Composite Reliability index that is greater than 0.7 depicts an adequate internal consistency of the construct (Nunnally & Bernstein 1994, Hair *et al.*, 2008).

Average Variance Extracted (AVE)

The average variance extracted estimate reveals the overall amount of variance in the indicators accounted for by the latent construct (Fraering & Minor 2006:249). Higher values for the variance extracted estimate (greater than 0.4) reveal that the indicators well represent the latent construct (Chinomona 2013:50).

3.2.7.4 Validity

The concept of validity is described by a wide range of terms in quantitative research. Since documents are written by people the possibility of making a mistake is high and since some are written in an element of subjectivity and objectivity, it is very important to do quality assurance for validity and reliability purposes. Validity in quantitative research is concerned with examining aspects such as consistency (Osborne 2008:131). The following measures of validity namely, content and construct validity were used in this study.

Content validity

Content validity is established when a scale's content logically appears to reflect what it intended to measure (Zikmund & Babin 2010:320). To ensure validity of the research instrument, the questionnaire was sent to the supervisor and pre-testing was conducted in a pilot survey.

Construct validity

Construct validity refers to the extent to which a measure relates to other measures to which it should be related (Kent 2007:1). This measure of validity involves two types: convergent and discriminant validity. Ideally, an item is expected to be related with other items that measure the same constructs (convergent validity), but differ from items, which measure different constructs (discriminant validity) (Gill & Johnson 2010:243). Convergent validity was assessed through correlation analysis and checked whether the constructs loaded on their respective factors. Discriminant validity was assessed by comparing the average variance extracted (AVE) values for each construct with the squared correlations between the respective constructs. These results are reported in Chapter 4.

3.3 ETHICAL CONSIDERATIONS

The following ethical considerations were followed and they address some of the ethical implications that might have risen in the process of conducting this study:

- Permission to gather and use the data was obtained from the Director-General of DIRCO (Annexure: D);
- During the study, honesty, respect and sympathy towards all participants were exercised and if for any good reasons participants required debriefing before completing a questionnaire, the researcher provided the necessary briefing;
- The respondents were not be put at risk and voluntary participation was respected;
- The participants were assured of confidentiality and non-disclosure of their personal results to management and other parties. The researcher ensured effective protection and confidentiality of the information provided by the respondents who participated in the investigation;

- The questionnaire was designed as anonymous and analysed using aggregate information to ensure confidentiality of personal results;
- The research findings of the study will be made available for participants and DIRCO.

3.4 CONCLUSION

This chapter described how the whole research was carried out. It outlined the research route map consisting of themes such as research design, population and sampling techniques, data collection method and statistical analysis. The techniques that were applied to determine the reliability and validity of the research questionnaire were clarified. The data analysis and statistical procedures that were used in the study were briefly elucidated. Ethical considerations addressed during the investigations were presented.

In the next chapter, the data collected through questionnaires is presented. The collected data was analysed and interpreted in Chapter 4.

CHAPTER 4

RESULTS AND INTERPRETATION

4.1 INTRODUCTION

In Chapter 3 the research design and methodology of the study were discussed. This chapter focuses on statistical procedures applied to analyse the research findings. Furthermore, the results of the pilot study and the main survey are discussed.

4.2 RESULTS OF THE PILOT STUDY

Since the study was novel regarding the constructs within the domain of this study (DIRCO), it was necessary to conduct a pilot study in order to establish the reliability of the various items that made up the scales for each construct. A total of 50 employees within the population were selected through a convenience sampling method in order to establish the initial reliabilities of the scale constructs. Sections B, C, D and E which comprise the organisational strategy, recruitment strategy, organisational culture and succession planning respectively, were then subjected to scale reliabilities through the computation of Cronbach alpha coefficients. These results are reported in Table 4.1. A generally acceptable alpha value > 0.70 denotes acceptable reliabilities for scales (Hair, Bush & Ortinau 2000:44). However, it should be noted that reliability values tend to vary depending on sample sizes and the number of items on each scale (Nunnally & Bernstein 1994:264). On further examination of the item-to-total correlations on each scale, some items showed low correlations < 0.30 which, ideally should be deleted from scale constructs (Chinomona & Cheng 2013:265).

Table 4.1: Reliabilities of study constructs

Constructs	Number of items (Pilot)	Number of items (main survey)	Cronbach alpha values	Comments
Organisational strategy	9	7	0.803	Two items showed low item correlations<0.30 were deleted.
Recruitment strategy	7	5	0.705	Two items showed low item correlations <0.30 were deleted.
Organisational culture	4	4	0.894	No low item-total correlations < 0.30. No items were deleted.
Succession planning	5	5	0.886	No item correlations <0.30. No items were deleted

4.3 MAIN SURVEY RESULTS

A total of five hundred questionnaires were distributed to all employees at all levels of the structures of DIRCO. Two hundred and eleven were completely filled in and used for analysis. This resulted in a return rate of 42.2 percent as an indication of the relevance of the study for the respondents. The findings of the main survey are summarized and discussed in the sections that follow.

4.3.1 Descriptive statistics

Respondents were requested to provide personal information such as gender, age, marital status, work experience, level of education and occupation.

4.3.1.1 Gender composition of sample

Figure 4.1 reveals that out of 211 respondents, who participated in the survey, 118 (56%) were male and 93 (44%) were female.

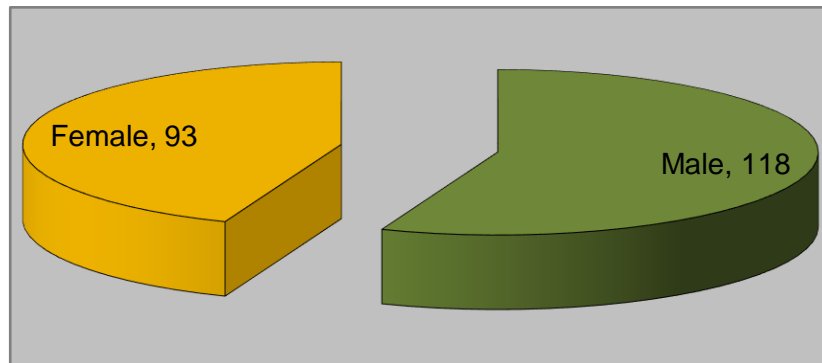


Figure 4.1: Gender

4.3.1.2 Age categories of respondents

The age composition of the sample is reported in Figure 4.2. It can be reported that 78 (36%) of the respondents were between the age of 41 and 50 while 68 respondents (32%) were over 50 years. A total of 13 (6%) of the respondents were below 30 years. The age group between 41 and 50 years was the dominant age group of the respondents.

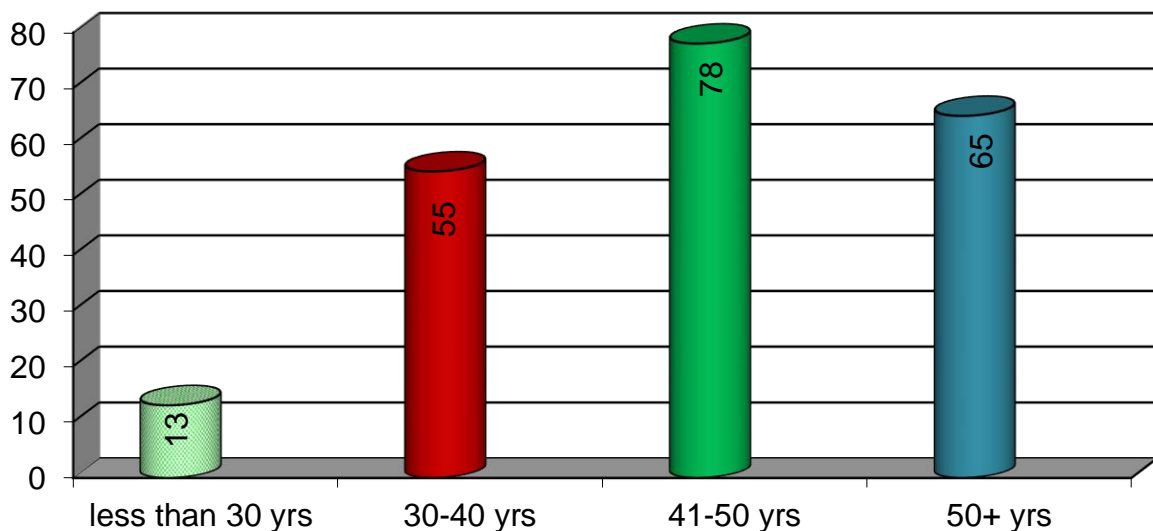


Figure 4.2: Age of Respondents

4.3.1.3 Marital status of respondents

Figure 4.3 revealed the marital status of the respondents. Of the 211 respondents, 82 (39%) were single and 129 respondents (61%) were married.

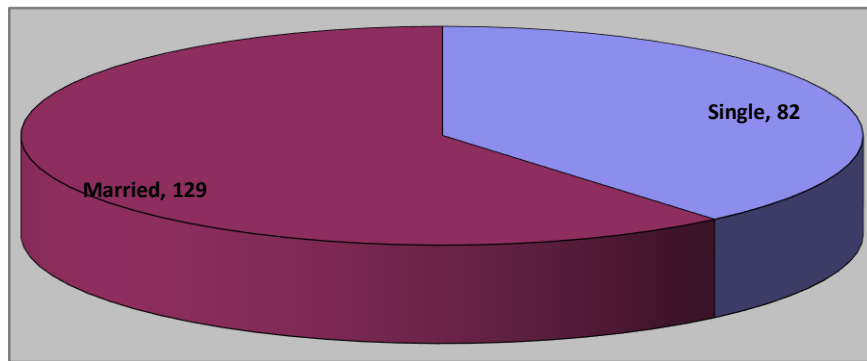


Figure 4.3: Marital status

4.3.1.4 Working experience of respondents

Figure 4.4 depicts the working experience of the respondents. From these analysis, it is clear that the majority ($n=93$; 44%) have 15 years and more of work experience, followed by ($n=74$; 35%) those who have between 11 and 15 years of experience, those who have between 5 and 10 years of experience ($n=35$; 17%), and finally those who have less than 5 years of experience ($n=9$; 4%).

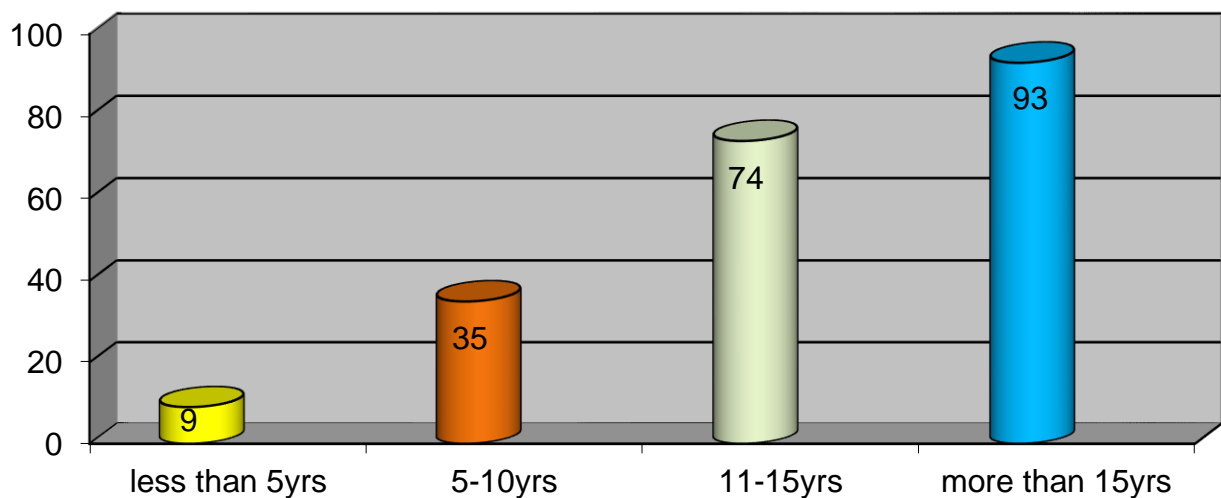


Figure 4.4: Work Experience

4.3.1.5 Level of education of respondents

Based on Figure 4.5 a large number of the respondents had a degree ($n=60$; 28%), followed by those respondents who were in possession of a diploma ($n=50$; 24%), those who were in possession of a post graduate degree ($n=48$; 23%) and those who were in

possession of a professional certificate ($n=42$; 20%). Based on these responses it can be confirmed that the majority of the respondents had a post-matric level of education. Only a small proportion of the categories ($n=9$; 4%) were reported to have a matriculation certificate. This disparity with regards to the level of qualification of the respondents could be attributed to the minimum educational requirement for appointment in an entry level position in DIRCO, in particular placement in the core function of the organisation. However, those in a possession of matric, professional certificates are being trained on DIRCO accredited courses or further their studies through a bursary scheme offered by the Diplomatic Academy.

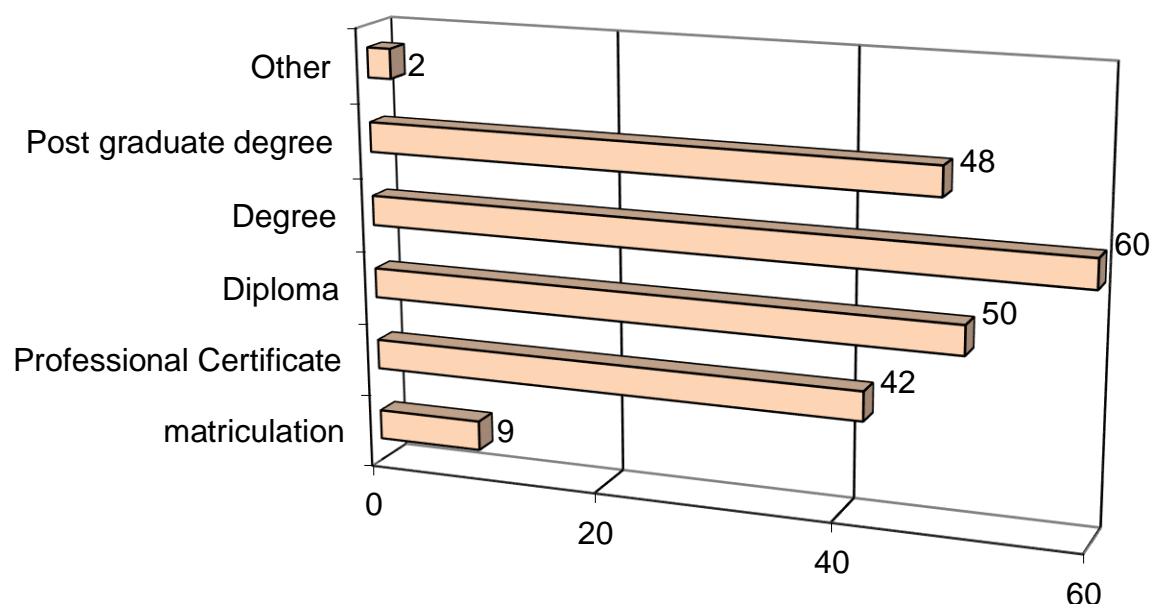


Figure 4.5: Level of education

4.3.1.6 Level of occupation

Based on Figure 4.6, it is observed that the categories of supervisor/assistant director ($n=76$; 36%) are a dominant category, followed by those who were deputy directors/middle management services ($n=63$; 30%), those who were in senior management services ($n=38$; 18%) and those who were in the entry level category ($n=34$; 16%).

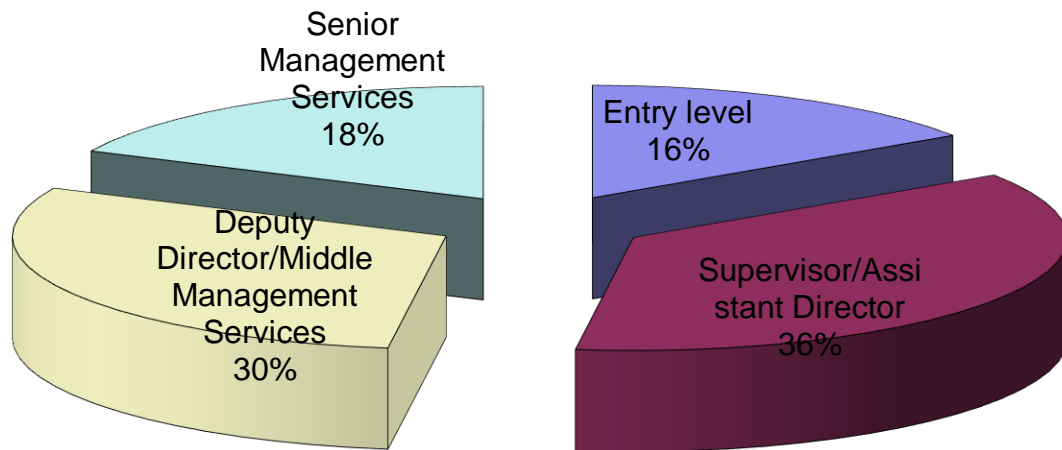


Figure 4.6: Level of occupation

4.3.2 Descriptive statistics: Construct means

This section tested respondents' perception towards the four constructs i.e. organisational strategy (OS), recruitment strategy (RS), organisational culture (OC) and succession planning (SP). A discussion of each of the variables is pursued in the subsections. The questions were based on 5-point likert scale with 1 and 2 denoting disagreement, 4 and 5 denoting agreement and 3 denoting a neutral perception to the statements.

4.3.2.1 Organisational strategy

Figure 4.7 depicts the mean score for Organisational Strategy (OS). The mean score for the characteristics under the variable of OS were all below the score of three on the likert scale (Mean B4=2.52, Mean B5=2.31, Mean B6=2.50, Mean B7=2.51) with the exception of Mean B3, which recorded a mean of 3.06. It can be confirmed that a greater number of the respondents disagreed to the assertion that the objectives achieved are of a desired quality, control systems are flexible to create opportunities for inclusion of new information and trends are closely monitored.

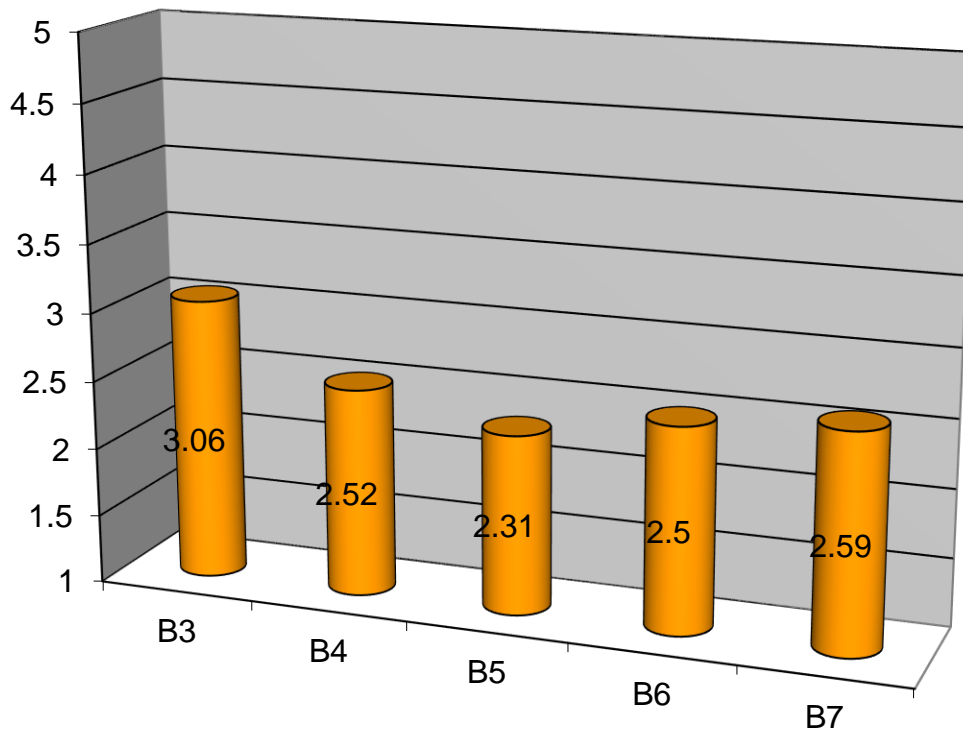


Figure 4.7: Organisational strategy

B3= achieving the objectives in desired quality,

B4= control systems monitor processes,

B5= flexible control systems,

B6= new information included in the control systems,

B7= trends monitored closely.

4.3.2.2 Recruitment strategy (RS)

The Figure 4.8 describes the mean score for Recruitment Strategy (RS). The recorded means for RS items, ranged between Mean =1.95 and Mean =2.45 suggests that i) preference is given to external candidates and ii) right people with right skills are not recruited. This assertion dismisses the notion in the recent studies (Conger & Nadler 2004:52; Karaelvli & Hall 2003:63) that suggests that perhaps insider recruitment is less risky, less disruptive and beneficial than recruiting externally. There is observation on non-consideration of knowledge and expertise of potential recruits within the DIRCO.

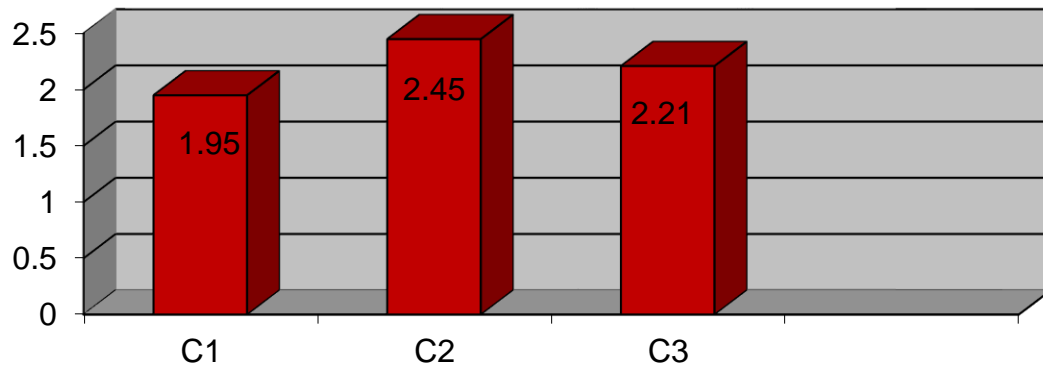


Figure 4.8: Recruitment Strategy (RS)

C1= matching of potential recruits to the job description;

C2= consideration of internal employee referrals;

C3=external employee referrals a preference.

4.3.2.3 Organisational culture (OC)

All the mean scores of Organisational Culture (OC) items were recorded below the three score on the Likert scales. The mean scores ranged between Mean = 2.28 and Mean = 2.55. This implies that the respondents disagreed with the assertions that management of DIRCO encouraged team-work. It could then be assumed that DIRCO has bureaucratic work processes, which influence performance of the organisation. The organisational culture is not agreed upon, is not shared amongst the employees, and it is not supportive and innovative.

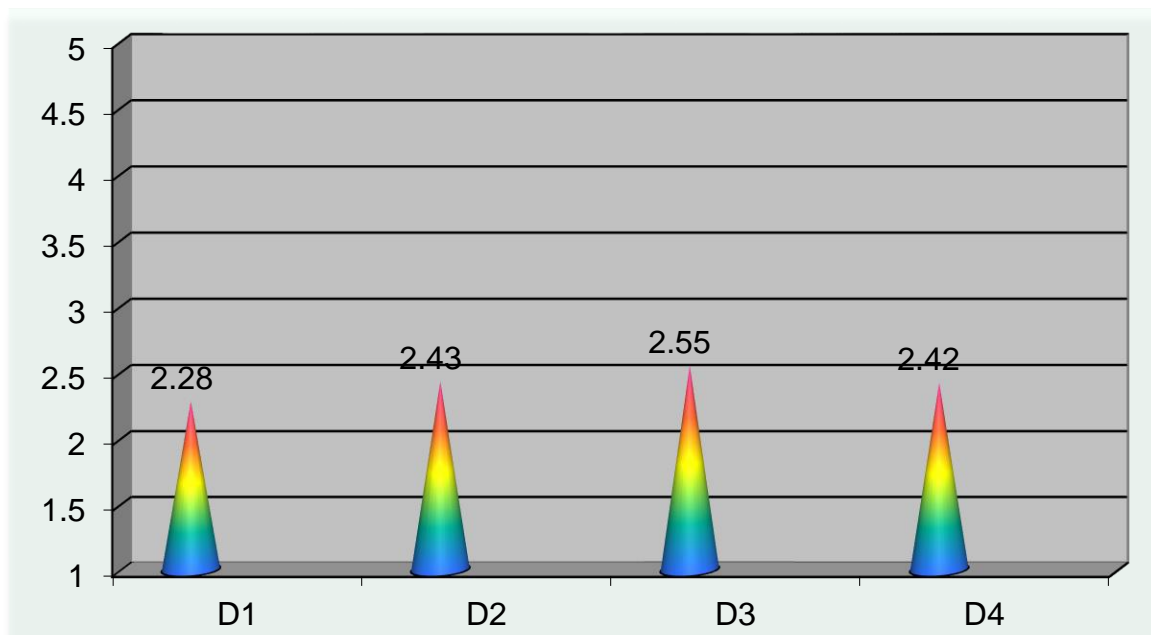


Figure 4.9: Organisational culture (OC)

D1=Shared organisational culture;

D2= culture characterised by mature behaviour maintained;

D3=DIRCO's core values known by staff members;

D4= work environment encourages creativity and innovation.

4.3.2.4 Succession planning (SP)

The mean for Succession Planning (SP) items, were recorded below three score on the Likert scale. The recorded means for SP items ranged between Mean=1.9 and Mean = 2.5. A high percentage of the respondents disagreed to the assertions on the succession planning in DIRCO. It can be safely confirmed that talent and best performance are not recognized. This notion confirmed the assertion that the DIRCO's recruitment strategy gives preference to external potential recruits and that talent is not developed within the organisation.

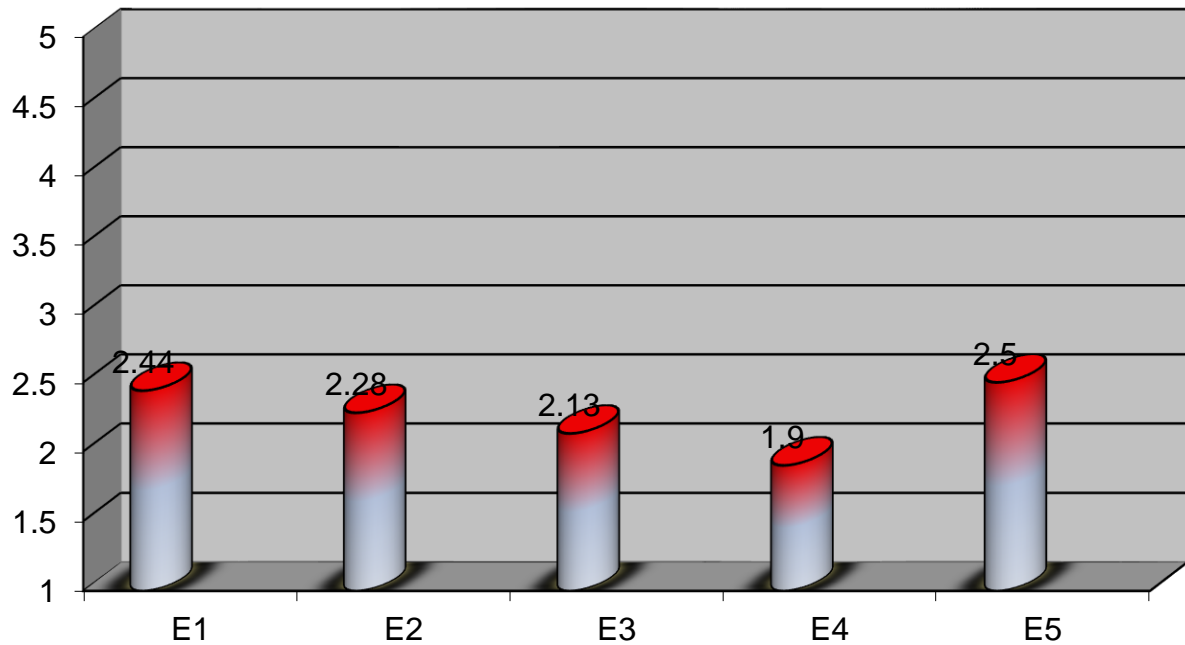


Figure 4.10: Succession planning (SP)

E1=Best performers known;

E2=talent segmented based on performance, values;

E3= rewards awarded based on contribution;

E4= succession plans provide for two qualified candidates;

E5=talent internally developed.

4.3.3 Correlation analysis

Correlation analysis establishes the degree to which changes in one variable are associated with changes in another variable and attempts to estimate the magnitude of the changes (McDaniel & Gates 2010:560; Kumar 2014:13).

The Spearman's correlation procedure was used in this study. The main feature of the Spearman correlation coefficient is that a coefficient of -1.0 indicates a perfect, negative relationship and a coefficient of +1.0 shows a perfect, positive relationship (Bryman & Bell 2011:362). Table 4.2 depicts the results of the correlation matrix for the constructs used in the study.

4.3.3.1 Correlation matrix between the constructs

As reflected on Table 4.2, a significant and positive correlation was revealed between OC and RS ($r=0.554$, $p<0.01$) and between and OC ($r=.458$, $p<0.01$). Significant negative correlations were found between RS and OS ($r=-0.146$, $p<0.05$). Weak negative correlations were also found between SP and OS ($r=-0.014$, $p>0.01$) and OC and OS ($r=-0.081$, $p>0.01$). The results show that the organisational strategy does not support proper success planning in the organisation as the relationship is negative. Moreover, the recruitment strategy also does not seem to support succession planning in the organisation.

Table 4.2: Correlation matrix for constructs results

Research Constructs	OS	RS	OC	SP
Organisational strategy (OS)	1.000			
Recruitment strategy (RS)	-0.146*	1.000		
Organisational Culture (OC)	-0.081	0.554**	1.000	
Succession planning (SP)	-0.014	0.078	0.458**	1.000

* Correlations are significant at $p<0.005$. ** Correlations are significant at $p<0.01$

4.3.4 Reliability analysis

Table 4.3 is an illustration of reliability test criteria, description for each criteria and the acceptance level for each criteria. For purposes of this research, the Cronbach's alpha, composite reliability (CR) and average variance extracted (AVE) tests were conducted so as to assess the reliability of the measures as illustrated in Table 4.4.

Table 4.3: Reliability test criteria, description and acceptable level

Reliability test criteria	Description	Acceptable level	Source
Cronbach's Alpha	Coefficient for determining internal consistency of items	Value must be equal to or greater than 0.7	Malhotra (2010:724)
Composite reliability (CR)	Method used to measure internal consistency of the measurement model	Value must be equal to or greater than 0.7	Hair, Anderson, Tatham and Black (2006:1)
Average Variance Extracted (AVE)	Method used to measure reliability and validity of items	Value must be equal to or greater than 0.4	Fraering & Minor (2006:249)

4.3.4.1 Cronbach's co-efficient alpha test

According to Malhotra (2010:724), the closer the co-efficient is to 1.00, the greater is the internal consistency of the items in the scale. All the constructs are reliable as their values are above the recommended threshold of 0.70 (Bagozzi & Yi 1988:74; Nunnally & Bernstein 1994:1). The constructs ranged from 0.719 to 0.897, which met the criteria for reliability.

4.3.4.2 Composite reliability (CR)

The Composite Reliability (CR) index test was used to evaluate the internal reliability of each construct. It is calculated using the following formula:

$$(CR): CR_{\eta} = (\sum \lambda_{yi})^2 / [(\sum \lambda_{yi})^2 + (\sum \epsilon_i)]$$

Composite Reliability = (square of the summation of the factor loadings) / {(square of the summation of the factor loadings) + (summation of error variances)}.

According to Hair *et al.* (2008:1), CR index value, which is equal to or higher than 0.7 illustrates the adequacy of internal consistency of the construct. Table 4.5 indicates CR indices that are above 0.7 (0.82 for OS, 0.73 for RS, 0.91 for OC and 0.88 for SP) thus finding support for scales satisfactory composite reliability.

4.3.4.3 Average variance extracted (AVE)

The average variance extracted estimate reveals the overall amount of variance in the indicators accounted for by the latent construct (Fraering & Minor, 2006:249). Higher values for the variance extracted estimate (greater than 0.4) reveal that the indicators well represent the latent construct (Chinomona 2011:99). The formula below is used to calculate Average Variance Extracted (AVE):

$$V_{\eta} = \sum \lambda_{yi}^2 / (\sum \lambda_{yi}^2 + \sum \epsilon_i)$$

AVE = {(summation of the squared of factor loadings) / {(summation of the squared of factor loadings) + (summation of error variances)}}.

The AVE values as depicted in Table 4.4 ranged between 0.49 and 0.73 and are acceptable.

4.4: Accuracy Analysis Statistics

Research Constructs	Cronbach's Alpha Test		CR	AVE	Factor Loading	Highest SV
	Item-total	Alpha value				
Organisational Strategy	-	0.815	0.82	0.50	-	0.02
OS1	0.506				0.560	
OS2	0.684				0.780	
OS3	0.538				0.614	
OS4	0.682				0.776	
OS5	0.625				0.700	
Recruitment Strategy	-	0.719	0.73	0.49	-	0.30
RS1	0.549				0.623	
RS2	0.624				0.832	
RS3	0.512				0.590	
Organisational culture	-	0.897	0.91	0.73	-	0.30
OC1	0.753				0.768	
OC2	0.825				0.932	
OC3	0.717				0.726	
OC4	0.873				0.958	
Succession Planning	-	0.891	0.88	0.61	-	0.21
SP1	0.720				0.818	
SP2	0.831				0.945	
SP3	0.803				0.745	
SP4	0.729				0.701	
SP5	0.612				0.654	

4.3.5 Validity analysis

As mentioned in Chapter 3, the content validity and construct validity (convergent and discriminant validity) were analysed.

4.3.5.1 Convergent validity

As shown in Table 4.4, convergent validity was ascertained by item loadings, AVE and Cronbach values where the item loadings ranged between 0.560 and 0.945 and the AVE was accepted as it ranged between 0.49 and 0.73 while Cronbach alpha for each construct was greater than or equal to 0.70 thus providing evidence of convergence (Sin, Tse, Heung & Yim 2005:569).

4.3.5.2 Discriminant validity

Discriminant validity refers to the extent to which a measure is distinct from other measures (Malhotra 2010:5). In this study, the discriminant validity was ascertained using the Shared Variance (SV). All SV should be lower than the AVE. In this study all the SV is below their respective AVE value (See Table 4.4) thus providing evidence of discriminant validity.

4.3.6 Assessment measurement of the model fit (CFA)

The acceptability of the model fit was established using the general model-fit measurements with indices commonly used in research (Schreiber, Nora, Stage, Barlow & King 2010:127). In view of the results depicted in Table 4.5, it could be posited that the data fit the model as all the indicators' values meet the stated threshold. Chi-square value over degree-of-freedom was 2.228 and NFI=0.904, IFI=0.945, TLI=0.927, CFI=0.944, and RMSEA = 0.076 respectively.

Table 4.5: CFA model fit indices

Fit Indices	Acceptable Threshold.	Measurement model Results	Structural path model results
Chi-square(CMIN/DF)	Tabled Chi-square smaller or equal to 3	2.228	2.005
Normed fit index (NFI)	Value Equal to or greater than 0.90	0.904	0.913
Increment fit index (IFI)	Values greater than 0.90	0.945	0.954
Tucker-Lewis index (TLI)	Values greater than 0.90	0.927	0.940
Comparative fit index (CFI)	Values greater than 0.90	0.944	0.954
Root mean square error of approximation (RMSEA)	Less than 0.08	0.076	0.069

4.3.7 Structural equations model (SEM)

To ascertain the fitness of the structural model, Structural Equations Modelling (SEM) with the maximum likelihood estimation was used. The inspection of model indices indicated an acceptable fit for the structural model. Table 4.6 provides the structural model fit results.

4.3.7.1 Results of hypothesis testing

Following the satisfactory results of the assessment of the measurement and structural models, the next stage involved the process of testing the hypothesised relationships in the study. The study utilised SEM to verify the posited hypotheses. The path coefficients that emanated from SEM were utilised to explain all of the posited hypotheses. Table 4.6 summarises the SEM hypotheses testing results. According to Chin (1998:13) the standard path coefficients to be considered meaningful, are expected to be 0.2 or greater. As depicted in Table 4.6, the highest path coefficient is OC→SP, which is 0.750 showing the statistical significance supporting the notion that corporate culture can affect the success of succession-planning activities in an organisation. This is followed by a negative relationship between the recruitment strategy and succession planning; RS→SP, which is -0.508, which confirms the assertion that the organisational strategy is not aligned with the recruitment strategy. OS→SP path coefficient is 0.060, which is not supported.

Table 4.6: Results of the SEM analysis

Relationships between constructs		Path coefficient estimate	S.E.	C.R.	P	Hypotheses decision
OS	SP (H ₁)	0.060	0.077	0.785	0.433	Not supported
RS	SP (H ₂)	-0.508	0.122	-4.153	***	Supported
OC	SP (H ₃)	0.750	0.109	6.898	***	Supported
OS= Organisational Strategy; RS= Recruitment Strategy; OC= Organisational Culture; SP= Succession Planning; S.E= Standard Error; CR= Critical Ratio; *** Significant at p<0.001.						

Hypothesis one (H₁) ($\beta=0.060$; $t=0.785$) postulated a positive relationship between OS and SP. No significant relationship has been observed between the organisational strategy and succession planning in DIRCO. **The hypothesis is therefore, not**

supported. Plausible reasons for this relationship at DIRCO could be attributed to the fact that DIRCO strategy is not aligned to the departmental processes and procedures. In DIRCO succession planning is perceived as a function of the human resource department, therefore, dismisses the notion (Karaevli & Hall 2003:70) that it is pivotal to making succession planning part of the overall organisational strategy. The researcher can attest to this perception of unequal prominence between the administration department and line management. It is further known that due to the non-alignment of the human resource to the strategy of the department, this notion confirms that when DIRCO fails to treat the human resources plans as living documents, it may not only threaten continuity in the department, but also lost the opportunity to revitalise the organisational strategy. The key point is a need for strategy alignment and process integration as competencies required to achieve the objectives and goals will be determined.

Hypothesis two (H₂) postulated a negative relationship between recruitment strategy and succession planning. The standard coefficients ($\beta = -0.508$; $t=-4.153$) show that whilst the outcome is significant, the relationship is negative. **The hypothesis is therefore not supported.** Plausible reasons for this relationship at DIRCO could be attributed to the aging workforce that has been confirmed when conducting this study, the streams of recruitment i.e. political and career appointees which impedes in identifying talent, mentoring with the intention to prepare future leaders and executives and promotion of internal candidates as successors. In summary the nature of the work is highly influenced by politics of the country.

Hypothesis three (H₃) proposed a positive relationship between organisational culture and succession planning. **The hypothesis is therefore supported.** The standard coefficients ($\beta = 0.750$; $t=6.898$) provided an affirmative response to the assertion of Kesner and Sebor (1994:345) who states that when organisations have a strong organisational values and beliefs, it influences antecedents and succession events such as succession planning. In DIRCO, the critical challenge of developing leadership capital as influenced by the organisational culture, cannot be ignored. However, the “organisationally generated entrenchments” observed in DIRCO, could be addressed through values and beliefs that are agreed upon by all staff members.

4.4 CONCLUSION

This chapter provided practical insights into the analysis of the data collected. Specific attention was given to aspects such as reliability and validity in which all constructs and measurement instruments were found to be reliable and valid. Data analysis was undertaken on the data set through, CFA, descriptive statistics, correlation analysis and SEM performed to assess the adequacy and the fit of the structural model.

The following chapter will provide the implications and overall discussion, recommendations and overall conclusion.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The previous chapter presented the results from the empirical study. This chapter seeks to establish whether the formulated research objectives of the study and hypotheses posited were achieved. Furthermore, the conclusion drawn from the overall findings, the recommendations and proposal for future studies are provided.

The rapid technological advances of the twentieth century have placed organisations under extreme pressure as they try to adapt and incorporate these changes in an effort to have readily available, effective and adaptable people. Workers at entry level will need sound basic skills to support adaptability in the workplace as well as higher skills level.

In particular to this research, DIRCO has the enviable task of being the primary department charged with the development and implementation of South Africa's foreign policy and being in an environment of international affairs that is dynamic. For this reason, it can be safely said that DIRCO requires visionary leaders; skilled workforce as well as robust succession management programmes that can help manage foreseeable future changes. It is critical to choose a right leadership team that will ensure the achievement of the organisation's strategic objectives and encourage continuity in implementing the strategies.

5.2 PLACING THE THEORETICAL OBJECTIVES IN PERSPECTIVE

The following theoretical objectives outlined in Chapter 1 of this study, were realized through the review of literature:

- To review literature on organisational strategy. The literature review on general perspective on organisational strategy and employees work behaviour were pursued in Section 2.3 of Chapter 2.
- To review literature on succession planning, practices in succession planning imperatives in the implementation thereof. Major theoretical ideologies that play a part in succession planning were reviewed. The leadership and management theories that were perceived as those that form the basis of effective succession planning in

this study were pursued. Table 2.1 (Page 27) outlined the main leadership traits and skills. The Management Grid illustrated in Figure 2.1 (Page 29) focused on the degree to which a leader considers the needs of the team members for optimal productivity. Figure 2.2 (Page 30) and Table 2.2 (Page 31) emphasised the need for appropriate leadership styles for different situations. This affirms that there is no best way for managers to lead.

Furthermore, the origin of succession planning and the causes of failure to design and execute the effective succession plans were highlighted.

- The objective to review literature on recruitment strategy was realized in Section 2.4. In this section, the recruitment strategies in DIRCO were clearly defined and discussed.
- The theoretical objective to review literature on organisational culture was pursued in Section 2.5. In addition, different theorists emphasised the influence of organisational culture on the leadership styles.

5.3 PLACING THE EMPIRICAL OBJECTIVES IN PERSPECTIVE

The empirical objectives formulated in Chapter 1 are restated below:

- To investigate the current succession planning practices in DIRCO.
- To ascertain the influence of organisational culture on succession planning in DIRCO.
- To determine the influence of recruitment strategy on succession planning in DIRCO.
- To investigate the influence of organisational strategy on succession planning in DIRCO.

In order to achieve the empirical objective 1 descriptive statistics were computed to establish respondents' perceptions of the current succession planning practices in DIRCO and the results are discussed in Section 4.3.1 of Chapter 4.

In order to achieve the empirical objectives 2, 3 and 4 structural equation modeling was conducted to establish the influence of the three constructs, that is, Organisational Culture (OC), Recruitment Strategy (RS) and Organisational Strategy (OS) on Succession Planning (SP) where the conceptual model was assessed for goodness-of-fit. Confirmatory Factor Analysis (CFA) was employed to assess the model fit in Section 4.3.6. Hypothesis testing was presented in Section 4.3.7.1.

5.4 RECOMMENDATIONS

It is recommended that DIRCO utilise the results of this study in order to address the challenges of succession in the organisation.

Research studies reviewed in the literature stress that succession is not the same as recruitment or replacement hiring. In DIRCO, there is little evidence of coordinated or communicated efforts to track high performers to specific leadership positions within the organisation. This lack of coordination and planning leads to confusion and speculation each time a senior vacancy occurs (Department of International Relations and Cooperation, 2009:11). This study has confirmed that the recruitment strategy of DIRCO does not create opportunities for identification of internal talent. Rothwell (2005:344) alluded that the public sector considers many factors other than performance in choosing and keeping executives, with politics occupying a prominent role. The same can be confirmed that the DIRCO strategy and processes are tied to a particular administration. Senior Managers and Diplomats search has a high political influence.

In order to address these deficiencies, it is recommended that DIRCO identify, mentor and promote diverse pools of internal candidates through succession planning. A proper succession plan should be developed. It should be noted that performing satisfactorily at one level might not be the same at the next level. Hence it is prudent for an organisation to have a proper succession plan that integrates the organisation strategy, processes and procedures and inclusive of values and beliefs.

The mean scores for OS, RS, OC and SP are all below 3 except B3. Management therefore need to seriously consider a revisit of their organisational strategy, recruitment strategy, organisational culture and succession planning practices within DIRCO.

While diplomats, ultimately, come and go, the deployment to Missions abroad has a profound effect “on the institution and largely determines the difference between the extended periods of failure and success” (Martin, Samuels & Associates, 2004:20). Perhaps DIRCO’s culture, like any other government department in South Africa, is based on the tenure system. As a result, transition is not as smooth as it should be, in particular the rotation or movement between Head Office and Missions abroad. There is discontinuity with the achievements of a leader’s immediate predecessor and continuity (or regression to) the more mediocre state of affairs preceding the predecessor (Hargreaves & Fink 2006:70). In DIRCO, the transferred staff is pulled out of the

workstations either in Head Office or Mission abroad before their innovations take root, and their successors abandon their projects and return to the status quo. In order to break this pattern, the deployment cycle needs to be reviewed to accommodate either pre-deployment or two-week overlap to allow for proper handover.

There is evidence that teamwork and innovation is not encouraged. It is recommended that Organisational Development Programmes should be developed to address these discrepancies.

5.5 LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

As in the case with any research project, this study presents limitations that should be considered. The conceptual framework presented is not designed to include all possible influences on succession planning. It is limited, therefore, to the identified variables simply because of the focus of the investigation. Future studies can incorporate other aspects such as values imbedded in an organisation. Further outcome variables such as intention to leave the organisation could be added. The study made use of a convenient sample as the researcher was familiar with the environment and the organisation which granted approval to conduct the study. However, the results of this study should therefore be treated with caution and can only be limited to the targeted organisation. Further research could be extended to other government organisations or other countries with foreign services in order to compare their recruitment strategies and succession planning.

From a research methodology perspective, qualitative approaches and methods, which include interviews and focus groups may be employed to supplement questionnaire survey to enhance objective responses.

5.6 CONCLUSION

Organisations need to ensure that the appropriate people are in place with the required values, skills and competencies that are necessary to bring about change and accomplish goals to drive organisational strategy forward and accomplish strategic goals and objectives. It is also necessary to ensure that a suitable leadership team is chosen to help preserve and build upon an organisation's existing vision, mission and values.

However, it should be noted that people who are considered highly potential may not deliver under different circumstances. Effective succession plans should be informed by the organisational processes, competency framework and the organisational strategy.

A succession plan would provide opportunities with projects, assignments, temporary job rotations and equal exposure for all employees. This will also improve the morale of the workforce at all levels, which is essential for a positive organisational culture.

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APPENDIX A – COVER LETTER



Department of Human Resources Management
Faculty of Management Sciences
Vaal University of Technology
Vanderbijlpark

Dear Sir/Madam

RE: COMPLETION OF QUESTIONNAIRE

I am a post graduate student at the Vaal University of Technology undertaking a Master of Technology (M.Tech). The topic of my research is:

THE INFLUENCE OF ORGANISATIONAL STRATEGY, RECRUITMENT STRATEGY
AND ORGANISATIONAL CULTURE ON SUCCESSION PLANNING IN SOUTH
AFRICA'S DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION
(DIRCO)

In order to accomplish my research objectives, a questionnaire have been prepared to gather information regarding organisational and recruitment strategies; organisational culture; and succession planning in DIRCO.

This is to kindly request you to complete the attached questionnaire. Your response will be of great value to the research.

Please be advised that your identity and feedback will be kept in utmost confidential, and the information gathered will be used purely for academic purposes. The questionnaire will take approximately seven minutes to complete.

Yours Sincerely

Julie Ramaboea

Cell: 0838745100

Email:ramaboeaj@dirco.gov.za

STUDY SUPERVISOR

PROF. M. DHURUP

CO SUPERVISOR

Dr. P.A JOUBERT

APPENDIX B – QUESTIONNAIRE



QUESTIONNAIRE

THE INFLUENCE OF ORGANISATIONAL STRATEGY, RECRUITMENT STRATEGY AND ORGANISATIONAL CULTURE ON SUCCESSION PLANNING IN SOUTH AFRICA'S DEPARTMENT OF INTERNATIONAL RELATIONS AND COOPERATION

Please answer the following questions by marking the appropriate answer(s) with an X. This questionnaire is strictly for research purpose only.

SECTION A: GENERAL INFORMATION

This section is asking about your background information. Please indicate your answer by crossing (X) on the appropriate box.

A1	Your gender	Male	Female
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A2	Age category	Under 30 years	Between 30-40 years	Between 41-50 years	Over 50 years
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A3	Marital status	Single	Married
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A4	Work experience	Less than 5 years	Between 5-10 Years	Between 11-15 years	More than 15 years
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A5	Level of education	
	Matriculation certificate	
	Professional certificate	
	Diploma	
	Degree	

	Post graduate degree	
	Other (Specify).....	

A6	Level of occupation	
	Entry Level/Operations (Level 5-8)	
	Supervisor/ Assistant Director	
	Deputy Director (Middle management services)	
	Senior Management Services (SMS)	

SECTION B: ORGANISATIONAL STRATEGY

We would like to find out a little more about the organisational strategy in your organisation. Please indicate the extent to which you agree or disagree by encircling the corresponding number between 1 (Strongly disagree) and 5 (Strongly agree).

B1	The processes by which organisational inputs (i.e. financial, material and human) are transformed into organisational outputs (i.e. products or services) are well understood throughout the organisation.	Strongly disagree	1	2	3	4	5	Strongly agree
B2	The main criterion of success throughout this organisation is achieving the objectives of the department in desired quantity.	Strongly disagree	1	2	3	4	5	Strongly agree
B3	The main criterion of success throughout this organisation is achieving the objectives of the department in desired quality	Strongly disagree	1	2	3	4	5	Strongly agree
B4	Control systems monitor virtually all processes in the department.	Strongly disagree	1	2	3	4	5	Strongly agree
B5	The control systems provide the flexibility for managers to respond to new, unanticipated opportunities	Strongly disagree	1	2	3	4	5	Strongly agree
B6	New information categories are included in the control reports only if they can be justified as being of repeated value to users.	Strongly disagree	1	2	3	4	5	Strongly agree
B7	The trend between previous performance and the current performance is monitored closely by senior managers.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION C: RECRUITMENT STRATEGY

We would like to find out a little more about the recruitment strategy in your organisation. Please indicate the extent to which you agree or disagree by encircling the corresponding number between 1 (Strongly disagree) and 5 (Strongly agree).

C1	Recruitment objectives are set with the view of replacing previous expertise in the department.	Strongly disagree	1	2	3	4	5	Strongly agree
C2	Our Department considers employee referrals from within the department to be important in recruiting for vacant positions in the department.	Strongly disagree	1	2	3	4	5	Strongly agree
C3	Our Department prefers employee referrals from outside the department for recruiting for vacant positions in the department.	Strongly disagree	1	2	3	4	5	Strongly agree
C4	Normally, our department advertises for vacancies before they arise.	Strongly disagree	1	2	3	4	5	Strongly agree
C5	The recruitment process is efficient, effective, and focuses on "quality of recruits."	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION D: ORGANISATION CULTURE

We would like to find out a little more about the organisational culture in your organisation. Please indicate the extent to which you agree or disagree by encircling the corresponding number between 1 (Strongly disagree) and 5 (Strongly agree).

D1	The organisational culture is agreed and shared amongst the employees	Strongly disagree	1	2	3	4	5	Strongly agree
D2	Managers establish and maintain a culture characterized by mature behaviour under difficult circumstances	Strongly disagree	1	2	3	4	5	Strongly agree
D3	Management takes action to ensure that everyone is committed to DIRCO's core values; staff members know how the core values relate to their day-to-day work.	Strongly disagree	1	2	3	4	5	Strongly agree
D4	Our work environment encourages creativity and innovation.	Strongly disagree	1	2	3	4	5	Strongly agree

SECTION E: SUCCESSION PLANNING

We would like to find out a little more about succession planning in your organisation. Please indicate the extent to which you agree or disagree by encircling the corresponding number between 1 (Strongly disagree) and 5 (Strongly agree).

E1	The organisation knows who the best performers are.	Strongly disagree	1	2	3	4	5	Strongly agree
E2	Talent is segmented based on performance, value, and potential.	Strongly disagree	1	2	3	4	5	Strongly agree
E3	Rewards and opportunities are provided to talent based on their contribution.	Strongly disagree	1	2	3	4	5	Strongly agree
E4	Succession plans provide for two qualified candidates for key positions.	Strongly disagree	1	2	3	4	5	Strongly agree
E5	The majority of talent is developed internally as opposed to externally hired.	Strongly disagree	1	2	3	4	5	Strongly agree

Thank you for your cooperation. Your views are much appreciated

APPENDIX C – CONFIRMATORY FACTOR ANALYSIS OUTPUT

Model Fit Summary

1 CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	49	231.763	104	.000	2.228
Saturated model	153	.000	0		
Independence model	17	2418.830	136	.000	17.786

2 RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.080	.892	.841	.606
Saturated model	.000	1.000		
Independence model	.357	.352	.272	.313

3 Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.904	.875	.945	.927	.944
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

4 Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.765	.691	.722
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

5 NCP

Model	NCP	LO 90	HI 90
Default model	127.763	87.471	175.789
Saturated model	.000	.000	.000
Independence model	2282.830	2126.951	2446.065

6 FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	1.104	.608	.417	.837
Saturated model	.000	.000	.000	.000
Independence model	11.518	10.871	10.128	11.648

7 RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.076	.063	.090	.001
Independence model	.283	.273	.293	.000

8 AIC

Model	AIC	BCC	BIC	CAIC
Default model	329.763	338.950	494.004	543.004
Saturated model	306.000	334.688	818.834	971.834
Independence model	2452.830	2456.017	2509.811	2526.811

9 ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.570	1.378	1.799	1.614
Saturated model	1.457	1.457	1.457	1.594
Independence model	11.680	10.938	12.457	11.695

10 HOELTER

Model	HOELTER .05	HOELTER .01
Default model	117	128
Independence model	15	16

APPENDIX D – APPROVAL TO CONDUCT THE STUDY



international relations & cooperation

Department:
International Relations and Cooperation
REPUBLIC OF SOUTH AFRICA

Private Bag X152, PRETORIA, 0001 • OR Tambo Bld, 460 Soutpansberg Road, Rietondale, PRETORIA, 0084
Tel: +27 (0) 12 351 1000 • www.dirco.gov.za

PERSONNEL CONFIDENTIAL

Ms JS Ramaboea
Minister-Plenipotentiary
South African Embassy
Brazilia
BRAZIL

Dear Colleague

Request to administer questionnaires within the department for research purposes

A request was received to grant approval for you to administer questionnaires within the department to obtain information for your research proposal, in completion of the degree Magister Technologiae-Business Administration through the Vaal University of Technology.

The topic of the research proposal is *"The Influence of Organisational Strategy, Recruitment Strategy and Organisational Culture on Succession Planning in South Africa's Department of International Relations and Cooperation"*.

The research will be based on assessing the extent to which formal succession planning is vital within the department and will address the challenges that prohibit the department to have an effective succession plan.

Permission is granted to administer the relevant questionnaire randomly to selected officials on all levels within the Department of International Relations and Cooperation.

I wish to convey my good wishes and I am confident that you will achieve success through dedication and hard work.

Yours sincerely


Ambassador JM Matjila
Director-General

Date: 14.11.2014

Ref: 14britzc1103

Kgoro ya Tirišano le Tšhomišano ya Dinaga tša Boditšhabatšhaba • Lefapha la Dikamano le Tshebedisano Dinaheng tsa Matjhaba • Lefapha la Dikamano tsa Boditšhabatšhaba le Tirišano • UMnyango Wezobudlelwano Nokubambisana Bamazwe Namazwe • Litiko Letebudlelwane Bemave kanye Nekusebentsana • ISebe lezobudlelwane neNtsebenziswano yamZwe ngamaZwe • UmNyango weTjhebiswano nokuSebenzisana kweenTjhabatjhaba • Muhasho wa Vhushaka ha Dzitshakatshaka na Tshumisano • Ndzawulo ya Vuxaka bya Matiko ya Misava na Ntirhisano • Departement van Internasionale Betrekkinge en Samewerking

Batho Pele - putting people first