



AN INVESTIGATION OF FACTORS AFFECTING SUCCESSFUL IMPLEMENTATION OF TALENT MANAGEMENT STRATEGY OF THOHoyANDOU SAPS

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ABSTRACT

By observation part of the management and employees at Thohoyandou lack the understanding on their roles and responsibilities in the implementation of the talent management strategy. Therefore, the study is initiated primarily to investigate the factors affecting the successful implementation of the talent management strategy at Thohoyandou SAPS. The researchers have adopted a qualitative research approach by employing a non-probability purposive technique to conduct this research. The sampling technique used in this research was a non-probability purposive technique to collect data within the selected unit of analysis. The study found out that Thohoyandou SAPS faces a number of challenges in successfully implementing a talent management strategy. The unsuccessful implementation of the talent management strategy at Thohoyandou SAPS has had a negative effect on the performance of the station. The SAPS top management as well as the Thohoyandou SAPS management should fund initiatives that enhance individual competencies which will enable the station to implement the talent management strategy successfully, and improve the station's performance.

KEYWORDS: *Talent management strategy and knowledge transfer*

1. INTRODUCTION

Effective talent management depends on effective human resources policies and procedures that operate consistently across the organisation (Murphy & Walmsley, 2016:03). It describes how the management seeks to manage talent in order to meet the challenges and opportunities of the next five years (Murphy & Walmsley, 2016:3). Talent management refers to determining ways to recruit, select, develop, and retain employees so that the company can meet the present and future needs. The organisation should recruit people with the skills and behaviours which are required, and retain them while also assisting them to grow. Talent management is required in any organisation for building a high-performance workplace, while also encouraging a learning organisation that adds value to the employer of choice, and contributing to diversity management (Murphy & Walmsley, 2016:03).

Several commanders that worked at Thohoyandou SAPS reached a point of retirement without transferring knowledge and skills to their subordinates. Some investigation officers have tertiary qualifications, yet they are leaving the organisation in favour of units such as the Hawks, Economic Infrastructure units (EIU), and Independent Police Investigative Directorate (IPID). Part of the management team and employees at Thohoyandou SAPS fail to understand their roles and responsibilities in the implementation of a talent management strategy.

As per the researchers observation since 2018, a large number of commanders at Thohoyandou SAPS who have unique knowledge and skills left the organisation without transferring knowledge and skills to their successors. Deficiency in transferring knowledge and skills, and the way the talent management strategy is being implemented at Thohoyandou SAPS affects the performance of the station. The personnel responsible for implementing the talent management strategy appear to lack an understanding on the roles and responsibilities in the implementation of the talent management strategy. The Thohoyandou SAPS Human Resources (HR) department has a qualification database for all employees which is, however, not used to allocate the employees to the posts equivalent to their qualification. The HR department also does not provides HR-related information and advice for the employees, and neither does it facilitate the development process.



Therefore, this study is initiated with the primary objective to investigate the factors affecting the successful implementation of the talent management strategy at Thohoyandou SAPS. In particular, the study aims at addressing the following research questions as follows:

- What challenges are faced by Thohoyandou SAPS in the implementation of talent management strategy?
- How commanders at Thohoyandou SAPS transfer knowledge and skills to their subordinates.
- How effective is the current implementation of the talent management strategy of Thohoyandou SAPS
- What are the roles and responsibilities of management, and Human Resource Department in the implementation of talent Management Strategy at Thohoyandou SAPS?
- Does the human resource department at Thohoyandou SAPS provides HR-related information and advice for employees and facilitates the development process?
- What are the benefits of successful implementation of talent management?
- How talent management strategy can be successfully implemented in Thohoyandou SAPS.

2. LITERATURE REVIEW

The researchers of this study have reviewed relevant existing content that directly address the key research questions outlined in the introduction above. Overall, the reviewed literature is channeled under this study to bring out the importance of talent management practice towards organizational success. Therefore, section 4 on the study findings and discussion will contain specific constructive literature review that is applying to this study.

2.1 Why talent management is essential for organizational success.

The demand for the continuous organization or business improvement is constantly increasing globally (Kokt, 2020: 50). Therefore, organizations put more focus on the acquisition, retention and transfer of knowledge. The demand for and supply of, human capital enhances value to organizations. Some of the employees in specific categories, such as engineering, and IT cannot be replaced easily because their demand exceeds the supply (Nawaz, 2013:221). Furthermore, the appointment of the new members requires orientation to integrate employees into an organization which can range from six to 12 months. The experts in the organization who use their knowledge and skills to work are much more committed to their future than the future of the organization (Kokt, 2020:50).

3. RESEARCH METHODOLOGY

This study adopted the qualitative research approach which was suitable to investigate factors affecting the successful implementation of a talent management strategy at Thohoyandou SAPS . Henceforth, the exploratory research design had enabled the researcher to investigate the factors affecting the successful implementation of the talent management strategy at Thohoyandou SAPS. In addition, selecting the Thohoyandou SAPS as the unit of analysis had enabled the researchers to obtain relevant data that would answer the research questions and fulfil the objectives of the study.

3.1 Target Group

For this study, forty five (45) SAPS members out of a total of one hundred and twenty (120) with the following ranks were targeted: station commander, visible commander, relief commander, and lower rank police officers.

3.2 Sample and sample type

The sample size of thirty (30) police officers at Thohoyandou SAPS members were participants to the study included of which were ten (10) police officers of those in management positions such as station commanders, visible commanders, head of the support service, detective commander, and relief commanders; and twenty (20) lower-rank police officers, including those in a position of visible policing, detectives, and support services. The non-probability purposive sampling technique is used to sample the participants for this study. The technique permitted the researcher to select the participants based on their knowledge and experiences on the topic..

3.3 Data Collection Method(s)

The study data were collected by the means of employing a semi structured face to face interviews. This data collection method allowed the researcher to elicit diversified and in-depth information from a relatively small sample. The interviews were captured by using audio and video recording devices, and field notes were taken to provide evidence of what was discussed during the interviews.

3.4 Data Analysis

Qualitative data for this study was analysed using the content analysis method. Bezuidenhout et al. (2014:232) and De Vos et al. (2011:397) indicated that content analysis enables researchers to analyse text data collected during the observations and interviews. The interviews sought to obtain information on, and an understanding of the factors influencing Thohoyandou SAPS's successful execution of its talent management strategy.

3.5 Data Trustworthiness

The researcher used the interview schedule as an instrument for data collection for this study which was sent to the research supervisor and piloted with other fellow MET50A students before data collection began to ensure its reliability and transferability. The researcher believes that the interview schedule for this study will yield the same results if it is used elsewhere.

3.6 Ethical guidelines

The researchers adhered to the STADIO policy for conducting research set out in the Belmont Report, and adhered to the SAPS policies for conducting research in the organisation. Furthermore, the researcher adhered to the following ethical principles: beneficence, non-maleficence, voluntary participation, anonymity, informed consent, privacy, and confidentiality.

4. FINDINGS AND DISCUSSIONS

The findings of this study are outlined by the key two major sections that had made up the interview schedule used with different participants. Hence, section A covers the demographic information of the participants and section B covers the overall perspective of the participants ranging within the seven research questions mentioned under section 1 introduction above. Hence, a constructive study finding discussion has made up the last content to this section.

Section A : Demographic information

Please Indicate Your Gender

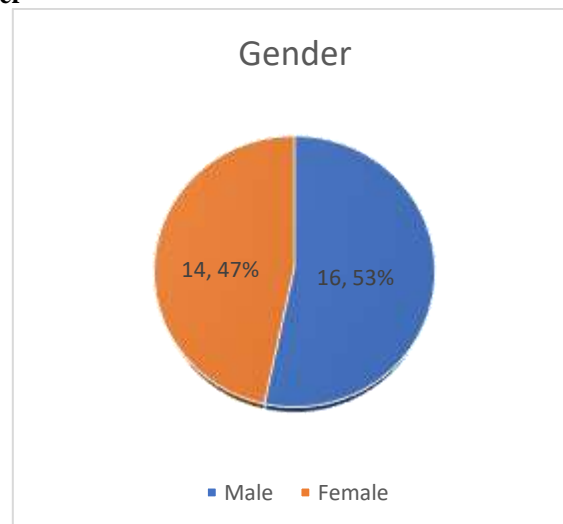


Figure 1: Distribution of gender of participants (Mabogo 2023)

Figure 1 shows that 16 (53%) of the participants were male, and 14(47%) were female. This data shows that both the female and male genders participated in this study, although the males were more than the females.

What is your age?

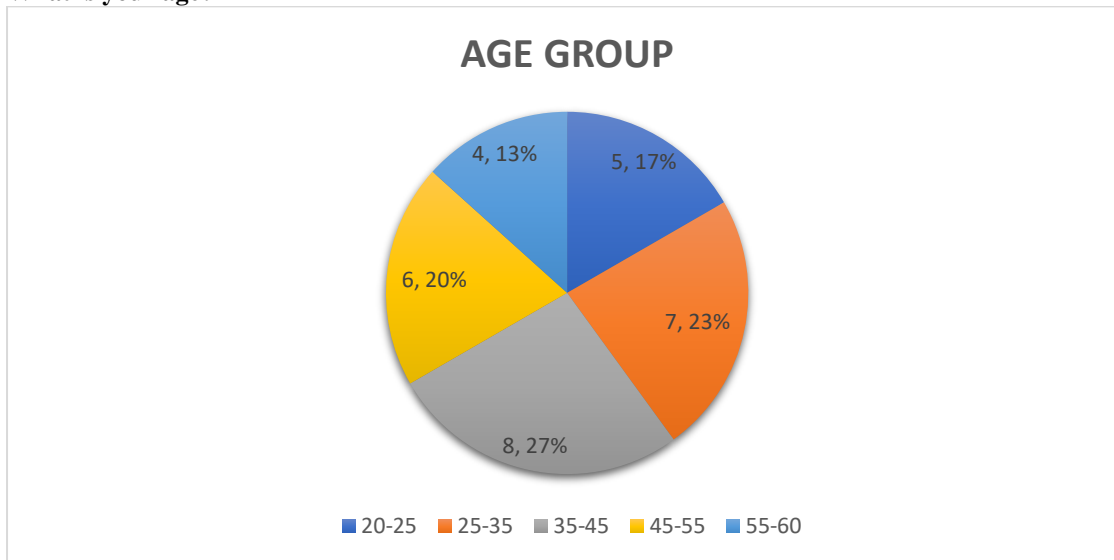


Figure 2: The participants age group (Mabogo 2023).

Figure 2 shows that 13% of the participants in this study were aged between 20-25, 23% were of the age between 25 and 35 years, 8% were aged between 35 and 45 years, 6% were aged between 45 and 55, and 5% were aged between 55 and 60 years. This data shows that the data was collected from matured people.

What is your rank at work?

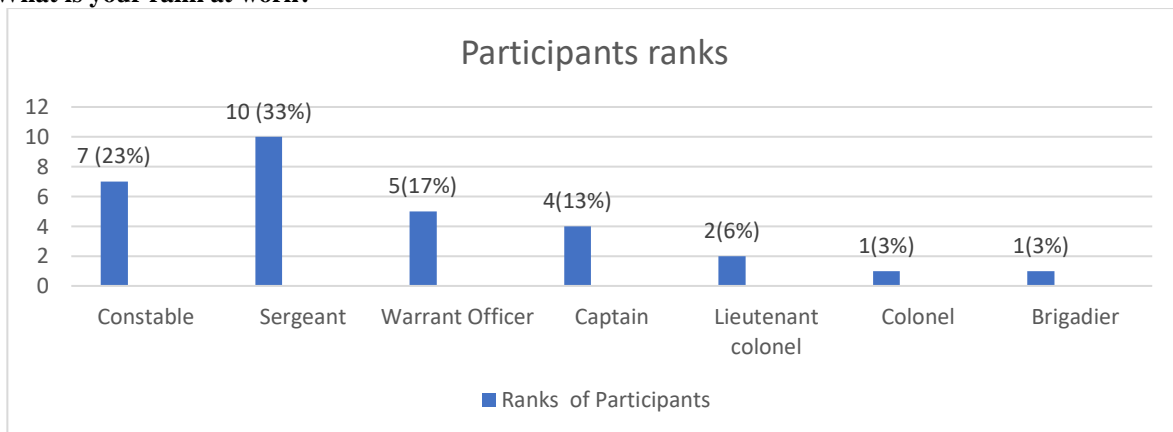


Figure 3: Ranks of participants (Mabogo 2023)

Figure 3 shows that 23% of the participants in this study were constables, 33% were sergeants, 17% were warrant officers, 13% were captains, 6% were lieutenant colonels, 3% were colonels, and 3% were brigadiers. This shows that 77% of the participants in this study have more than 10 years working experience. This data also shows that all the ranks at the station participated in this study.

Which section are you posted at work?

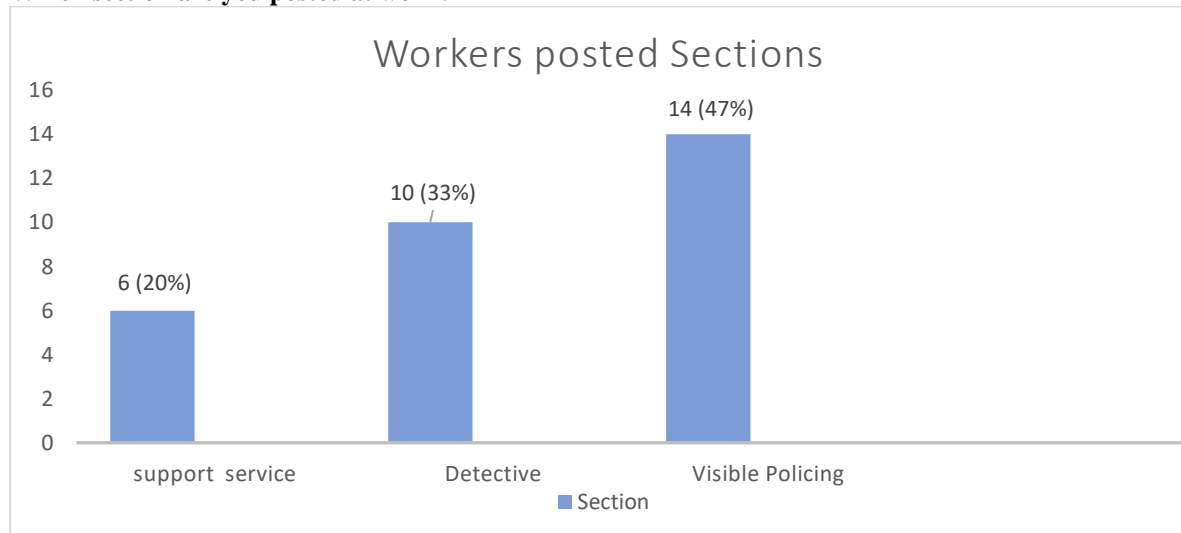


Figure 4: Section posts of the participants (Mabogo 2023)

Figure 4 shows that 20% of the participants in this study were posted at support services, 33% were posted at detective, and 47% were posted in visible policing. This data shows that all sections at Thohoyandou SAPS participated in this study.

Section B: Perspective of the participants

What challenges are faced by the Thohoyandou SAPS in the implementation of a talent management strategy?

The main aim of this question was to find out the challenges that are faced by the Thohoyandou SAPS in the implementation of a talent management strategy.

Station Management

The station management pointed out the following challenges faced by Thohoyandou SAPS in implementing talent management: finding suitable candidates within Thohoyandou SAPS to fill vacancies; large number of employees are developing their careers which are not the needs of the Thohoyandou SAPS or the SAPS; employees are leaving Thohoyandou SAPS for further career advancement; some employees are resisting to be developed; Thohoyandou SAPS is unable to identify its employees willingness to grow and potential; Thohoyandou SAPS is unable to predict and prevent turnover and attrition; and failing to build strong teams.

One of the station management said that, “*the main challenges in the successful implementation of the talent management strategy at Thohoyandou SAPS is the lack of knowledge on integrating the talent management strategy with the strategy of the SAPS.*”

Low rank police officers: Detectives, support service, and visible policing

The low rank police officers mentioned the following challenges: employees are not posted in terms of their qualifications and abilities; the new vacancies are filled with external candidates; the station qualification database is not used in selecting employees for training development and new vacancies; and the members are not motivated to further develop their careers.

One of the low rank police officers said that, “*the management at Thohoyandou SAPS does not consider internal candidates for new vacancies, thus prompting employees to leave Thohoyandou SAPS for further personal development and career advancement.*”

Do commanders at Thohoyandou SAPS transfer knowledge and skills to their subordinates?

The main aim of this question was to find out if the commanders at Thohoyandou SAPS transfer knowledge and skills to their subordinates. The station management indicated that they transfer knowledge and skills to their subordinates who are willing to learn new things. One of the station management said that, “*the process of*



transferring knowledge and skills to subordinates goes well if the subordinates are willing to learn.” This study established that the management at Thohoyandou SAPS transfers knowledge and skills such as solving skills, leadership skills, communication skills, listening skills, computer skills, and team building skills to the subordinates who are willing to learn.

Low rank police officers: Detectives, support service, and visible policing

Low rank police officers indicated that, their commanders do transfer knowledge and skills to them.

How the implementation of the talent management strategy of Thohoyandou SAPS affects the performance of the station

The main aim of this question was to find out how the implementation of the talent management strategy of Thohoyandou SAPS affects the performance of the station.

Station management and lower rank police officers

They indicated that the unsuccessful implementation of the talent management strategy at Thohoyandou SAPS negatively affects the performance of the station. They added that the successful implementation of talent management may result in improving the station performance. Staff turnover, filling vacancies with external candidates, and employee resistance to attend training are the main factors contributing to the unsuccessful implementation of the talent management strategy and the negative performance at Thohoyandou SAPS.

The station management said that, *“staff turnover, filling vacancies with external candidates, and employee resistance to attend training are the main factors contributing to the unsuccessful implementation of the talent management strategy at Thohoyandou SAPS; and it is affecting the performance of the station negatively”*.

What are the roles and responsibilities of the management, employee and human resources in the implementation of talent management strategy at Thohoyandou SAPS?

The main aim of this question was to outline the roles and responsibilities of the management, employees, and the HR department in the implementation of a talent management strategy at Thohoyandou SAPS.

Station management and lower rank police officers

The majority of the station management and lower rank police officers at the Thohoyandou SAPS indicated that they do not understand their roles in the successful implementation of the talent management strategy.

One of the station management team indicated that the role and responsibility depend on the levels occupied by the employee in the organisation. The role and the responsibility of management and HR include providing directions concerning the implementation of a talent management strategy or plan; ensuring that knowledge and skills are transferred to the employees at the station; creating opportunities for career development; providing employees with opportunities to develop their competencies; communicating with employees on the importance of effective talent management; timely providing feedback on the implementation of the talent management strategy to the employees; and involving employees in the discussion on the development of talent management in the organisation. The roles and responsibilities of the employees in the implementation of a talent management strategy at Thohoyandou SAPS include ensuring that employees are responsible for their career development or advancement; developing a plan outlining the career goals; showing an interest in participating in learning a programme or an initiative established by the management; and responding to feedback on the implementation of talent management. This study found out that the management and employees at Thohoyandou SAPS do not understand their roles in the successful implementation of the talent management strategy.

One of the station management said that, *“the responsibility and roles played by the management, HR department, and the employees are different. If one part does not play their role effectively, it may affect the successful implementation of the talent management strategy at the district level or station level.”*

The statement from the station management support the findings of this study, because the listed role and responsibilities of managers, HR personnel, and employees are different, and they appear to be extremely important.



Does the human resource department at Thohoyandou SAPS provides HR-related information and advice to employees and facilitate the development process?

The main aim of this question was to find out if the human resource department at Thohoyandou SAPS provides HR-related information and advice to employees and facilitate the development process.

Station management and lower rank police officers

The participants indicated that the HR department at Thohoyandou SAPS provides information to the management and the employees, and they also facilitate the career development process. The station management also indicated that SAPS has the Human Resource System (HRIS) that enables the national department to share the information with the provincial HR office, district HR, and the station HR office. This enables the SAPS to share information at the different levels of the organisation. The HRIS at Thohoyandou SAPS uses intranet, internet, and related communication technologies to share information with the employees on training programmes, training costs, trainee work performance, salary growth, retirement information, health information, and backdated payments. However, there are factors hindering the employees to receive the information from the HRIS, such as

What benefits come with successfully implementing a talent management strategy

The main aim of this question was to find out if the participants are aware of the benefits of successfully implementing a talent management strategy.

Station management and lower ranks

The station management and lower ranks indicated that the benefits of successfully implementing a talent management strategy are enhancing diversity and equity; enhancing employee engagement; enhancing recruitment process; minimising attrition; enhancing succession planning; enhancing high performance; cultivating a learning environment; and enhancing the organisational brand.

How a talent management strategy can be successfully implemented in Thohoyandou SAPS?

The main aim of this question was to enable the participants to suggest how a talent management strategy can be successfully implemented at the Thohoyandou SAPS.

The station management and the lower rank police officers

The participants indicated that a successful talent management strategy should meet the following requirements: identifying organisational strategic priorities; defining the talent management goals of the organisation; creating a talent management framework; setting up a talent management process; focusing on important talent management practices; prioritise employee development; tracking organisational progress; and streamlining organisational efforts with technology. This study, therefore, suggested how a talent management strategy can be successfully implemented at Thohoyandou SAPS.

4.1 Summary of Findings

The participants of this study were the employees at the Thohoyandou SAPS. They comprised police officers in management positions and police officers in lower ranks. 53% of the participants were male, and 47% were female, and they ranked from constables to brigadiers. The age group of the participants ranged from 20 to 60 years. Further, 20% of the participants were posted at support services, 33% at the detectives, and 47% in visible policing.

The management of Thohoyandou SAPS transfers knowledge and skills such as problem-solving skills, leadership skills, communication skills, listening skills, computer skills, and team-building skills to their subordinates and the stakeholders who are willing to learn. The station management and the lower rank police officers indicated that the Thohoyandou SAPS faces a number of challenges in implementing a talent management strategy. This study found out that the unsuccessful implementation of the talent management strategy at Thohoyandou SAPS has a negative effect on the performance of the station. The station management, HR personnel, and the employees at the Thohoyandou SAPS do not understand their roles in the implementation of a talent management strategy.

This study found out that Thohoyandou SAPS uses the HRIS to communicate with employees. The police station uses intranet, internet, and related communication technologies to share information with employees on training programmes, training costs, trainee work performance, salary growth, retirement information, health information, and backdated payments. The successful implementation of a talent management strategy enhances diversity and



equity, employee engagement, and the recruitment process. It minimises attrition, cultivates a learning environment, and it enhances succession planning, high performance, and organisational brand.

4.1 Discussion of findings

Does Knowledge transfer exist

This study found out that the management at Thohoyandou SAPS transfers knowledge and skills to employees and stakeholders such as solving skills, leadership skills, communication skills, listening skills, computer skills, and team building skills.

Knowledge transfers are described as the movement of knowledge between a source and a recipient, as well as the giving and practicing of knowledge. Nguyen and Burgess (2014) cited in Mohamed et al. (2014:751) asserted that knowledge transfer can occur between departments and units, as well as at various levels of the organisational hierarchy. This indicates that transfers within the SAPS can occur at the national, provincial, district, and station levels. The goal of knowledge transfer is to arrange, produce, record, or disseminate knowledge, while guaranteeing its accessibility for future users. Mohamed et al. (2014:751) cited Blumenberg, Wagner, and Beimborn (2009), stating that knowledge transfer is devoted to the transfer of explicit knowledge. The results of this study show that there are people who are eager to learn and some who are not. Mohamed et al. (2017:752) state that both the organisations and individuals need to be willing to practice knowledge transfer. They also add that an organisation's atmosphere can influence the process of knowledge transfer by offering different educational opportunities which will encourage people to engage in knowledge transfer.

The differences between the parties may lead to an unwillingness to exchange information. According to Mohamed et al. (2017:752), unless they are recognised and addressed, disparities in the attitudes, values, and practices of the transferors and transferees may act as obstacles to the transfer of knowledge. To ensure that the talent management strategy is implemented successfully, it is necessary to identify and remove the obstacles that prevent certain Thohoyandou SAPS employees from accepting information from their management.

Challenges in the implementation of talent management strategy

The station management pointed that the Thohoyandou SAPS faces challenges in implementing talent management, including finding the suitable candidates within Thohoyandou SAPS to fill vacancies; a large number of employees developing their careers which are not the needs of the Thohoyandou SAPS or the SAPS; employees leaving Thohoyandou SAPS for further career advancement; some employees resisting career development; and the police station being unable to identify its employees' potential and willingness to grow, to predict and prevent turnover and attrition, to build strong teams.

The low rank police mentioned the following challenges: the employees are not posted in terms of their qualifications and abilities; the new vacancies are filled with external candidates; the station's qualification database is not being used to select employees for training development and new vacancies; and members are not motivated to develop their careers.

This study found out that employees are leaving Thohoyandou SAPS for further career advancement and promotion opportunity. Sindhura (2022:3401) stated that to keep employees from leaving the company, the loyalty factor needs to be prioritised more, and for the organisation to be more productive, the repulsive factors should be reduced and the talent factors be increased. According to Davis et al. (2016:17), people join and stay in the organisation that has career development opportunities and promotion predictions.

This study also found out that the new vacancies at Thohoyandou SAPS are filled with external candidates. In agreement of this study findings is Davis et al. (2016:210) state d that internal recruitment may be advantageous because the current employees are already familiar with the organisation's culture and methods of operation. It may also boost employee morale if a position is promoted. However, Davis et al. (2016:210) further suggested that the most effective approach to find talent for an organisation seeking to innovate and implement cultural change is through external sources.

Further supporting studies is Hejase et al.(2016:509) where the study indicated that almost half of the organisations that do not have a plan or strategy in place to deal with companies that headhunt their employees. Organisations suffer a loss when employees quit after training (Hussainy, 2019:760). Talented employees are more involved in working for a company that values its employees, and offer them opportunities to grow and succeed. The



companies that have talent management programmes have employees who are committed and dedicated to their jobs and companies (Hejase et al., 2016:509). An organisation's long-term success and health depend on retaining key employees (Mathimaran & Kumar, 2017:17). Organisations invest substantial resources in attracting and training the best talent to become integrated with the organisation's culture and work.

An organisation's ability to remain competitive depends heavily on the skills and knowledge of its employees (Mathimaran & Kumar, 2017:17). Keeping employees as loyal and motivated as possible is one of the toughest challenges which organisations face today. When the employees join the organisation, the main aim is to achieve their own personal and professional goals, and not to achieve the goals of the organisation (Hussainy, 2019:760). Employees who spend a number of the years in the same company become an integral part of the company, hence it becomes a loss when such employees leave the company and join the competitor (Mathimaran & Kumar, 2017:17). The person who replaces the employees who has left the organisation may not reach the par quickly. The cost of replacing the old employee with the new one is about twice the employee's annual salary. When an employee leaves the organisation, the organisation does not only lose the employee, but they also lose the clients, knowledge of production, and the history of the organisation (Hussainy, 2019:760). Some of the employees in specific categories such as engineering and IT cannot be replaced easily because their demand exceeds the supply (Nawaz, 2013:221). This indicates that if SAPS loses the members who have the IT or engineering skills, it will take time to replace them as their demand exceeds the supply (Nawaz, 2013:222). The failure to motivate the employees by the management of Thohoyandou SAPS and that of the SAPS may contribute to the unsuccessful implementation of the talent management strategy, and it can cost the SAPS to replace the employee who leaves the organisation. The appointment of the new members requires orientation to integrate them into the organisation, which can range from six to twelve months. All the challenges identified in this study may assist the management of Thohoyandou SAPS to be aware of the challenges faced by their station in achieving the successful implementation of a talent management strategy, and how such challenges may be overcome.

Talent Management on station performance

This study elaborates that the unsuccessful implementation of a talent management strategy negatively affects the performance of the station. The findings of this study are in agreement with the evidence of previous study conducted by Sopiah et al. (2020:339) which indicated that talent management positively influences employee performance. A study by Rabbi et al. (2015:212) concluded that talent management can be the single most important lever in driving business performance improvements. Sopiah et al. (2020:339) further added that talent management enhances organisational performance. According to Mahammed (2016), there is a link between talent management, retention, employees involvement, and organisational performance. Talent management aimed at improving the individuals' competences is directly proportional to the performance of the organisation (Sindhura, 2022:3402). Sopiah et al. (2020:341) state that the performance in government and private company are good, while the talent management is being implemented successful.

This study identified the challenges and factors that contribute to the unsuccessful implementation of a talent management strategy and the poor performance of the station. The study conducted by Sopiah et al. (2020:341) did not examine the external and internal factors affecting the employees and company performance.

The roles and responsibilities of the management, employees, and HR in the implementation of talent management strategy

This study found out that the majority of the station management, HR personnel, and the employees of Thohoyandou SAPS do not understand their roles in the implementation of a talent management strategy.

This study found out that the roles and responsibilities of the management and HR personnel include providing direction to the implementation of a talent management strategy or plan; ensuring that knowledge and skills are transferred to employees at the station; creating opportunities for career development; providing employees with opportunities to develop their competencies; communicating with the employees on the importance of effective talent management; timely providing feedback on the implementation of a talent management strategy to the employees; and involving employees in the discussion on the development of talent management in the organisation. The roles and the responsibilities of the management and HR are similar to those of the line management, as indicated in the study conducted by Kock (2020:50). According to the author, the responsibilities of the line management are coaching and mentoring talented employees, being objective, supporting the talent management process, evaluating staff performance, implementing employee development plans, and modelling appropriate behaviour. In the SAPS, the line managers or management are the commanders working at the station



level or the district levels such as the station commanders, head of support services, detective commanders, and the visible commanders.

The study conducted by Peterborough Country (2015:17) and Hirsh (2015:1-4) outlined the roles and responsibilities of the managers at all levels in the company or organisation which are the same as those of the management and HR personnel. According to Peterborough Country (2015:17) and Hirsh (2015:1-4), the role and responsibilities are to develop skills for positions reporting to you; propose and transfer knowledge; plan the development of the skills of the team members; align talent management strategies with a budget and programme planning; performing regular performance reviews; providing constructive and timely feedback to employees; assist employees with their career planning; provide employees with effective onboarding and orientation; and participate in cross-functional or cross-departmental discussions regarding the development of organisational talent.

This study did not outline the roles and the responsibilities of the management and the HR personnel separately because the participants did not distinguish them. The study by Peterborough Country (2015:17) outlined the roles and responsibilities of the HR separately, and they include planning and executing the talent management strategy; coordinating the communication required to create an awareness of the strategy; engaging and enabling the departments to accomplish the changes needed to implement the strategy with excellence; conducting competency development activities; assisting the talent management strategy development and execution by providing subject matter expertise and advice; coordinating and conducting proficiency development activities; improving consistency and promoting best practices by identifying tools, templates, and solutions; facilitating the development of the talent pool and talent management; providing updates to senior management on the talent management strategy; and promoting performance management.

This study did not explore the roles and responsibilities of the top management because it focused on the management at the station level. According to Kock (2020:50), the ownership of the talent management process is the top management. The top management exists to ensure performance, provide direction, manage any internal politics, and allocate required resources. The top management of the SAPS is found at the national level, and not the station level.

Sharing of Human Resource information

This study found out that SAPS has an HRIS that enables the national department to share the information with the provincial HR office, district HR, and the station HR office, and at the different levels of the organisation. According to Wandhe (2020:01) government organisations, and non-profit organisations, and business organisations around the world depend on the HRIS to simplify the progress of information sharing. HRIS is the combination of the Human Resource Management, and Information System, which assists HR managers to implement different HR functions in a more efficient, orderly, and systematic way using technology. The technological advancements in a number of organisations change the means and style of working and sharing of the information to the employees. The HRIS assists the HR personnel to achieve their goals.

This study lists a few information available from the SAPS HRIS, compared to the information identified by Wandhe (2020:03). According to Wandhe (2020:03) the information available from HRIS includes:

- information for industry forecasting, and supply and demand predictions;
- information needed to satisfy stakeholders' needs or regulations;
- information on training programme costs and trainee work performance;
- information on identical service, separations, and candidates' experience;
- information on salary growth and predictions, and pay finances; and
- information on contract negotiations and assistance which employees need.

If the HRIS is successfully implemented into HR functions, it will provide the following benefits: better safety and service, competitive advantage, fewer errors, greater accuracy, improved communication, increased efficiency, increased productivity, supplementary well-organised management, additional prospects, compact work necessities, condensed expenses, higher decision making strategies, and high control (Wandhe, 2020:3). This means that if Thohoyandou SAPS implements the HRIS successfully, it can attain all the above benefits which are helpful in the successful implementation of the talent management strategy.



The benefits of successful implementation of talent management

This study found out that the successful implementation of a talent management strategy has the following benefits: enhanced diversity and equity; enhanced employee engagement; enhanced recruitment process; minimised attrition; improved succession planning; enhanced high performance; cultivating a learning environment; and enhanced organisational brand. The benefits identified by this study are similar to those identified by Sindhura (2022), Nazwaz (2013) and Rabbi et al. (2015). Sindhura (2022:3396) states that the management of talent leads to loyalty to the organisation, and benefits such as education and career development contribute to that loyalty. Innovation is brought to an organisation by new talent which will benefit the organisation in the future.

How talent management strategy can be successfully implemented

The effective means suggested in this study were also identified by various other authors. Sindhura (2022:3401) suggested that talent management can be implemented successfully by applying flexible remuneration, succession planning, career planning, training plans, and training support. Sindhura (2022:3401) further identified specific factors that contribute to successful implementation of the talent management, which are: existence of the suitable talent; educational development; remuneration related to performance; support for creativity; and innovation in the organisation. According to Rabbi et al. (2015:212), the goal of talent management should be to develop and deploy the right people at the right times, and to provide them with the right environment to demonstrate their skills in the best possible way. According to Kok (2020:51), to ensure successful talent management, the process needs to warrant that the top management, together with other role players, is accountable; the hiring process is transparent; it is proactive and innovative to anticipate business needs, changes in the business environment, and cater to the needs of talented employees; the hiring process is integrated with the organisational goals or supported by performance management and leadership development; it is a continuous process, and not a one-time event; and that it is supported by an HRIS that can provide an integrated organisational database of talented employees.

The goal of talent management should be to develop and deploy the right people at the right times, and to provide them with the right environment to demonstrate their skills in the best possible way (Rabbi et al., 2015:212). Making a list of individuals who have a higher value in the organisation can assist the management in identifying the individuals who provide formal or informal leadership to others; contribute practical and valuable ideas; facilitate the work of others; consistently create excellent results; and have unique competencies that would be costly to replace, and require little or no supervision to accomplish their tasks (Kokt, 2020:50). The selection criteria for candidates for promotion should be in accordance with predetermined performance goals, and the procedure should be transparent, independent, and open to the public (Davis et al., 2016:18). According to Sindhura (2022:3401), motivating employees, good behaviour and respect towards employees, and giving opportunities to learning could create a conducive environment for developing talent. To keep employees from leaving the organisation, the loyalty factor needs to be prioritised more. For the organisation to be more productive, the repulsive factors should be reduced and the talent factors should be increased (Sindhura, 2022:3401). The organisation can also hire the talent management specialists in order to implement the strategy successfully (Davis et al., 2016:20).

Talent management does not require executive dictation; it requires the strategy to be constructed on a progressive basis with buy-in at all levels (Davis et al., 2016:20). Organisations should be able and capable of recognising the people and their capabilities which might generate value and give them a competitive advantage. The HR team needs to be involved and informed on the cost and process of how the strategy should be developed and implemented. The talent management strategic plan should be presented to the top management of the organisation which should approve the strategic plan (Davis et al., 2016). If Thohoyandou SAPS complies with the suggestion outlined in this study, it may achieve the successful implementation of the talent management strategy. However, if it does not comply, it may result in the unsuccessful implementation of the talent management strategy. This study also suggests that if the Thohoyandou SAPS do not have talent management specialists in their pool of talent, it may outsource private talent managers to implement the strategy successfully.

5. LIMITATIONS

Some of the participants who were likely knowledgeable did not take part in this study due to other commitments. The researcher exceeded the estimated timeframes for collecting data because some of the participants rescheduled their interview appointments for a later date.



6. CONCLUSION AND RECOMMENDATIONS

This study concluded that Thohoyandou SAPS's talent management strategy was poorly implemented, which had a negative impact on the station's performance. Talent management can be implemented successfully by applying flexible remuneration, succession planning, career planning, training plans, and training support. Furthermore, talent management helps organisations to develop and place the right people in the right positions at the right times, providing them with the ideal environment to showcase their skills for the benefit of the SAPS.

The study recommends the following:

- The SAPS management and the Thohoyandou SAPS management should ensure that the SAPS's atmosphere influences the process of knowledge transfer by offering different educational opportunities which will encourage people to engage in knowledge transfer.
- To ensure that the talent management strategy is implemented successfully, it is necessary to identify and eliminate the obstacles that prevent certain Thohoyandou SAPS employees from accepting information from their management.
- SAPS should fund initiatives that enhance individual competencies in order for the SAPS's top management and Thohoyandou's management to enhance the effectiveness of the police station.
- The management at SAPS should make sure that there are explicit guidelines that specify the roles and responsibilities of the HR staff, employees, and station management in order to properly implement the talent management strategy.
- Thohoyandou SAPS should use intranet, internet, and related communication technologies to share information with employees on training programmes, training costs, trainee work performance, salary growth, retirement information, health information, and backdated payments.
- The management of Thohoyandou SAPS should ensure that talent management helps the organisation to develop and place the right people in the right positions at the right times, providing them with an ideal environment to showcase their skills for the benefit of the SAPS.
- The SAPS management should ensure that a talent management strategy meets the following requirements: identifying the organisation strategic priorities; defining talent management goals of the organisation; creating a talent management framework; setting up a talent management process; focusing on important talent management practices; prioritising employee development; tracking organisational progress; and streamlining organisational efforts with technology.

International /National and Managerial implication.

This study found out that the Thohoyandou SAPS faces a number of challenges in successfully implementing a talent management strategy. It is the responsibility of the top management to ensure that there are explicit guidelines that specify the roles and responsibilities of the HR staff, employees, and station management in order to properly implement the talent management strategy. This study also found out that the unsuccessful implementation of the talent management strategy at Thohoyandou SAPS has negative effects on the performance of the station. The SAPS top management as well as the Thohoyandou SAPS management should fund initiatives that enhance individual competencies which will enable the station to implement the talent management strategy successfully, and improve the station's performance.

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