

**THE IMPACT OF TALENT ACQUISITION ON MUNICIPAL SERVICE DELIVERY – THE CASE  
OF ETHEKWINI METROPOLITAN MUNICIPALITY**

**STUDENT NUMBER: 21016201**

**DISSERTATION SUBMITTED IN FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE  
OF  
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**BY**

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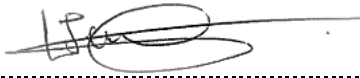
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**2023**

## DECLARATION

I, **Lindelwa Judy Cele**, (student number: **21016201**), hereby declare that this research dissertation titled “**Impact of Talent Acquisition on municipal service delivery – The case of eThekweni Metropolitan Municipality**” hereby submitted by me for the Master of Administration degree, has not previously been submitted previously for a degree at this or any other institution, and that this is my own work in design and execution and that all reference material contained therein have been duly acknowledged.



.....  
**Lindelwa Judy Cele**

**10 November 2023.**

**Date**

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## DEDICATION

I want to honour my late grandmother, Mrs. Fakazile Landeni Nzama Dlamini, by dedicating my research to her. I want to keep living up to her principles of commitment, humility, and respect in order to continue making her proud. She will see what an incredible part she played in shaping me into the person I am now when she reads this, which is expressly dedicated to her. I intend to adhere to all of her teachings with this study, and I recognize that her spirit will always be with me, guiding and guarding me.

## ABSTRACT

The public sector institutions in South Africa face numerous difficulties in providing public services. Both public and private sector institutions must now provide their clients with services of the highest calibre in this day and age of public administration. When a customer's demands are not met or the expected level of service is not met, this may give rise to complaints about the delivery of public services, which can occasionally lead to communities engaging in boycotts, riots, and protests. This may have an adverse effect on employee motivation and lower workplace morale. To ensure that the good service standard is constantly met in public sector organizations and to support the success of municipal service delivery, talent acquisition is consequently of the utmost importance. In order to effectively impact the rendering of public services, this study intends to evaluate how talent acquisition can be employed in employee motivation. This study implemented a mixed-methods research methodology to acquire data and analyse the role that talent acquisition plays in employee motivation—and ultimately in the success and efficacy of municipal service delivery. The research project also examines how recruiting practices are impacted by the human resource management process, which can assist in the provision of effective, efficient, and reasonably priced services, notably in the eThekweni Metropolitan Municipality. The study also made use of the pragmatism paradigm and an exploratory research design. All these tools were used to guarantee the correctness and dependability of the collected data. In the eThekweni Municipality, improving the process and approach for talent acquisition is the study's main goal. Additionally, it was useful in providing suggestions for upcoming practices, procedures, and personnel acquisition rules. The eThekweni Municipality, together with other local government institutions as well as the provincial and national spheres of government, must undertake this study in order to support the adoption of tried-and-true talent acquisition procedures. According to the survey, there are a lot of gaps because of dissatisfied workers. These employees either believed that the procedures did not support their professional development inside the organization or were impacted by local policies. The research also advocated for the Municipality to support programs for employee growth and development to enhance the provision of municipal services. The study also suggested changing a few municipal rules to better support staff members both professionally and personally. By raising worker morale, this improves service delivery.

**KEY WORDS:** Human Resource Management, Municipal Service Delivery, Productivity, Recruitment Process, Talent

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## LIST OF ABBREVIATIONS AND ACRONYMS

4IR - Fourth Industrial Revolution

AI – Artificial Intelligence

ASA - Attraction-Selection-Attrition (Schneider's Theory)

HR - Human Resources

HRM - Human Resource Management

KZN – Kwa-Zulu Natal

MMR - Mixed Method Research

MSA - Municipal Systems Act

OHS - Occupational Health and Safety

PMEU - Performance Monitoring and Evaluation Unit

MSD - Municipal Service Delivery

SA - South African/ South Africa

SDBIP - Service Delivery and Budget Implementation Plans

## **CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY**

### **1.1. Introduction**

The study's historical context is covered in Chapter 1. It emphasizes the need for the study and the issue that has to be investigated through the study carried out. This chapter also emphasizes the significance of carrying out the study and how it will enhance the body of prior literature. This chapter provides a clear introduction, the problem statement, the goals of the research, the research questions, justification for the investigation, and ethical considerations.

Armstrong and Brown (2019) claim that everyone working in every business across all industries must be particularly concerned with the idea of customers being satisfied with good services. According to Armstrong and Brown (2019), it's crucial to align the organization's strategy with the actions and policies of human resource management. To put it another way, depending on how the Municipality has developed a strategy plan to offer services to the people, the Municipal Human Resource department must constantly connect its talent acquisition techniques and procedures with the strategic purposes and goals of the business. The aim of this is to guarantee that the human resource departments always take into account the policies and procedures for human resources management before they start the recruitment and selection process. This will make it easier to guarantee that newly hired staff are in line with both organizational goals and simply municipal goals, which are to render services to the community in a way that is valuable, efficient, and affordable.

Additionally, for the organization to remain competitive against its rivals, appropriately and successfully managing its human resources is of utmost importance. Community members anticipate from the government the same level of service they would generally receive from institutions in the private sector according to the "service standard" outlined in the Batho Pele Principles White Paper on Transforming Public Service Delivery, published under gazette number 18340 in 1997. So, as a result, the government is now in direct or indirect competition with businesses. For the government to succeed in this competition, it must always live up to community expectations. Qualified staff members must be hired and retained by the government in order to achieve these service criteria. Therefore, this study explores how improving talent acquisition can improve the delivery of municipal services in eThekweni metropolitan municipality.

## 1.2. Background of the study

South Africa's KwaZulu-Natal Province is home to the Category A municipality known as eThekweni Municipality. According to Zungu, Maseko, Kalle, Ramesh and Downs (2020), eThekweni Municipality is one of the municipalities with the busiest ports on the entire African continent and is the third largest metropolitan municipality in South Africa. Municipal service delivery glitches are expected to occur because eThekweni Municipality is in one of the biggest and busiest cities in Africa. These difficulties or deficiencies in municipal service delivery may occasionally result from lack of resources, especially human resources employees, to assist in attaining the Municipality's aims and objectives.

The delivery of public services continues to be one of the major challenges in South Africa, and more specifically in the eThekweni Municipality. Communities in the eThekweni Municipality have criticized poor service in several circumstances, which illustrates this. Employees in the public sector are capable of providing services, thus it is crucial that they are knowledgeable and well-trained in order to provide services to the community. This study examines the gaps in service delivery that exist within the eThekweni Municipality and carefully considers how these gaps might be closed by hiring competent and effective workers.

A municipality is permitted by Section H of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) to create and adopt human resources policies and plans and to offer services to the communities in the manner that it sees fit. Guidelines and strategies primarily focus on the significance of hiring staff members with the appropriate skills, while also examining how to balance the difference between high- and low-performing personnel and retaining top performers. These tactics are also designed to foster a supportive work atmosphere that boosts employee morale and, as a result, increases productivity.

The duties and primary responsibilities of human resource department staff and human resource managers are carefully tracked and assessed using the rules, regulations, and strategies outlined in Section H of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). This is done to guarantee that effective delivery of municipal services is accomplished in the Municipalities. The strategy takes into account the need to implement additional human resource management policies, such as those that support employee wellness, skill development, and employment equality programs, that are essential to the successful management of human resources. The Act also emphasizes the value of induction programs for new hires as well as ongoing training and development for managers and their direct reports. All these tactics and regulations are an effort to make sure that businesses, particularly municipalities, hire and keep top-notch employees.

### 1.3. Problem statement

When municipalities encounter significant obstacles and gaps in the delivery of municipal services, it calls into question the leadership of the municipality or the suitability of its personnel. In order to seek answers from their local municipalities about their concerns with the ongoing reduction of municipal service delivery, members of the public may end up participating in service delivery protests and boycotts. The issue of talent acquisition then becomes a major area of concentration with the intention of addressing public complaints about weak productivity in the municipality.

Municipalities must play a crucial role in ensuring that they select candidates who are competent and suitable to serve their communities. We know that occasionally there are continuing service delivery protests among residents of eThekweni Municipality. Therefore, this study examines the gaps in municipal service provision that could be the root of the ongoing boycotts and protests that have been noted.

The eThekweni Municipality has witnessed numerous service delivery strikes and boycotts over the years. The April 2022 floods, which left some villages without access to water, shelter, or basic necessities like food, were a factor in the recent protests. McCain (2022) asserts that the Human Settlements Minister Mmamoloko Kubayi expressed hopelessness at the speed at which eThekweni Municipality was supplying temporary housing for affected community members. Once again, this has shown a sizable gap in the Municipality that may be a capacity issue. If inadequate capacity is the source of these complaints, then the issue of finding talent is in doubt. There should be more research done to determine whether modern talent acquisition tactics should be used, whether talent management needs to be enforced, or whether an entire human resource management approach has to be re-evaluated.

The Municipality's failure to offer services, according to Singh (2021), has drawn criticism from Ottawa residents. In order to determine the root of the Municipality's poor service delivery, problems within the eThekweni Municipality must be investigated. The persistent protests serve as evidence for this. Rail (2021) avers that the eThekweni Municipality has experienced numerous municipal service delivery shortfalls in the past, which have caused residents to lose faith in eThekweni Municipality officials and their capability to provide services to the communities. The residents of Umgudulu, an unincorporated community in Reservoir Hills, reportedly met with the mayor of eThekweni to discuss the measures being taken to ensure that this community has access to effective municipal service delivery (Rail, 2021). However, the eThekweni Municipality has consistently had trouble providing municipal services.

This study took a close look at how recruiting methods can help address issues with the delivery of municipal services like those listed above, and how lowering demand for municipal service delivery can also promote effectiveness and efficiency. People in the community perceive a decline in productivity inside organizations as a failure to provide adequate municipal services as a result of personnel losses. The process of an organization losing employees is then referred to as "staff turnover."

According to Kaufmann, Borry, and DeHart-Davis (2022), staff turnover is the process through which employees willingly leave their jobs and are replaced by new hires. Therefore, both institutions in the public and private sectors struggle with staff turnover. Local municipalities have little control over a number of circumstances that can result in employee turnover, including dying, retiring, or enduring infirmity, as well as the location of the municipality.

Kaufmann et al. (2022) go on to point out that pay dissatisfaction, which occurs when workers lack job growth prospects, feel uncertain, or are not completely content with their income or salary - all of which are frequently brought on by contract employment that is offered at workplaces - are some of the factors that contribute to staff turnover. These factors leave employees uncertain about their contribution to the organization as well as their future with the organization.

In addition to the political influence that may be present in that particular municipality, these uncertainties may also entail employment unhappiness. Wynen, Van Dooren, Mattijs and Deschamps (2018) avow that employees who are dissatisfied with their earnings or compensation, position, instability, and a lack of professional development possibilities, are some of the reasons that lead to staff turnover, which is typically brought on by contract employments that are offered at work; these factors cause the employees to be uncertain about their contribution to the organization as well as their future with the organization. The intent of this study is to fill in the gaps described above and to suggest strategies, policies, and processes that can be used to offer municipal services effectively.

#### **1.4. Aim of the study**

This study's goals and objectives are to explore the effects that talent acquisition has on the delivery of municipal services in the eThekweni Metropolitan Municipality and to offer suggestions for workable, practical, and affordable technologies, techniques, and people acquisition tactics that can enhance the delivery of municipal services.

## **1.5. Significance of the study**

The eThekweni Municipality will benefit from the study's findings by learning lessons about how to employ talent acquisition to enhance municipal service delivery. The study's conclusions will help not just the eThekweni Municipality implement the appropriate HR policies and practices, but also other local and district municipalities, other government and private sector institutions, and other organizations. The results of this study will assist the key actors in South Africa's municipal sector in creating an efficient personnel management plan in order to achieve sustainable service delivery.

The study will also aid in identifying some aspects of human resource management that are challenging municipal service delivery. Due to its importance in influencing positive policy change for staff retention and overall organizational attractiveness within the municipal sector, this study is important. Additionally, the results of this study can serve as a starting point for additional research on talent acquisition, even outside of municipal government.

## **1.6. Research objectives**

The primary goal of this research project is to determine how talent acquisition may advance the delivery of municipal services in eThekweni Municipality.

The main objectives of the study are:

- To determine the flaws in the talent acquisition procedure used by the eThekweni Municipality in order to assess the effect of talent acquisition on the delivery of municipal services.
- To ascertain how the eThekweni Municipality's municipal services are delivered in relation to learning, staff development, and human resource management plans, policies, and practices.
- To investigate the potential for talent acquisition to reduce staff turnover in the eThekweni Municipality and other public organizations.
- to offer suggestions on how to enhance the provision of municipal services through talent sourcing.

## **1.7. Research questions**

The research questions emanating from the research objectives are:

- What effect does hiring talent have on eliminating flaws in municipal service delivery?

- What effect do education, training, and staff development have on the delivery of municipal services in the eThekweni Municipality? What about human resource management strategies, policies, and procedures?
- What role does the talent acquisition process play in eThekweni Municipality and public sector organizations generally in preventing worker turnover?
- What suggestions can be offered to enhance service delivery through the hiring of talent?

## 1.8. The study area

This study was carried out in the KwaZulu-Natal (KZN) province's City of Durban, specifically in the eThekweni Municipality. Below is a reflection of the Municipality's mapping:



Photo by: <https://municipalities.co.za/map/5/ethekweni-metropolitan-municipality>

## 1.9. Operational concept definitions

The terms that are used the most during the study are briefly explained in this section. The essential operational principles listed below are what guided the researcher in choosing the appropriate route for data collection and helped them comprehend the given topic better.

### 1.9.1. Talent

The greatest priority in managing talent is achieving key objectives for human resource professionals, say Meyers, van Woerkom, Paauwe and Dries (2019), who cite HR practitioners and academics. The precise definition of the word "talent," however, is the subject of numerous

disputes. The first dimension, which emphasizes an individual's uniqueness and the exclusivity of the potential employee, is where talent philosophies differ and have historically been differentiated, according to Meyers et al. (2019). The second dimension makes the assumption that a person's talent can be moulded or influenced to fit the organization's needs. However, despite the fact that several talent ideologies exist, a decisive classification of talent can be found in how the organization's decision-makers interpret talent.

Alternatively put, talent theories describe how top HR managers describe talent, recognize people they consider to be talented, and evaluate the value of a talented workforce. This also looks at how they think they will be able to identify and raise those that they will later regard as talented. In other words, it may be argued that different businesses have varied ideas of what constitutes talent and what makes someone qualified for a position.

Talent is defined by other studies as the distinction between knowledge and skill as well as an employee's capacity to comprehend the "how" component of their work tasks, such as that carried out by Cannon and McGee (2007). The ability of a worker or potential candidate to comprehend the position for which they are applying or to be competent and productive in their many jobs in order to provide effective and efficient productivity inside the organization may be another definition of talent.

### **1.9.2. Talent Acquisition**

According to Armstrong and Taylor (2014), talent acquisition is a continual HR activity utilized by an organization to hire qualified people who will support the organization's overarching aims and objectives. AL Ashmawy and Yazdanifard (2019) claim that talent acquisition helps human resource managers recruit and hire high-performing potential employees to work for their organization. This approach also aids in organizational employee growth. To put it another way, talent acquisition is long-term human resource planning that prioritizes bringing on and keeping high-performing staff members. Talent acquisition, as defined by Tripathy (2014), is a continuous process for identifying potential organizational leaders and future executive team members. In other words, discovering talent or individuals who will fit with the organization's strategic planning in the future constitutes a long-term investment for the organization.

AL Ashmawy and Yazdanifard (2019) note that talent acquisition can also be described as a function within the human resource department that searches for, acquires, and recruits the highly qualified human capital necessary to achieve organizational goals and objectives; nevertheless, talent acquisition has today distinguished its distinct purpose from human resources and is now

only responsible for talent strategic planning, evaluation, and advancement. Talent acquisition is the process that human resource managers use to identify candidates who will guarantee the institution's ongoing success.

### **1.9.3. Recruitment**

Gusdorf (2008) claims that when planning for human resource management demonstrates the need for more human capital, organizations have several alternatives or decisions to make regarding efficient talent acquisition. Other organizations may choose to hire more people or may think about using alternative recruitment strategies, such as outsourcing the work, rather than hiring normal employees. This demonstrates the significance of recruitment as an element of organizational human resource management.

According to Joy, Ugochukwu, and Ndubuisi (2015), the definition of recruitment as a process is the way HR Managers find desirable employees who fit the organization's employment requirements. It is also a crucial process by which an organization must make sure it attracts enough qualified employees who will aid in accomplishing the organization's aims and goals. According to Gusdorf (2008), recruiting is the process through which a company recruits enough people over a specified period of time to fill open positions with people who have the necessary education, training, and experience. The first step of recruiting, the creation of a recruitment strategic plan, is highlighted in the study done by St-Jean (2022) as reflecting on several phases of recruitment. In its most basic form, this might be a strategic plan that considers how the organization will find talent and contact possible applicants.

The second phase of hiring, according to St-Jean (2022), is the execution of hiring, which might include choosing competent individuals, training chosen employees, which includes providing an induction, and introducing freshly chosen applicants to their job function. The first two stages of recruitment are typically seen by people as being the most important. The third phase of recruitment determines whether the organization will be able to retain workers by placing a strong emphasis on maintaining participant engagement. The two remaining rounds of recruiting are the fourth step of recruitment, which involves assessing and weighing the entire recruitment procedure.

This entails assessing the continued engagement of the chosen employees and locating potential motivators for employee retention or turnover. St-Jean (2022) adds that it is crucial for organizations to reflect on the lessons learned throughout the recruitment and selection process during the third and fourth phases of the hiring process. Holistically, recruitment can be considered the key to

efficient talent acquisition because it disperses the procedure from recruiting to choosing and, ultimately, keeping high-performing workforces.

#### **1.9.4. Training and Development**

To guarantee that employees remain motivated in their responsibilities, training and development of staff members inside the organization should be a continuous activity. Before beginning their jobs, the individuals must make sure that they fully grasp the roles for which they have been hired. In other words, training and development can happen prior to hiring, during hiring, and after hiring is complete. This prevents personnel turnover, which has a detrimental influence on workplace service delivery.

According to Segbenya and Berisie (2020), the goal of training and development is to alter employees' behaviour formally and gradually through learning that results from carefully planned experiences, lessons, and directives. However, Indeed (2021) contends that the goal of training and development is to provide employees with opportunities to advance, improve the skills and knowledge necessary to excel in their job roles, and support them in achieving organizational performance excellence.

Segbenya and Berisie (2020) claim that training and development have two main goals: to improve the performance of both employees and management and to add value to a worker's skills and competences. In other words, training and development not only help workers grasp the tasks they are responsible for, but they also aid managers in staying up to date on the demands of the many divisions within the business. Since everyone is aware of their job responsibilities, this can have a positive and significant impact on workplace productivity. As a result, the organization's service standard will automatically rise.

#### **1.9.5. Organisational Performance**

The ability of the organization to meet recruitment or performance goals and objectives is measured by organizational performance, which is a critical component of talent acquisition. According to van Ree (2002), receiving, creating, interpreting, processing, and managing information should be the main processes of office-based organizations as well as any other type of organization. Such data can assist the organization in tracking its success.

The employees themselves can provide this information. Van Ree (2002) highlights the fact that this process establishes the alteration that can be made within the organization to try and quantify

the organization's competitiveness; and that the two key strategies that contribute to organizational performance are frequently considered, namely achieving competence by reducing resource wastage and achieving effectiveness by raising employee productivity.

In other words, organizational performance considers how successful, efficient, and reasonably priced the organization is. To improve their capacity for service delivery, organizations must continuously thrive to be competent, save money, and do things correctly. Ali Dahan (2018) divides the three types of organizational performance outcomes into three categories: the financial outcomes (profit and market share), the structural outcomes (efficiency, quality, and productivity), and the human outcomes (satisfaction, attitudes and behaviours, and commitment).

### **1.9.6. Talent Management**

Due to difficulties including the globalization problem, industry competition, and digital transformation, organizations work hard to maintain themselves and their presence in the market. Al Aina and Atan (2020) assert that organizations today focus on developing their human resources rather than only boosting productivity as their primary objective. Organizational performance is expected to improve if businesses can invest more in their human resources.

According to Bugg (2015), the idea of talent management was first presented by McKinsey Consultants in the 1998 book *The War for Talent*. Twenty out of the seventy-seven firms included in the contextual analysis by the McKinsey Group were deemed to have an abundance of talent. Campbell and Smith (2014) avow that the objective of talent management is to enhance an organization's outstanding performance to align it with its operational and strategic goals. To put it another way, talent management can refer to a technique utilized by businesses to train and develop their staff members to keep them motivated and assist them in succeeding in their areas of responsibility in order to realise the goals and purposes of the business.

## **1.10. Organisation of the Study**

The chapters of this investigation/study are organized as follows:

### **1.10.1. Chapter One: Introduction and background of the study**

The study's background is briefly examined in this chapter. It draws attention to the necessity of doing the study and the issue that must be looked at by doing so. It also emphasizes the

significance of conducting the study and how it will benefit the body of knowledge already in existence. Introduction, Background information, the problem, the goals, and the research, study justification, and ethical issues are all included in this chapter.

### **1.10.2. Chapter Two: Literature Review**

The literature that is applicable or already published on talent acquisition and human resource management on a larger scale will be highlighted in this chapter. The gaps that still remain will be found in the literature that already exists and addresses a related subject, helping to fill those gaps. The study's hypothetical and conceptual framework will also be highlighted in this chapter. This will facilitate further discussion regarding the study's findings with the staff of the eThekweni Municipality.

### **1.10.3. Chapter Three: Research Methodology**

This chapter will take a broad look at the research techniques and equipment that were used to gather the study's data. These techniques and tools aided in making sure that the information gathered is accurate, pertinent to the study, and reasonable enough to support the appropriate findings. The chosen study design and technique will be highlighted in this section. Here, the techniques for gathering data will be put into practice, and information from research participants will start to be collected.

### **1.10.4. Chapter Four: Data Presentation, analysis, and interpretation**

Data collection will be followed by data evaluation and analysis, which will be completed here. Using the verified and analysed data in this chapter, the study's conclusions that have been looked at and shown to be practical answers for upcoming talent acquisition strategies and processes will then be reported on. The data will be meticulously analysed to draw trustworthy conclusions and recommendations from the performed research.

### **1.10.5. Chapter Five: Findings, recommendations, and conclusions.**

The findings and suggestions based on the study's findings will be the subject of this chapter. This will concentrate on additional recommended approaches, plans, and methods that could be used

in the future to advance the provision of public services, whether it be specifically in the local or national government of South Africa.

## **1.11. Ethical Considerations**

Research needs to be done while keeping in mind how crucial ethical behaviour is. Research ethics, according to Mohajan (2020), are the laws and principles, both written and unwritten, that place boundaries and constraints on the connection between the researcher and the research subjects. However, according to Gajjar (2013), different institutions or professions have varying definitions of what constitutes an ethical standard. To reassure participants that they can hold the researcher accountable and that they may rely on the researcher with the information they supply, ethical concerns should be followed. The next section discusses the numerous ethical issues that were considered in this investigation.

### **1.11.1. Permission to conduct the study**

According to Gajjar (2013), the researcher must always ask for authorization before beginning a study. A letter requesting permission to conduct the study was addressed to the possible participants in the eThekweni Municipality, which includes a few of its units and departments, in order to ensure that permission to do so was obtained.

### **1.11.2. Informed Consent**

Mohajan (2020) underlines the need for researchers to abstain from deceiving or forcing individuals into participating because it must be fully voluntary. She also emphasizes the fact that the participants are there to assist the researcher voluntarily. Therefore, they cannot be duped or coerced into taking part. All involvement must be entirely voluntary. Without the participants' complete awareness and agreement, it is unethical for the researcher to interact with them.

Each participant in this study was required to sign an informed consent form to participate voluntarily. Additionally, participants were informed that they could opt out of the study at any time and could skip any questions they felt uncomfortable responding to. Additionally, everyone who participated could comprehend the informed consent because it was stated in straightforward English.

### **1.11.3. Ensuring no Harm to the Participants**

Saunders et al. (2014) stipulate that harm is anything that causes physical, psychological, or emotional harm to participants or others. It can also be described as the violation of a participant's physical or mental status. When conducting the interviews for this study, questions that were deemed abusive or derogatory were not asked, and no offensive terminology will be employed. The participants received information regarding their contribution to the research project as well as assurances that participating in this study was optional, anonymous, and would not put them in danger or violate their privacy.

### **1.11.4. Ensuring Confidentiality and Anonymity**

The researcher must take steps to prioritize and uphold confidentiality throughout the research. According to Sim and Waterfield (2019), anonymity is a practice in which individuals' identities are concealed. In order to prevent interview transcriptions from being linked to a single participant, no personal information about the participants—such as names, addresses, or phone numbers—were gathered for this project. The participants filled out the information on the Google link during the interviews by themselves. In other ways, this protects the participants' confidentiality.

## **1.12. Chapter Summary**

Municipalities frequently have problems with the delivery of municipal services, which can be attributed to undertrained employees, a lack of enthusiasm, inappropriate application of employment policies and procedures, or unethical labour practices. This study was required because there were so many gaps in the delivery of services, as evidenced by boycotts near the eThekweni Municipality. The researcher's definitions of each operational concept are also a crucial guide for determining how eThekweni Municipality personnel and the municipality itself, as the employer, may prevent and eliminate bad municipal service delivery. The research project will make significant progress in examining and evaluating the effects of talent acquisition strategies, policies, processes, and practices to reduce the eThekweni Municipality's municipal service delivery gaps.

## **CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK**

### **2.1. Introduction**

In-depth research on hiring talent is covered in this chapter, along with an analysis of how it can affect the eThekweni Municipality's ability to deliver municipal services in a way that is effective, efficient, and economical. To accurately describe talent acquisition and demonstrate the relationship between services delivered in municipalities and talent acquisition processes and strategies, the notion of talent acquisition administration and process is introduced and unpacked in this chapter.

Additionally, this literature explores the weaknesses in the talent acquisition process used by the eThekweni Municipality, which might result in subpar delivery of municipal services. This chapter also adopts the theoretical and conceptual framework. This chapter examines the effects of technology and digitalization on hiring practices, the effects of talent acquisition on human resource management processes, the idea of organizational development and change management, as well as the function of performance management.

### **2.1. Theoretical Framework**

Theoretical framework, in the opinion of Kivunja (2018), is made up of several theories that specialists in various fields of knowledge express. According to Grant and Osanloo (2014), a theoretical framework will base the research on a variety of theories and will be an enlargement of the material obtained for the study, including theories that examine internationalization or perceptions of internationalization to help address research questions.

On the other hand, Kivunja (2018) avows that theoretical framework is required as it enables the researcher to understand the significance of various concepts from the data gathered throughout the study. To put it another way, theoretical framework might be utilized to support the data gathered or for the same goals as the literature review. To critically analyse the arguments made by the research questions, this study will make use of a theoretical framework and previously published literature. To support the need for performing the study, which the literature supports, a theoretical framework will be employed to gather extensive data.

## **2.1.1. Talent Acquisition Theories**

Examining the various talent acquisition theories can aid in bridging any gaps and overcoming any difficulties that may arise when putting talent acquisition into practice. In order to demonstrate how recruiting, when done properly, can help fulfil municipal service delivery goals and objectives, this study examined a variety of talent acquisition theories. Every organization wants to make sure that it hires high-performing employees.

This study looked at "Person-Organisation Fit" and "Attraction-Selection-Attrition" theories as they are related to recruitment models and theories, and it looked at both internal and external recruitment. Since the eThekweni Municipality is so dynamic, the study incorporates multiple talent acquisition theories. It will be easier to make sure we have thoroughly and accurately researched all the issues that exist in the Municipality if we employ the following theories:

### **2.1.1.1. Person-Organisation Fit Theory**

The compatibility between an individual and the organization for which they work is referred to as the person-organization fit theory (Morley, 2007). In other words, this considers an individual's suitability for the whole organization rather than just a particular job, management, or subordinates. This idea concentrates on the degree to which people perceive their own values, beliefs, and organizational culture to be congruent.

If an organization does not fit a person's personality, there is a low likelihood that they will choose that particular employer. According to Harel (2022), the employer distinguishes between exceptional talent and good and suitable talent using the person-organization fit theory. Harel (2022) defines the person-organization fit as the degree of compatibility between the organization and the employee.

Adopting this approach will be very helpful in examining how well employees within the eThekweni Municipality fit the job duties they hold. This will also aid in carefully examining if the workers feel that their occupations are a good fit for their personalities. Majority of people, according to Chamorro-Premuzic (2020), are the kind who get bored easily. However, picking a career that fits one's personality or disposition naturally may help people flourish in their positions. In other words, the "Person-Organisation Fit Theory" emphasizes how crucial it is for workers to look into careers that they are enthusiastic about and that they genuinely enjoy. Additionally, the purpose of this survey is to learn whether employees believe that their current occupations are their passions or

the ones they are most enthused about. Hiring public employees who are enthusiastic about their work and enjoy doing it can have several positive benefits for the employer, in this case, the eThekweni Municipality, which increases the possibility of improved municipal service delivery. It is also possible to say that this theory examines how human resource managers emphasize the organization's core values and culture when posting job openings in order to ensure that they draw in the right candidates. De Cooman, Gieter, Pepermans, Hermans, Bois, Caers and Jegers (2009) found that majority of employees favour organizations with management philosophies that mesh well with their personalities.

However, until they have worked for the company for at least two years, newly hired employees might find it difficult to distinguish between management values and organizational values. When people learn that the company may not share their personal values and beliefs, they may decide to leave their jobs and hunt for new employers who, in their opinion, share their values. In other words, individuals can work for a company for two years while still attempting to understand how things are done, and then they are free to leave for better opportunities or to work for organizations that share their beliefs. This implies that workers or applicants will keep looking for work until they discover stability and organizations with which they can properly associate themselves.

De Cooman et al. (2009) also discuss the dominant values of an organization, which may be read in two distinct ways. One interpretation would be to consider the values that the organization's leaders hold most dear as well as the values that all its members share. After that, it will be possible to determine whether the employee will stay with the company or finally quit. The study will use two theories because they are connected and complementary to each other in a complex and active organization like the eThekweni Municipality. This will improve the perspective from which the data is gathered. This will also investigate anything that can illuminate the factors that influence how motivated or uninspired eThekweni employees are.

#### **2.1.1.2. Attraction-Selection-Attrition (ASA) Theory**

According to Sam (2013), the "ASA" theory in industrial and organizational psychology postulates that people are drawn to organizations. While attraction is described as a circumstance in which potential employees are drawn to organizations, this term may not necessarily apply to all situations based on their organizational individualities, which we cannot fully know beforehand. In other words, this indicates that potential employees may be drawn to the company based on how it is seen in the public and may fully understand how the company runs after they are hired. As a result, the appeal can occasionally have both positives and cons, such as when people apply only to

discover that the organization's culture is not what was represented. As a result, they leave the company, which has a negative impact on how well services are provided.

Sam (2013) goes on to discuss how businesses often choose their employees, saying that they tend to choose people whose personalities align with their values and the culture of the business. According to Butler, Bateman, Gray, and Diamant (2014), this process will get started once the candidates have been picked in the interviews and will involve ongoing comparisons of their abilities, and traits with those of the company. According to the nature of the organization, they also say that projects, assignments, programs, and other things will be provided to people to measure their performance and to correct them if they fall short of the standards.

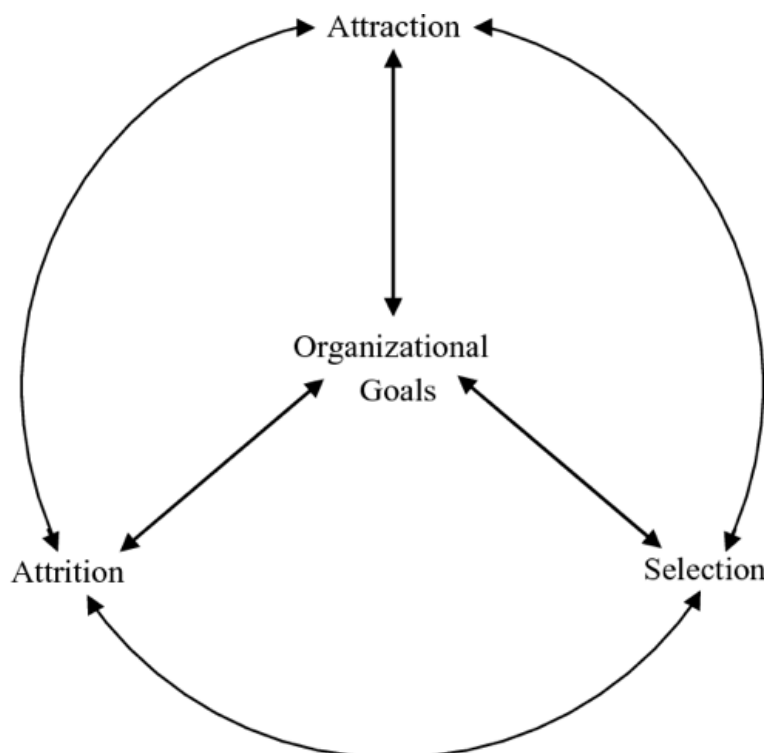
According to Sam (2013), attrition is the term used to describe the process by which individuals who are incompatible with the organizational culture are most likely to depart the organization over time. According to Butler et al. (2014), the attrition process occurs when employees decide to leave a company after realizing that their personalities do not fit the organization's culture. There are many different factors that can influence an employee's decision to voluntarily leave, including job dissatisfaction or the organization's core values. This can happen as soon as the employees start working there or after they stay and are willing to learn, only to find that they are not at all suited for that organization.

Adopting the ASA theory as one of the talent acquisition theories was crucial in helping the researcher imitate all the talent acquisition methods used by the eThekweni Municipality. This is from the point where the Municipality recruits potential employees via job advertisements, chooses them to follow a shortlisting and interview process, and considers what the eThekweni Municipality subsequently takes to ensure that these people are retained.

The study showed techniques used by the Municipality to employ its staff and looked at ways to make sure they are kept up to speed on eThekweni's vision; hence, the theory is closely related to the Municipality of eThekweni. This includes ensuring that staff members receive ongoing training and development, and it extends to monitoring and evaluating staff performance. Annual performance reviews are conducted to determine whether the eThekweni Municipality has met its quarterly, monthly, or annual targets, which will directly reflect whether the service delivery objectives have been met.

Three linked forces, according to Schneider (1987:437), influence the types of people who work for a given organization. The figure below illustrates this clearly:

**Figure1**



**van Vulpen (n.d.)**

Schneider (1987) claims that the ASA theory of talent acquisition exposes the first force that attracts employees to a specific organization. According to this notion, job applicants or potential workers can submit applications to any company, but they will only select those that fit their professional requirements. Job seekers can choose a certain organization based on either their reputation or the brand that the organization upholds, in accordance with ASA's idea. This study assessed how the eThekweni Municipality presents itself as a name and a respectable group that people would be drawn to.

The study investigated the motivations behind why eThekweni employees initially desired employment with the municipality. The study also examined the methods used by eThekweni to draw in qualified applicants for the positions posted. One of the tactics identified by the study was the usage of an online recruitment system by eThekweni, which also provides background information about the Municipality prior to the candidate's ability to begin applying for job openings.

In order to accomplish organizational goals and objectives, Schneider (1987) describes selection as the second force at work in hiring decisions. According to this view, it is the responsibility of the

organization to make sure that the best applicants are chosen for the position. This force will give the organization the ability to choose workers who will support its goals and vision. In this case, the organization matches the people with the purpose of the organization. The evaluation of how the eThekweni Municipality chooses candidates was examined through this study. The study also examined whether the Municipality matches the people it hires with the organization's vision.

The goal of the eThekweni Municipality is to make the "City of Durban, the most liveable City" by 2030, according to Cannon and McGee (2007). Adopting this approach will help researchers determine whether the goals and vision of eThekweni Municipality are aligned. Additionally, it will look into the strategies employed by the Municipality to guarantee that workers perform in line with job requirements and that excellent municipal services are provided. The study questions looked carefully at how the organization chooses personnel, makes sure they are in line with eThekweni's vision for 2030, and makes sure the service delivery goals are met.

According to Schneider (1987), employees will leave their jobs if they are not an adequate fit for the position. To put this in another way, this suggests that if a person is not qualified for the position, they may end up quitting. According to Dwesini (2019), attrition (staff turnover) is the main issue that HR managers face globally. There are a variety of reasons why employees might want to leave their employers, including the need for better pay, greater opportunities for professional advancement, or simply a desire to pursue a different line of work once they realize that they are no longer challenged at work.

Identifying the factors that contribute to worker turnover is one of the goals of this study. In this case, if the company hired employees who were unqualified for the job, those individuals may wind up wishing to quit as a result of becoming demotivated and seeing staff morale decline in their own workplaces. This is related to efficient talent acquisition management, which plays a big part in preventing the organization from losing employees due to subpar hiring, selection, compensation, and staff training and development.

This examined the primary reasons for worker churn and how it impacts the delivery of municipal services in the eThekweni Municipality. According to Schneider (1987), these three factors are the foundational elements of a successful talent acquisition strategy. These factors will determine if the organization is successful in attracting the right people, keeping them on board once hired, and ensuring efficient delivery of municipal services.

## **2.1.2. Talent Acquisition Process**

The strategic process of ensuring that organizations hire and retain high-performing individuals has been broadly defined as talent acquisition. The talent acquisition process, according to Venkat Rao and Priyadarshini (2017), can be divided into the following stages:

### **2.1.2.1. Pre-Recruitment**

Pre-recruitment, in the opinion of Venkat Rao and Priyadarshini (2017), includes budgeting for and planning the workforce, which begins with determining the organization's needs for or shortfalls in human capital. In other words, at this point, the organization is planning its hiring procedure. This involves identifying the open positions and obtaining the necessary authorization from the HR Managers or Heads of Departments that the positions must be filled.

This will also discuss the method by which a business strategizes about the kind of workers they want to hire, taking into account their education, experience, and skill set. This is because the HR Managers decide on the requirements required of the potential applicants after clearly identifying what causes the gaps in recruiting. When conducting pre-recruiting, organizations also create recruitment plans. This implies that they develop a strategic plan for hiring, including who to employ, how to appoint, and with what qualifications and talents. The pre-recruitment process will go a long way toward giving assurance that the company works to minimize the risks associated with recruiting people without adequate planning or instruction for what the real role requires.

### **2.1.2.2. Manpower Requisitioning Process**

Kireru (2019) asserts that after hiring managers have identified any gaps in the organization and have clearly defined the roles that need to be filled, they conduct an employee or manpower requisition, which is the process of putting everything in writing and may include an internal notice advertising open position. Venkat Rao and Priyadarshini (2017) emphasize that to attract external potential candidates, this is the time when the position is advertised both internally through job circulars, emails, or notice boards and externally through the internet, social media platforms, and print media. Venkat Rao and Priyadarshini (2017) claim that internal staff members frequently get first preference and that if there are no suitable candidates in this internal pool for the available post, they then advertise the job opportunities externally.

### 2.1.2.3. Boomerang

Venkat Rao and Priyadarshini (2017) claim that some companies favour rehiring former workers as long as they were amicably discharged from the company. In order to attract external potential candidates, emphasize once more that this is the time when the position is advertised both internally through job circulars, emails, or notice boards and externally through the internet, social media platforms, and print media. According to Venkat Rao and Priyadarshini (2017), "boomerang" is a phrase used in human resources to describe an employee who returns to an organization after leaving a company.

There are significant benefits to hiring former workers since appointing and onboarding new employees tends to be longer and more expensive than rehiring the former employees, according to Vozza (2022), which also reports that according to LinkedIn, the source from The Wall Street Journal reported that there is an accounted 4,5 percent of new hires among companies in 2021, up from 3,9 percent in 2019. According to Vozza (2022), some employees leave the company due to a family crisis or if they were laid off but still got along with their employers, making it easier to rehire them and saving the company money on many expenses, such as training them on company procedures, values, culture, and policies or even their responsibilities because they will already be familiar with the functionalities of the company.

Rehiring former employees, especially those who departed voluntarily "for greener pastures," was formerly thought to be exceptional. Voluntarily quitting was frequently viewed as a kind of deceit, and individuals who had been forced to leave were frequently assumed to have issues ranging from disloyalty to low morale. It has benefits and drawbacks to hire former employees (Vozza, 2022). The business's prior employees are known and are already acquainted with the company's culture, style, and methods of operation, which is a positive. Employees who could leave, however, might return with negative sentiments.

Employees typically come to a company with a set of abilities or competences (Bugg, 2015). The rules in Chapter 7 of the Talent and Performance Management Policy, however, emphasize that the tasks that must be completed by employees or the overall direction of the organization frequently make such talents and proficiencies insufficient. Public service delivery may be harmed by this method, which is frequently employed by government organizations, as veteran staff members may have a difficult time adjusting to new procedures and tools. The delivery of municipal services may occasionally encounter resistance to change, which will have a negative impact. The effects of recruiting staff members a second time on the provision of municipal services will be examined in this study.

#### **2.1.2.4. Selection Process**

A selection procedure starts once the organization has agreed on a recruitment strategy. The job description is now written out, and the company decides to advertise the position. They receive a variety of applications, some of which might come from internal applicants. The selection process will begin internally with the Departmental Line Manager shortlisting and selecting the top candidates if the position was initially advertised internally and they received applications. Here, the applicants will be interviewed, and the position will be filled. The HR managers will next establish a shortlist of potential external applicants and schedule interviews if the internal selections are unsuccessful. The hiring managers must properly carry out the selection process, which is a crucial step in selection because it may either make or break an organization's productivity. The same procedure is used by the eThekweni Municipality to choose personnel after they have been selected.

According to Vozza (2022), the person chosen should be the only one who can fill the gap that previously existed in that department, which caused the vacancy to be advertised. This person should also have the necessary knowledge, training, attitude, and experience to be successful at work. In this case, the organization should be prepared to teach the chosen candidate so that service delivery won't be impacted in the near future, even though the job posting may not have specifically required an experienced candidate. Processes used in talent acquisition play a significant role in ensuring that businesses, and in this case, governments, choose people who can provide better services to the community's residents.

#### **2.1.2.5. Post Recruitment**

Venkat Rao and Priyadarshini (2017) assert that this marks the conclusion of the hiring or talent acquisition process. Candidates have already been chosen at this point, and the business is considering wrapping up the hiring process and distributing any required paperwork to the chosen employee before the service delivery process begins.

Venkat Rao and Priyadarshini (2017) continue by stating that pre-employment medical exams are completed during post-recruitment, background checks are initiated if necessary, and once everything has been established and the HR managers are satisfied with all the results, the candidate will start working and, if any necessary training programs are required, such necessary training programs will be initiated. Line managers, or HR managers, are the ones who start that

first. All these processes are intended to orient new employees to the organization's culture and confirm that they share its goals and purposes.

### **2.1.3. The recruitment methods**

Every organization selects its own procedure for finding and choosing candidates. Recruitment strategies, according to Warning and Weber (2018), are techniques for organizations to let potential employees know about open positions. There are several methods for publicizing job openings at a corporation and informing the locals of them. The recruitment process, according to Gadekar, Balki and Nagrale (2022), is where the company identifies potential employees and encourages them to apply for positions within their particular organization or department. To put it another way, when organizations adopt better recruitment and selection procedures, the aims and objectives of the organization can be met, which can improve organizational outcomes.

According to The Skills Portal (2013), businesses previously advertised job openings through conventional channels like radio, print, and television. However, majority of businesses now use the new online application methods since they are more dependable, speedier, and more affordable in terms of applicant reach. To get the best results, organizations should constantly have well-structured recruitment practices (Gadekar et al., 2022). One of the organizations that has embraced the online hiring process is the eThekweni Municipality.

According to Reddy and Maharaj (2022), employing competitive recruitment techniques, which today mostly rely on technological systems to promote job openings, as well as interviewing prospective individuals, can significantly help in catalysing the hiring process. Reddy and Maharaj (2022) further noted in their study, which was carried out in universities and universities of Technology, that majority of companies used internal mail that they had previously assigned to their students to interact with their past pupils regarding employment openings. Another technique to publicize job opportunities may be to send an internal message to every employee' mail, which is very effective when doing so internally. If the organization determines that the internal applicants were not qualified for the position, advertising to external candidates may then be pursued.

#### **2.1.3.1. Traditional Recruitment Method**

Globally and generally, technology has advanced greatly, including in South Africa. Different organizations have gradually replaced outdated hiring practices with technology and artificial

intelligence (AI). Majority of businesses currently use innovative ways to hire people since they believe these approaches to be the most successful and efficient. In the past, organizations used a variety of sources to hire workers, some of which included the so-called traditional recruitment approach, according to Mindia and Hoque (2018).

Newspapers, radio commercials, school recruiting, employment agencies, and so on were some of these sources. All these types of job postings were referred to as traditional methods of hiring. In other words, traditional recruitment techniques, which are known to be ineffective when it comes to candidates' reach, were used in the past. However, majority of businesses continue to employ them alongside the newest artificial intelligence. One company that continues to use both traditional hiring practices and the new e-recruitment technology is the eThekweni Municipality. The eThekweni Municipality still uses "Ezasegagasini," its own newspaper, as well as social media channels and the internet, to advertise open positions.

### **2.1.3.2. E-Recruitment**

E-recruiting, a fast-developing field, is defined by Warning and Weber (2018) as the process by which businesses employ technology - using online resources, such as websites, social media channels, and other electronic devices - to locate and draw potential job. Along with influencing their decision of position, this will help them maintain interest in the business throughout the hiring process. Human resource managers are still unsure about whether the online application process can draw in exceptionally high calibre employees, despite organizations' best efforts to ensure that they hire qualified individuals. According to Daly (2013), the growing trend in technology will develop over time, improving the calibre of their staff hiring procedures.

The eThekweni Municipality started its online recruitment system on August 23, 2013, and according to Okolie and Irabor (2017), this was done to eradicate risks like fraud and corruption that were typically connected to the hiring process. This was an additional strategy for achieving one of the main objectives of the eThekweni Municipality, which is to build "smart cities" in line with the "vision 2030" philosophy. The study also found that the goal of the online application process was to reduce the large number of applicants, which, according to The Skills Portal (2013), resulted in a stampede in 2004 that killed one person. This stampede was brought on by the manual application process.

According to The Skills Portal (2013), using the online system has numerous benefits, including saving applicants' money on travel and printing expenses, implementing paperless applications will

assist sustainable human resource management, increase the likelihood that candidates will apply for several positions, and, most importantly, provide candidates with the confidence that the Municipality has received their application. Another outcome of this study is that the eThekweni Municipality e-recruitment platform has made it easier for applicants to enrol and update their information when they acquire new qualifications.

Grobler, Joubert, and Lesuthu (2014) claim that the Municipality will be able to increase productivity by utilizing technology to locate the best candidates for open positions with the use of the e-recruitment system. The online application process will also make it possible for people from all over the world to apply, increasing the number of qualified candidates for the position (Daly, 2013). The study shows that e-recruitment technologies can enhance the employment process, but it also raises concerns about the issue of localization, which favours residents in eThekweni. Although localization concerns had been taken into account by the Municipality, according to Daly (2013), this issue was resolved when the mayor told the eThekweni eligible candidates that they would be given equal consideration for the unfilled posts.

#### **2.1.4. The effects of Technology and Innovation on recruitment / talent acquisition**

Like any developing nation, South Africa is being forced to change with the times and adopt new lifestyles. In organizations, this also means using fresh approaches to luring talent. Recruitment should not just focus on choosing personnel; it should also provide confidence that those chosen for the positions can increase workplace productivity. Similarly, a municipality has a responsibility to make sure that it hires public servants who will enhance municipal service delivery.

There are numerous global changes that can have a beneficial or negative impact on an organization's productivity. To guarantee productivity, good adjustments must be made consistently. One of the most important strategies that organizations may employ to become familiar with the ongoing alterations that occur in various industries is innovation. Any new or improved product or service that can be used to increase efficiency in your firm is considered innovative (Rogers, 1998). In this study, we examine the idea of innovation in terms of incorporating fresh methods into talent acquisition procedures. With the Fourth Industrial Revolution (4IR) introducing the idea of digitalization to institutions encompassing both the public and private sectors, technology and innovation play an increasingly important role.

The 21st century has brought a great deal of encounters that require unique thoughts and innovative solutions to be resolved (Kayembe & Nel, 2019). According to Kayembe and Nel (2019),

the 4IR also combines several developing technologies that may open up new avenues for invention, creation, and discovery. In order to develop their talent acquisition strategies, organizations might use these fresh, emerging ideas, resolutions, and practices. This can guarantee that businesses adapt to changing conditions and maintain a competitive edge.

A company can be sure of staying competitive and gaining more productivity, which will raise its service standards, if it can clearly research present and future trends. In other words, the eThekweni Municipality can at least be assured of improving its municipal service delivery if it can also adapt and hire applicants who are knowledgeable about cutting-edge technology and artificial intelligence. This will also imply that the effective use of a talent acquisition strategy has improved the rendering of municipal services by the eThekweni Municipality.

Reddy and Maharaj (2022) claim that South Africa is a growing nation with an unstable economy that has seen breakthroughs in several economic sectors. As a result, it is crucial to adapt to technological advancements if the country is to continue to progress economically and socially. The expansion will call for more human resources. Therefore, to recruit such human capital, they will need to implement efficient marketing tactics and communication channels. To advertise and connect with potential prospects, a variety of marketing and communication channels can be used. With South Africa's developing technology, they may encompass numerous technical systems. Organizations constantly need to alter and adapt to new developments that will increase production.

### **2.1.5. Talent Acquisition Challenges**

Talent acquisition has its own advantages or qualities, but it also has its own shortcomings or obstacles that can affect how well an organization as a whole provides services. Das (2017) notes the following talent acquisition failures and trials:

#### **2.1.5.1. Globalisation**

The necessity to compete in a global market becomes increasingly important as the company grows and enters its growth stage. When an organization experiences such expansion, some businesses start to depend on other nations around the world. Globalization, according to Subaşat (2008), combines the production and distribution processes and consumption of commodities and services across various economies in the world. In other words, this indicates that each

organization will require a pool of high-performing personnel if it begins integrating with other nations.

When Covid-19 hit South Africa, the number of Foreign Direct Investments (FDI) projects decreased, and many FDI projects will need to be restarted as part of the eThekweni recovery plan, according to a report by South Africa's eThekweni Municipality (2021). For these initiatives to compete on a worldwide basis, they will need project managers who perform well and are properly qualified. As a result of being unable to effectively compete in the global market, an organization's talent acquisition strategy is not well thought out.

### **2.1.5.2. Skills Shortages**

Typically, organizations with skill gaps or shortages develop and implement talent acquisition plans. Finding high-performing personnel to match an organization's future goals or demands, nevertheless, might be difficult. Either there is a skill deficit within the organization, or a new project has been launched that requires a whole new skill, making it difficult to fill that vacancy. South Africa is currently experiencing a severe lack of competent and certified professionals (Rasool & Botha, 2011). This then has a negative effect on the nation's socioeconomic development. This is due to the fact that a lack of skilled workers presents a number of difficulties that could impede productivity at any business and, as a result, affect how well people are served. The limitations may stem from a limited window of time to occupy the vacancy or simply from the Human Resource managers' inability to discover the ideal applicant for that position.

Not only do skills shortages influence the organization, but they also have an impact on how services are delivered, particularly at the municipal level. It will be very difficult to attain the service delivery outcomes if personnel lack the essential skills necessary to perform the job or provide services to the community. Organizations should constantly work to close these performance and skills gaps by guaranteeing that appropriate training and development programs are in place. Rasool and Botha (2011) also point out that the problem of a skills shortage begins at incredibly early stages of personal development, such as in school, where one typically chooses the wrong career, and that when one enters the workforce, they begin performing below expectations because they lack the necessary skills.

Even with several educational adjustments and reforms, such as modifications to school curricula, South Africa still has a sizable percentage of unskilled workers or candidates, according to Rasool and Botha (2011). As a means of remedying the gaps that would have emerged at the high school

or tertiary level, it becomes even more important to constantly train and develop personnel once they reach a stage of employment. The success of preventing skills shortages may begin at the point in the hiring process where an organization classifies various openings and clearly defines the job requirements of the post to prevent attracting unsuitable people for the post. It will be easier to attract people who actually qualify for the position and less difficult to deal with unqualified candidates if the job description is well defined.

### **2.1.5.3. Competition**

Even in the past, businesses have engaged in ongoing industry-wide competition for customers. Therefore, having a competitive edge over rival businesses is important for all businesses. This can be achieved by ensuring that the best candidates are chosen for the open positions. One thing that an organization may do well is to have a good talent acquisition plan. Competition, defined by Listra (2015) as hostility between persons or groups, occurs whenever two or more parties work toward the same goal. In other words, competition occurs when individuals or organizations work toward a common objective while operating in distinct environments and employing various strategies.

According to Listra (2015), competition can be further defined in an economic context as the use of various strategies by several organizations to accomplish a certain, comparable business or profitable aim. Employing skilled and high-performing personnel can be an organization's best option because people in government institutions frequently compare the quality of service they receive from different organizations. Competition is not only present locally but also globally, so businesses should consider benchmarking their talent acquisition procedures. Doing so will help them stay ahead of emerging trends and decide when to hire new employees or retrain existing ones. An organization with a strong competitive edge will have a better probability of reaching its objectives and maintaining its level of output in its sectors. As a government entity, the Municipality also has a responsibility to maintain its competitiveness to guarantee that the level of services provided to the public is equal to that of institutions in the private sector.

### **2.1.6. eThekwini Municipality Service Delivery Challenges**

Over the years, the eThekwini Municipality has faced problems with service delivery, which have even prompted boycotts in a number of eThekwini areas. Among the numerous stories mentioned, Mabuza (2023) claimed that residents of Chatsworth signed a petition to eThekwini Mayor Mxolisi Kaunda denouncing their neighbourhoods for being "filthy". Mabuza (2023) also emphasizes how

the residents' letter outlines their dissatisfaction with eThekweni's service delivery. This prompts the question of whether eThekweni is experiencing a staffing shortage or whether the current workforce lacks the necessary skills to do their jobs effectively. This study will examine some of the problems with service delivery in eThekweni and consider what role talent acquisition may play in warranting that these problems are resolved.

### **a) The water shortages**

One of the main problems with the delivery of services in the eThekweni Municipality is a lack of water. Magubane (2022) claims that the residents of eThekweni Municipality are furious about the water services provided by eThekweni. Even to the point where they are attacking water department employees, they have advanced considerably. According to Magubane (2022), the Mercury Newspaper has published claims that the Municipality is currently spending a significant amount on security in an effort to protect the staff members of the water department from the growing number of citizens who are dissatisfied with water quality. The problem has gotten so bad that now when workers are responding to water outages, they occasionally come under attack or even get kidnapped. A lot of employees may leave the company as a result of this issue with the human resources department's employees, who are now in danger.

The issue of water scarcity is having an impact on a number of neighbourhoods in eThekweni. According to Mavuso (2022), the City experienced several water outages in November that compelled communities to resort to violent public protests. In one instance, residents of Inanda and Ntuzuma blocked the Curnick Ndlovu highway as a means of expressing their complaints about going without water for so many days. Mavuso (2022) claims that as a result of the water tankers' decision to stop going to the affected towns to offer water relief, there was a second issue with staffing levels.

Then, the inquiry can be, is it because the Municipality lacks the manpower or tanker capacity? Once again, the Municipality must evaluate the significance of talent acquisition tactics including hiring the correct kind and number of employees. According to Singh (2022), eThekweni has had water shortages as well. In the Waterloo region, 50% of the drinking water supply has been reported to have been disrupted. Such service delivery problems are just one of several gaps in the eThekweni Municipality that must be filled with effective and transparent personnel acquisition plans. Determining what the Municipality can do to ensure that there is an adequate supply of water in the Municipality that aids in preventing attacks against water department staff is the purpose of this study.

## **b) Economic development initiatives**

One of the most important results of municipal service delivery that towns should work toward is economic growth. This is crucial because economic development can significantly improve community members' standard of living. One of the municipalities with the responsibility of leading economic programs in their respective regions is eThekweni Municipality. However, Magubane (2022) asserts that eThekweni Municipality's adversaries are not at all pleased with the way eThekweni is promoting economic development in the City.

Magubane (2022) additionally pointed out that the eThekweni Municipality has an economic committee that other opposing parties frequently refer to as being "dysfunctional," and this is due to instances where it is reported that these battling parties are also grumbling about how the municipality lacks communication and they only learn about meetings very late, sometimes with meetings being about passing policies that could impact the city's economic growth.

According to Vozza (2022), the opposition parties' complaints have revealed ineffective management of the economic committee and the office that supports it administratively. The opposition parties' worries, and the economic service delivery issue show the inconsistencies in the committee's governance, which can then be a human resources issue since the issue may be a lack of support staff or inexperienced council members. To ensure that these political office holders are adequately prepared to provide services and make decisions that will have a good impact on the economic advancement of eThekweni, talent acquisition will play a significant role in their support.

According to the eThekweni Municipality's annual report from 2022, cooperation between eThekweni Businesses and the Municipality is essential to fostering eThekweni's economic development. The high costs of conducting business in eThekweni, as well as the city's poor water and sanitation, were also noted in this report as obstacles. Municipal service delivery is one of these challenges, and by using effective talent acquisition strategies, eThekweni Municipality employees will receive adequate training to communicate with these companies and form wholesome interpersonal connections, which will promote partnerships. and, as a result, more economic development, which has the knock-on effect of improving municipal service delivery.

### **c) Parks and maintenance**

Members of the community frequently complain to the parks department that they feel the municipality is not providing the services to the community that they are meant to provide. This calls into question the Municipality's hiring practices and their ability to find sufficient public servants to keep the park and surrounding areas clean. Mabuza (2023) adds that the Chatsworth residents claim to pay R2 billion a year into the eThekweni coffers and that they are perplexed as to why the Municipality continues to fail to provide them with a clean and secure environment.

These difficulties can be overcome by the Municipality conducting a gap analysis to determine the number of staff required to maintain the Municipality's cleanliness. Budgeting can be useful in supporting service delivery and setting service priorities appropriately.

Mabuza (2023) stated, "The locals even claimed that there are numerous overgrown bushes in eThekweni that have transformed into hives for thieves, increasing the amount of crime there and necessitating the continued mobilization of law enforcement personnel to maintain safety and security." Despite the residents' complaints about the cleanliness of eThekweni, a Cooperative Governance and Traditional Affairs (2018) report indicates that 81% of eThekweni residents receive refuse disposal, leaving only 19% who suffer and think the Municipality is not providing the greatest cleaning and sanitation services possible.

#### **2.1.7. Application of Talent Acquisition Strategy to Solve Talent Acquisition Challenges**

The use of talent acquisition in any organization is fraught with difficulties. These difficulties were previously emphasized in this work. Only businesses with strong talent acquisition strategies will be able to defeat such obstacles. Talent acquisition strategies, as defined by Bugg (2015), are the tools and techniques used by organizations to ensure that they attract and keep high-performing personnel. According to Jose (2019), talent acquisition strategies are actions taken by organizations to entice fresh talent. In other words, these are the traditions and cultures that the organization cultivates in order to use them as recruiting tools.

According to Das (2017), talent acquisition planning and strategy are intertwined and, when used properly, may produce the best results for talent acquisition in the workplace. In other words, planning and strategy for talent acquisition ensure that the organization is in line with its goals, objectives, and human resource planning, as well as taking a global view of the labor markets. In other words, a talent acquisition strategy looks at techniques, ideas, and procedures that are used

around the world to ensure successful and efficient talent acquisition rather than only concentrating on one particular organization. As a result, Das's (2017) research also examines how organizations can compare local best practices to those throughout the world to guarantee that talent acquisition techniques are avoided.

According to Schneider (1987), a talent acquisition plan is a mechanism for an organization to continue hiring high-performing workers who align with its aims and objectives. According to Schneider (1987), businesses can either employ a "make" strategy or a "buy" strategy. A "buy" strategy is when a company hires experienced individuals and may give them a basic orientation to the organisation, but the individual is also trained and skilled to do the job. A "make" strategy is when a company hires people with little experience with the goal of training and developing the organization.

Depending on the organization's strategic goal or its vision, either of these approaches may be effective. Contrarily, Jose (2019) contends that organizations should all maintain internal strategic planning to make it simple to match candidates with the organization's short- and long-term goals. These strategies include developing talent communities, creating attractive organizations, and creating a holistic experience.

According to Bugg (2015), for candidates to desire to work for an organization, it is necessary to develop a brand that is appealing to them. Such brands can be based on the organization's reputation or the perks it provides. One of the ways to acquire talent could include creating communities where people can network and develop their abilities. Before a candidate even applies, some organizations use this method to give them a taste of what is expected of them in their roles.

Organizational onboarding may be a part of strategic planning, such as detailing the job description in the advertisement so that candidates may determine whether they want to start the journey with the company. Because the sort of position being advertised is significant to both the organization and the applicant, creating a holistic experience for prospects is crucial. Additionally, according to Bugg (2015), adopting this strategy may ensure that an organization recruits the best candidates for the position because each applicant will be aware of the risks involved in applying.

According to Aronsson, Huusko, and Wansulin (2021), a method for developing a company's staff should be part of an effective business plan. An organization can maintain operations and increase

its competitive edge by using the recruitment talent pool as a guide, creating a competitive remuneration plan, developing talent, and reviewing employee performance.

Additionally, this study will examine how various talent acquisition tactics might help with efficient talent acquisition. This study looked at and evaluated the various talent acquisition methods employed by the eThekweni Municipality. This provided an overview of what the Municipality considers to be a successful strategy, and it is hoped that the conclusions will enable other local governments to compare and adopt successful strategies or best practices. The use of these tactics can improve the delivery of municipal services, and this study can help assess how.

Aronsson et al. (2021) go into more detail on a few talent acquisition tactics that businesses can use to find and hire high performers who will improve the efficiency of municipal service delivery. The eThekweni Municipality has embraced several talent acquisition tactics, including organizational development, change management, marketing management, and performance management plan review.

#### **2.1.7.1. Organisational Needs Analysis**

Knowing and comprehending the needs of your organization must be the first and most important step in ensuring its survival in the multi-dynamic organizations. Charles Darwin's incredibly well-known "Survival of the Fittest" hypothesis is still relevant today in many businesses. In these constantly developing industries, an organization cannot thrive without a clear sense of purpose. Therefore, it is vitally important to understand where they are heading as a company. This is indicative of the definition of their mission, vision, and goals.

This will make it easier to specify exactly what kind of talent the organization needs. This will aid in identifying the kinds of skill sets that are required. Even though one of Till and Baker's research projects (2020) focused on the necessity of needs analysis in sports, the problem of needs analysis is pertinent in all industries. Employers will be putting themselves in a losing position if they don't completely understand the organization's direction. A requirements analysis will also assist the organization in predicting the future, giving them a better understanding of the kind of talent they should be seeking out or whether they need to start retraining current employees to meet future organizational demands.

### **2.1.7.2. Performance Management Plan**

Performance Monitoring and Evaluation of Employees is one of the tactics employed by the eThekweni Municipality as a talent acquisition approach. Employers utilize this tactic to assess employee performance and reduce unneeded worker turnover. To outline the steps that must be taken for the individual performance management of staff in senior positions, the eThekweni Municipality, according to Tripathy (2014), has designed a performance management system.

This policy was created to inspire senior staff to give their best effort. Goals and objectives for service delivery were also being attempted with this. Through "performance appraisals," this approach is also utilized to reward staff personnel in lower-level positions. The eThekweni Municipality created this plan to test if the staff adheres to the Service Delivery and Budget Implementation Plans (SDBIP).

The Performance, Monitoring and Evaluation Unit (PM&E Unit) claims that SDBIP will aid in directing employees' work on their projects and monitoring the advancement of such initiatives. These initiatives are all meant to increase the delivery of municipal services. The critical examination of the SDBIP's implementation is one of the investigations that this study does, and it will be critically assessed. This study will examine SDBIP's accomplishments and shortcomings to see how they affect staff members' competency and, ultimately, the quality of municipal service delivery.

This policy also aims to guarantee that employees follow their Key Performance Areas (KPIs), which helps motivate them. This study further investigates whether employees of the eThekweni Municipality think that a performance management plan can be applied as a tool for effective talent acquisition and whether it can have a positive effect on ensuring that staff is retained and inspired enough to keep making positive contributions to the Municipality's municipal service delivery.

### **2.1.7.3. Organisational development and change management.**

A workforce that can adapt to change on a regular basis is essential for South Africa's development as a developing nation. Businesses in South Africa must learn to adapt to change and create strategies that will improve the rendering of services in their various organizations because of the country's numerous talent acquisition issues.

According to Govender and Reddy (2014), the duty of organizations to adapt to their working environments is a result of the ongoing change that organizations implement. The implication is

that each organization has its own unique dynamics, and as a result, organizations must constantly deploy strategies and systems to adapt to these dynamics. According to Tripathy (2014), businesses must adapt to continually changing settings that exist both inside and outside of the workplace.

According to Schneider (1987), organizations require a plan to adapt to change as it happens, whether it be a culture change, a technology change, or a change that is imposed on the organization by competitors. It is common for community members to contrast government services with those provided by for-profit businesses. Therefore, it is crucial to make sure that the government always has plans for organizational development in place to steer the organization in the appropriate directions and to keep up with emerging trends. This is done to avoid service delivery problems that could arise from undertrained staff or antiquated systems at the government institution that impede the delivery of competitive municipal services.

This study thoroughly assesses the degree to which eThekweni Municipality's initiatives for talent acquisition are aligned with its human resources policies and goals. It is also emphasized that the methods of conducting job evaluations and the role of job descriptions are carefully considered in the process when it comes to organizational development and change management. Thus, this will aid in establishing the study's focus on examining how job descriptions are structured and what effect that has on employee retention and motivation. To determine whether the implementation of this policy makes any difference in preventing staff turnover, organizational development will be compared to employee turnover, one of the important factors that the study will analyse.

#### **2.1.7.4. Marketing as a Talent Acquisition Strategy**

Dorst (2011) asserts that South Africa, a newly developing and emerging nation, has benchmarked and adapted to the requirement to exist in the digital world. The necessity to guarantee that organizations align with the new digital transformation, which is largely brought on by the Fourth Industrial Revolution (4IR), has grown as a result. It is now imperative for businesses and sectors to have marketing plans. All businesses should have marketing plans that will advertise their brands, enhance their reputation, and draw in high-calibre personnel.

The recruitment strategies were broken down in the previous stages of this study, which demonstrated that there are many aspects to consider while recruiting. These, however, demonstrated that hiring is not just about an organization selecting the ideal people; employees also consider aspects like the organization's principles and culture before deciding whether to stay

with or quit their employers. The necessity for all organizations in South Africa to market themselves in a way that would draw qualified personnel has therefore increased. Once they have done so, they must also put the values and culture they promoted into practice to guarantee that staff churn is avoided.

Recruitment and marketing efforts should be coordinated in this contemporary age to draw in talent. The development of recruitment marketing strategies by organizations is now of utmost importance, claim Alashmawy and Yazdanifard (2019), as this will help them construct a strong employer brand and provide them with more opportunities to connect with and cultivate connections with potential employees. Social media has taken over many businesses today, and content marketing actively contributes to recruitment campaigns and brand awareness among prospective applicants. Although the Content Marketing Institute defines content marketing as "a marketing and business process which is designed to create and distribute relevant and valuable content in order to try and attract, acquire, and engage clearly with the targeted audience in order to achieve the objectives of the employer," Baltes (2015) claims that there is no single, accepted definition of content marketing.

Alashmawy and Yazdanifard (2019) claim that the idea of content marketing introduces recruitment marketing, which can be summed up as all actions and plans made with the intention of enhancing the employer brand, reaching more potential workers, identifying career opportunities within the company and sector, and establishing rapport and effective communication with potential candidates.

Improved marketing, according to Kohli (2013), aids in expanding the reach of recruitment campaigns and marketing the organization online, improves employer brand recognition, speeds up candidate response time, and has been shown to be cost-effective because recruitment processes are managed electronically. According to Kohli (2013), industries should have replaced the conventional hiring procedure because it was the best thing they could have done. In other words, a company's reputation might quickly disappear without a strong recruitment marketing approach.

It can be challenging to market your company and let people know about it. The situation is different with municipalities because they always need to build brand awareness and enhance their reputation through service performance. Municipalities should consequently make an effort to provide services of the highest calibre. Das (2017) asserts that the significance of employment branding comprises activities that help the company unveil and define its culture, reputation, and products or services. Das (2017) goes on to say that employment branding can assist an

organization in increasing its competitive advantage within its industries, which will help it attract and hire qualified people.

The eThekwini Municipality advertises job positions on social media sites including Facebook, LinkedIn, and the eThekwini e-recruit website as one of their recruiting branding strategies. All of the job descriptions are emphasized on this page, where positions are posted. The eThekwini Municipality also uses these social networking platforms to interact with its residents, use them as a notice board, and promote the work that they do. This demonstrates a rapid and quick way to reach potential candidates. This may help to enhance the reputation of the eThekwini Municipality.

#### **2.1.7.5. Design Thinking**

There are several strategies and concepts that can be implemented in organizations to help lessen the difficulties involved in carrying out talent acquisition. These remedies can involve "Design Thinking." According to Dorst (2011), design thinking is now frequently employed as a fresh approach to a variety of issues that organizations face. Design thinking is defined as the process through which organizations recognize issues and then create creative solutions to attempt to address them. For instance, one of the identified issues was globalization, and to address this issue, organizations may choose to gather expectations and do research on international trends.

Once companies have identified these tendencies, they can discover creative ways to stay current with these trends and maintain their competitiveness in their respective sectors. In the opinion of Tuttle (2021), design thinking integrates user ideas or viewpoints, technology viability, and commercial perspectives to produce the most creative solutions. These ideas can be prototyped and tested first to determine whether they can solve problems in the real world. To fill gaps in talent acquisition methods, organizations can now leverage design thinking as one of the 4IR solutions. These tried-and-true techniques may enable the organization to increase productivity and maintain worldwide viability.

#### **2.1.7.6. eThekwini Municipality Service Delivery App**

A "service delivery app" that is intended to address municipal service delivery concerns and to address service delivery problems around eThekwini has been introduced by the eThekwini Municipality as one of the challenges facing service delivery. Residents of eThekwini now have a tool to aid in hastening the repair of service delivery concerns like potholes, water, and power

outages (Anon, 2022). The "My Smart City" app, which is marketed toward opening up a public forum for reporting problems with service delivery in and around eThekweni, is a free download from app stores.

The dispatch and support teams of the Smart City teams elevate the problems to the service providers of the eThekweni Municipality so that they can come up with solutions to the reported problems (Anon, 2022). The Smart City teams are not in charge of carrying out the resolution of service delivery difficulties. Talent acquisition can play a significant role in confirming that staff of the eThekweni Municipality are equipped and trained to utilize this software, which can speed up the Municipality's response time to problems with service delivery. The study has aided in looking into these workable answers to the eThekweni municipal service delivery problems, which are currently on the rise.

#### **2.1.7.7. Human Resource Measurement**

This study found that there exist gaps in municipal service delivery, and that occasionally the employer is powerless to prevent them in advance. The strategies outlined in this study have, however, also shown that it is difficult to avoid finding sensible answers to issues that may arise when using talent acquisition. Measuring your successes and failures is the most efficient way to assist in improving HR systems, procedures, policies, and processes in your organisation.

This necessitates that HR departments be able to track and assess their successes and failures using methods for monitoring and evaluating, like auditing and a monitoring and evaluation framework. One of the key strategic instruments to help prevent previous failures of the human resource process can be human resource measurement, which can be derived from the identified difficulties. As tools for evaluating the performance of human resources, the following can be considered:

##### **2.1.7.7.1. Monitoring and Evaluation Framework**

The performance of your organization can be greatly impacted by consistently tracking your progress on projects and day-to-day operations in all types of organizations across all industries. Even though monitoring and evaluation are frequently used together as a single framework or instrument, some studies separate the two and combine them. Segura and Pedregal (2017) claim that evaluation can only be done when execution is complete, and it is time to evaluate the project's

or program's performance. Monitoring, on the other hand, can be done as early as the planning stage. To put it another way, monitoring can be done in the HR context while HR managers are still developing strategies, policies, and procedures, and assessment can then be done to determine whether these strategies, policies, and procedures have been effectively carried out. Even individuals from outside the organization, such as auditors and quality control personnel, can conduct evaluations.

M&E is a useful technique in the public sector, according to Rapulo (2012), that aids in evaluating and measuring organizational performance by identifying characteristics that help realise service delivery results. In other words, having an M&E Framework as a government institution, specifically, can help increase workplace productivity, which can lead to better service delivery outcomes. M&E may also play a significant role in assisting the government in addressing issues with service delivery, some of which may result from having staff who are not qualified or talented enough in their respective fields of employment. Rapulo (2012) also emphasizes the complexity of the government's M&E structure, which necessitates thorough knowledge across all industries as well as close coordination between preparing a budget and carrying it out.

In other words, this indicates that the government cannot execute the M&E Framework without adequate funding and without defining the goals that must be achieved. The M&E frameworks are extremely helpful in assessing the results and impacts of government projects. The Human Resource component is crucial in achieving all of these key outcomes that are determined by the project's or program's outputs, so it is crucial that HR Managers invest more in talent acquisition while also keeping a close eye on and evaluating performance to raise the calibre of services provided to the general public.

#### **2.1.7.7.2. Auditing Human Resource Management of an organisation**

The ideal method for any organization to use to evaluate the accomplishments and shortcomings of human resource management is human resource auditing. Human Resources Audit is described by Mahapatro (2010) as a procedure for examining policies, practices, systems, processes, and practices that are in line with the organizational human resource tasks and functions. In other words, HR auditing is a tool that an organization can use to assess the efficacy of applying various strategies, policies, and procedures that are meant to enhance HR management.

The effective execution of human resource management systems can provide a significant challenge for the company's overall objectives, but if that can be evaluated and transparently

reviewed by both internal and external auditors, HR managers can work to improve their current systems and procedures. HR auditing may also establish the "right way" of doing things within the HR department because the HR department will be conscious that all of its policies and procedures will be scrutinized, sometimes even by external auditors.

Mahapatro (2010) further emphasizes the importance of HR auditing as a strategic tool for an organization to give managers access to valuable data gathered by tracking the application of HR rules and procedures. Simply put, this means that conducting an HR Audit within any organization will encourage openness and responsibility among its HR practitioners. This has a significant potential to eliminate the HR issues this study discovered. According to Manda (2015), the eThekweni Municipality also conducts vetting of human resources to see whether they are competent and capable of holding their roles. This not only enables the HR managers to hold people accountable for hiring decisions to prevent fraud, corruption, and nepotism within the municipality, but it also aids in examining the employees' capacity to perform their responsibilities.

In addition, eThekweni Municipality, according to Manda (2015), had not conducted any HR Auditing prior to 2015, and the councillors whose statements were obtained during the process of gathering data for the article confirmed that eThekweni Municipality had not conducted any HR Auditing in the past. However, since the vetting process has begun, Manda (2015) notes that this process will continue moving forward. So, this has demonstrated how the Municipality has provided a crucial tool that may be used to promote talent acquisition and, in turn, municipal service delivery.

### **2.1.8. The Effects of Human Resources Management (HRM) Process in Talent Acquisition**

The ideal approach for any organization may be to hire the "right people" for the job. The proper individuals are those who create methods and procedures to foster an organizational culture of performance and accountability (Mohale, 2021). So that human resource capabilities may be matched with organizational accountability, culture, and performance for the clients they serve, it is vital that organizations adopt effective and efficient human resource management. A key factor in assuring the accomplishment of talent acquisition at work is human capital management. It is crucial for HR management to consider the short-, medium-, and long-term recruitment goals.

A successful, efficient, and affordable recruitment process should be one of the core components of HRM. In contrast to physical or facial attractiveness, Alfakpui (2021) contends that appearance, confidence, communication skills, and clarity are more important factors in the hiring process. It is

crucial to consider different personnel management techniques, such as efficient recruitment and selection procedures. In the opinion of Armstrong and Brown (2019), talent acquisition is the execution of a long-term strategic approach to recruitment development.

One of the most essential aspects of human resource management is ensuring that the company hires competent personnel and that all applicants are qualified and skilled enough to fulfil the requirements of the positions they are applying for. HRM focuses on the three (3) Rs of recruiting—Recruit, Reward, and Retain—in addition to just recruitment. Numerous studies, including the one by Das (2017), focus on how organizations give assurance that the three Rs of recruitment are in line with achieving their long-term objectives.

In other words, organizations must ensure that they employ the best hiring practices to draw in high-performing candidates, that they have adequate reward systems in place to recognize the workers who have excelled in their positions, and that they find strategies to retain their staff, which may even extend to establishing the ideal organizational culture and climate. Therefore, positive talent acquisition can be accomplished if the processes and procedures for human resource management are implemented effectively and efficiently. Another of the most crucial aspects of HRM is making sure that the organization's reputation is kept up so that qualified workers are attracted to it. This will improve the provision of municipal services.

Human resource management is described by Armstrong and Brown (2019) as the set of rules, practices, and frameworks that affect how employees act, feel, and function at work. In other words, proper methods and policy implementation can have a favourable effect on effective talent management. As soon as employees are hired by the municipality, they might be given this information. A key factor in a good HRM process is educating staff employees on the policies and processes used within the organization. This also holds true for the eThekweni Municipality, where the HR department's main responsibility is to ensure that eThekweni workers are informed of the organization's rules, practices, and processes.

Processes, programs, tools, and strategies utilized to carry out the organizational goals and objectives will also be included in the management of human resources. Bugg (2015), avows that the primary objective of eThekweni Municipality is to provide services to the general population. The "Vision 2030" plan, which aims to make eThekweni the most liveable city by the year 2030, has also been put into action by the eThekweni Municipality. Vision 2030, according to Khumalo (2018), examines how specific municipalities will put policies into place to lower inequality and eliminate poverty. Municipalities couldn't accomplish this without capable public servants.

The eThekweni Municipality's ability to realize its 2030 vision will be significantly impacted by the talent acquisition function of the HR department. The South Africa, Department of the Presidency (2011) emphasizes the significance of municipalities creating jobs to make sure they are well-furnished to accomplish this goal. Therefore, Bugg (2015) emphasizes that municipalities must make sure that their talent management, staff retention, and recruitment of high-performing personnel are in line with their human resource management practices. The South African Department of the Presidency (2011) identified several obstacles that could prevent "Vision 2030" from being realized, including a lack of municipal workers, low educational standards, a lack of resources to provide services to the locals, corruption, and social division. This then presents a difficulty for the eThekweni Municipality in making sure they maintain objectivity when hiring workers.

The recruitment of high-performing employees who will be productive and improve municipal service delivery, but most crucially, who will assist in efficiently achieving the eThekweni Municipality's "Vision 2030", is one of the HR Department's greatest tasks. According to the Department of Presidency (2011), one of the key functions of the Human Resource Strategy for the eThekweni Municipality is to create a rewards system through its performance management system, which is fully discussed in this paper under eThekweni Municipality performance management.

The efficiency of numerous other human capital operations, such as training and selection of the calibre of new hires who are attracted through the recruitment process, is said to depend on the effectiveness of human capital management in the organization (Khumalo, 2018). According to Turner and Endres (2017), maintaining employees' loyalty to the organization and achieving organizational objectives depend on providing them with access to services, enhancing their abilities, and inspiring them to perform at high levels.

## **2.2. Legislative Framework Upholding Talent Acquisition in the Public Sector.**

The goal of strategic human capital management policies is to reduce inequalities in the office productivity. Cloete (2016) highlights that the gaps will persist if companies do not develop plans, strategies, and sufficient training to support successful and efficient talent acquisition in government institutions. The following is a list of the legal frameworks which endorse employment practices and policies both locally and nationally in South Africa.

### **2.3.1. The Constitution of Republic of South Africa (1996)**

Van Heerden (2007) asserts that the Constitution serves as the final authority or law on land of the state and that it is frequently interpreted as the one and only law with the uppermost standing in relation to other laws. To put it another way, the Constitution must be followed in South Africa for all decisions and activities. Sections 195 to 197 of the 1996 Constitution of the Republic of South Africa are primarily concerned with public administration.

There are numerous different definitions of public management or administration of the public (Nwanisobi & Christopher, 2020). According to Cloete (2016), public administration is an organizational process that must be carried out and is inextricably related to the day-to-day operations of the many institutions in the public sphere of government. Public administration is described by Nwanisobi and Christopher (2020) as the management of governmental affairs and the care of those under that government's supervision. To give assurance that the government provides services in a way that is accountable, effective, transparent, and cost-efficient, public management or administration can be defined as the management or monitoring of community members.

The Republic of South Africa's 1996 Constitution hugely emphasizes the need for effective methods for governing, regulating, and managing public affairs. This involves hiring the best candidates for government positions who will comprehend the mandate of managing public affairs and, as a result, provide services in a way that is effective, economical, and efficient. Section 195(h) of the Constitution of the Republic of South Africa (1996) states that public institutions must uphold and encourage excellent human resource management and career-development techniques to achieve maximum human potential. To put it another way, this means that public organizations must ensure that they implement effective human capital management strategies, such as effective hiring, employee growth, performance management, benefits, and compensation.

According to Section 195(i) of the Constitution of the Republic of South Africa (1996), public administration must be broadly representative of all South African residents, with hiring procedures based on aptitude, impartiality, justice, and the need to address historical inequities. In other words, there should be no discrimination in any way displayed in the hiring policies and procedures, and everyone should have an equal opportunity to apply for jobs.

This also addresses the requirement that all employment policies consider historically underprivileged populations that were excluded due to the apartheid government structure. Therefore, it is the responsibility of eThekweni Municipality to take these provisions of the

Constitution into account and integrate them into their employment policies and bylaws Section 197 of the Constitution of the Republic of South Africa (1996) stipulates that public institutions are required to carry out legal policies of the ruling party, ensure that employment terms and conditions are governed by national law, and guarantee that workers are eligible for a just pension as specified by national law. The necessity of government institutions paying attention to job conditions, such as working hours and the age at which an employee feels the need to retire, is outlined in this provision of the Constitution.

The Republic of South Africa's 1996 Constitution, Section 197, emphasizes the significance of providing employees with a fair opportunity to receive a pension. It also considers developing a fair hiring process that directs hiring practices, public official appointments, employee transfers, and terminations. To put it another way, local governments, in particular the eThekweni Municipality on which this study focuses, must ensure that their employment policies and frameworks are in line with those of the National Legislature and that hiring, promoting, terminating, and transferring employees are done fairly. The policies may also serve as a guide for disciplinary proceedings against employees. The laws at the national level of government must always be adhered to by all of these procedures.

### **2.3.2. Skills Development Act, 1998 (Act 97 of 1998)**

Empowering employees should be a top priority for all businesses. This can be accomplished through a variety of projects, programs, or trainings. Cloete (2016) asserts that there may be a crisis in South African municipalities' efforts to grow their workforce. The main objectives highlighted in the Skills Development Act of 1998 (Act 97 of 1998) are to enhance employee quality of life, increase workplace productivity, foster employee competitiveness, increase organizational investment in education and training, encourage employee self-development and growth, and improve service delivery.

Section 1(c) of the Skills Development Act, 1998 (Act 97 of 1998) also discusses how the act encourages companies to use their organizations as learning environments, the need for employers to offer employees a variety of learning opportunities designed to improve or grant them skills that can develop employees, and the requirement that firms provide employees with opportunities who are even difficult to employ due to their subpar skills. In other words, the Skills Development Act, 1998 (Act 97 of 1998), encourages organizations to create work opportunities that do not exclusively target talented individuals and to allow everyone an equal opportunity to

apply for their jobs. These employment options may include internships, learnerships, apprenticeships, work-integrated learning, and in-service training.

The Skills Formation Act, 1998 (Act 97 of 1998), especially addresses the formation of learnerships, skills programs, and artisans' programs in Chapters 4,5 and 7. All of the programs mentioned in these chapters inspire businesses to develop positions that don't just call for highly qualified candidates; they also provide employees with learning opportunities that will upskill them and give them access to positions that will require qualified or skilled candidates in the future. The parts of the Skills Development Act of 1998 (Act 97 of 1998) provide guidelines on the policies and procedures that organizations should adhere to when hiring unskilled workers, in addition to encouraging employers to do so. This differs from how they were chosen for their job responsibilities, the standards that should be followed to select them, offering them an orientation for their job roles, and continuing training and development after the program is over.

To promote growth and provide employees with opportunities for development in the workplace, such as promotions and exposure to the succession plans of the organization they work for, the Skills Development Act, 1998 (Act 97 of 1998) also emphasizes the importance of providing ongoing training to staff members who are skilled or on permanent employment. The Act not only encourages hiring unqualified individuals or providing staff training, but it also considers the right methods for carrying out these initiatives. A discussion of the "National Skills Authority" and its responsibilities is found in Chapter 2 of the Skills Development Act, 1998 (Act 97 of 1998). The National Skills Authority's roles are highlighted in Section 5 of the Skills Development Act of 1998 (Act 97 of 1998), which specifies that they include giving the Minister advice on national skills development policy, national skills development strategy, rules for putting the national skills development strategy into practice, and the strategic framework and standards the Minister ought to use when allocating funds for the National Skills Fund.

In other words, this chapter demonstrates the importance of having national frameworks and strategies for skill development in all organizations, as these will serve as a roadmap for the implementation of skill development initiatives. The policy will also direct the organizations in ensuring that the skills programs they provide are authorized and permitted by the National Skills Development Policy, whether they are accredited or not. To ensure that training and development programs are accredited and will function as a learning and development structure for people who receive them, the National Skills Authority also consults with various SETAs.

The eThekweni Municipality is required to provide both its employees and those in need with skills development training. Isaac (2022) claims that the eThekweni Furniture Cluster (EFC) is currently providing jobless youngsters in eThekweni with opportunities for vocational development. Isaac (2022) emphasizes that the sector-specific training program will give the youth of the eThekweni Municipality the skill set in innovation design and leadership after a 12-month, full-time period of developing unskilled kids. The skills development training gives jobless youngsters skills for a year, but it also creates a pool of competent and trained candidates for future positions in the same industry, which will help reduce the skills gap that exists in the Municipality.

To improve the standard of living for the people of eThekweni and to advance municipal service delivery, the eThekweni Municipality has implemented quite a few skills development programs. These include further skill-development initiatives, such as the three-year-long Artisan Development Program that the eThekweni Municipality launched. Anon (2021) said that the program would serve more than 1000 eThekweni adolescents without jobs. Anon (2021) explains that, in accordance with the provisions of the Skills Development Act, 1998 (Act 97 of 1998), young people in eThekweni could receive training in trades like plumbing, carpentry, welding, electrical, mechanical fitting, boiler construction, auto electrical, motor or diesel mechanic, air conditioning, and refrigeration.

To make sure that the trained employees can help the eThekweni Municipality deliver municipal services more effectively, efficient talent acquisition must be used in such programs. Processes for selecting and then training the chosen people were invented by advertising. Since some of the people would possibly not have access to social media sites but would be interested in them, the Municipality employs communication channels including newspapers, Facebook, LinkedIn, Ward Councillors, and Community Forums when introducing and launching such programs. Anon (2021) emphasized that the eThekweni Municipality is striving to cater to all persons and strives to provide Every resident has a fair chance in these programs for employment and skill building, which is why it is using such talent acquisition tactics.

### **2.3.3. Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000) (PEPUDA)**

Regardless of a person's gender, colour, or cultural heritage, every organization should endeavour to maintain a non-discriminatory, peaceful workplace. In South Africa, particularly in municipalities, majority of businesses are multi-dynamic in terms of race and gender. Multi-racial municipalities

can be found in South Africa. Therefore, it is the responsibility of human resource managers to guarantee that these people are treated equally, fairly, and without bias or discrimination.

No one may unfairly discriminate against anyone because of their race, or gender, or cultural origin, according to Section 7 of the Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (Act 4 of 2000) (PEPUDA). PEPUDA explains in detail how some institutions experience staff turnover because of prejudice that occurs among subordinates. Discrimination not only makes employees leave, but it also demotivates them, which lowers staff morale and may have a negative effect on how well services are provided. The delivery of municipal services will be severely impacted if the eThekweni Municipality ever finds itself in a situation where there is discrimination against individuals because there won't be any staff morale, which could result in even more difficult municipal service delivery challenges.

#### **2.3.4. Human Resource Planning Strategic Framework Vision 2015 for the Public Service**

Applying strategies to human capital management will have a significant impact on making sure that all the HRM procedures are connected to the service delivery goals and objectives. The South African Human Resources Planning Strategic Framework Vision (2015) was created to address the need for a methodical and creative strategy for strategic management of human resources that the government had identified. To put it another way, the government recognized a vacuum in the application of novel approaches to enhance human resource management procedures in government organizations.

The framework emphasizes government priorities as well as ways to enhance service delivery. The strategy aids human resource managers in making sure they find and keep top-performing workers who can improve South Africans' quality of life. The eThekweni Municipality can use the framework's principles to make sure that the goals of its Integrated Development Plan are in line with those of the National Development Plan. The framework can also serve as a reference point and source of assistance for directing moral human resource management procedures that encourage responsibility and openness, which improve municipal service delivery.

### **2.3.5. *The Labour Relations Act, 1995 (Act 66 of 1995)***

There are times when employees and managers disagree utterly. Repetitive confrontations at work could result from these disputes. Conflict resolution may be a part of processes, and this can occasionally result in grievances, which may ultimately result in worker attrition. The Labour Relations Act, 1995 (Act 66 of 1995), Section 11, highlights the function of Trade Unions, an organization of workers that seeks to control relations between employers and employees. Conflict resolution in the workplace is greatly aided by trade unions. Any disagreement between an employee and their employer or with another employee qualifies. The trade unions will continue to actively participate in ensuring that the resolution is carried out in a way that benefits all parties.

The organizational rights of trade unions are administered by the Labour Relations Act of 1995 (Act 66 of 1995). The Act has numerous goals, one of which is to give workers the option to strike if they are dissatisfied with workplace services. Employees who are dissatisfied with the treatment they receive from their employers or who are demanding pay rises frequently engage in boycotts and strikes in South Africa. Unfortunately, there are currently no measures in place that can lessen or avoid violent strikes in South Africa, according to Tenza (2020). The issue of strikes and violence has been a conspicuously significant aspect of South African industrial relations. The strikes have long-term impacts on employees, particularly non-strikers, because employers frequently lay off employees when employee strikes cause their businesses to lose productivity and competitiveness.

Tenza (2020) also discusses how the Labour Relations Act amendment failed to include arbitration during violent strikes, which may result in many workplace disputes not being resolved, which may cause various organizations to lose employees—often the high-performing ones—and may then result in subpar service delivery. The impact of strikes on the ability of the eThekweni Municipality to provide municipal services will also be closely examined in this study. The current strike policy of the eThekweni Municipality permits its employees to participate through several trade unions that act as bargaining committees in cases of employee grievances.

A few trade unions serve the needs of eThekweni Municipality employees, according to Phungula (2022). More than 5000 employees of the Expanded Public Works Program (EPWP) in the eThekweni Municipality have filed grievances against the South African Municipal Workers Union (SAMWU), accusing them of not standing up for allegedly exploited employees in eThekweni. Phungula (2022) added that although the Municipality had promised to hire these workers on a full-time basis, they had been working for a long time without receiving that offer.

The trade unions' oversight of these discussions and negotiations on behalf of the workers and the leadership of the eThekweni Municipality was vital in this situation. This study has demonstrated the crucial function that unions provide as negotiating units and as advocates for workers filing grievances. If trade unions play their part effectively and employees are satisfied with the treatment they receive from their employers, there is a chance that at least some incentive will result, which could improve the effectiveness, efficiency, and affordability of the delivery of services to municipalities.

### **2.3.6. Employment Equity Act, 1998 (Act 55 of 1998)**

In the workplace, there are several instances of discrimination, which frequently leads to employee discomfort. Employees may desire to quit because of this, which could result in the company failing to keep its workers. To ensure employee well-being, any organization's primary objective should be to treat everyone fairly. The Employment Equity Act serves as a guideline to ensure that businesses are non-discriminatory and that all employees receive equal opportunity.

According to Oliphant (2014), the Employment Equity Act's mandate should unambiguously state how important it is to provide everyone with an equal opportunity to get employment. This includes ensuring that the company follows established practices when hiring and choosing workers. In addition, Oliphant (2014) emphasizes that businesses should work to give all applicants an equal opportunity to succeed when applying for jobs, regardless of whether those jobs are for qualified or unskilled people. Implementing the Employment Equity Plan, especially in government departments, involves careful examination of the equity plan.

The Employment Equity Act has a few goals that must be achieved, such as promoting equal-value work, defending terms and conditions of employment, and putting an equity plan into practice at work. In other words, employment equity fosters equality and fairness in the workplace by guaranteeing that all employees receive equal treatment and a fair shot at the opportunities that present themselves. When creating policies to combat discrimination in the workplace, the eThekweni Municipality might follow the Employment Equity Framework. Additionally, it directs how the Municipality can treat everyone in the workplace fairly and equitably, regardless of their gender, ethnicity, or colour.

Employee unfair discrimination must be prohibited, according to Section 5 of the Employment Equity Act of 1998 (Act 55 of 1998). Such discrimination may target a person's health status as well as their gender, morals, or religious views. To make sure that they account for all of the

organizational dynamics, eThekweni Municipality can also implement the Employment Equity Act, 1998 (Act 55 of 1998). People from various cultural backgrounds, values, and beliefs make up the dynamic organization known as the eThekweni Municipality. As a result, it is essential that the eThekweni Municipality focuses on the need to stop prejudice in the workplace.

Affirmative action is essential for promoting fairness in governmental institutions, as stated in Section 15 (1) of the Employment Fairness Act, 1998 (Act 55 of 1998). To support the values and goals of democracy, affirmative action also emphasizes the importance of making sure that historically underrepresented groups are given chances in the workplace. To advance a nation that is inclusive of all people, it is crucial that all organizations follow the Employment Equity objectives.

### **2.3.7. The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)**

The role of municipalities in addressing historical inequities is repeating itself. This might range from fostering socioeconomic growth to making sure that all citizens are well cared for through the implementation of effective and efficient municipal services. The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000)'s primary goal is to provide the fundamental values and mechanisms necessary to improve service delivery within municipalities, which will elevate local communities through socioeconomic development initiatives and carry out municipal duties morally.

A framework for local public management and human capital development is provided under the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). To put it another way, the municipality has a responsibility under the Act to guarantee both equitable human resource development and effective public administration. The municipality can set the stage for ethical and just human resource development by making sure that they uphold the Constitution's mandates for applying fair labour practices to all South Africans.

Making sure that High-calibre workers are employed by the eThekweni Municipality. These are workers who will aid in improving municipal service delivery, which might be the first step toward ethical public administration and human resource development. The municipality will identify any gaps in the delivery of municipal services at the outset of the talent acquisition process and will then specify the precise type of human resources needed to meet its goals and objectives for service delivery. The municipality might have in the past used human resources that aren't currently compatible with the fourth industrial revolution. In these circumstances, the municipality's current employees must be trained and developed for them to support the new eThekweni Municipality's

"Vision 2030", which speaks directly to new developments of service delivery and includes adopting "Internet of Things" and the entire revolution of digitalization in government spaces.

It is essential for the Municipality to develop a performance management system that aligns with the objectives, key performance indicators, and targets that are stated in the Integrated Development Plan and that is also compatible with the Municipality's resources, as per Section 38 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). In other words, when the Municipality has established its ambitions and objectives for delivering municipal services, it must make sure that it develops its workforce in a way that is consistent with those targets. In addition to focusing on performance management systems implemented by municipalities, the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) also emphasizes monitoring and evaluating performance management systems. Internal auditing is another method that eThekweni employs to implement their performance management systems and make certain that the staff members achieve the goals they have set forth in their project plans.

The significance of municipalities having a just public administration is also discussed in Section 51 of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000). A fair, equitable, and non-discriminatory workplace environment is likewise required of the towns, according to the law. In other words, all governments must make sure that creating a fair, egalitarian, and non-discriminatory workplace is an integral part of their successful and profitable talent acquisition strategy. This will help keep personnel on board because staff turnover might seriously harm the municipality's ability to deliver services.

## **2.4. eThekweni Municipality Legal Frameworks Upholding Talent Acquisition**

The legal frameworks—which may be laws and policies—that support the operation of talent acquisition within the eThekweni Municipality are covered in this section. All HR managers are guided by these regulations and policies when they hire and screen applicants for open positions.

### **2.4.1. The eThekweni Municipality's Employment Equity Policy 2017**

The pre-democratic system is constantly discussed in South African history textbooks. Some of the country's residents were not well served by the governing structure of the time. Since the first

Europeans arrived in the Cape in 1652, racial segregation, according to Gradin (2019), has governed South Africans' ability to live comfortably. During the apartheid era, Black people's segregation, along with that of coloured people and Asians, was exacerbated. The isolated groups were likewise not well-served by the labour regulations. Gradin (2019) emphasizes that the major objective of white rulers was to retain white people in charge of all economic and political decisions and activities while forcing the segregated groups to supply seasonal and unregulated work in mines, farming, and other low-wage industries.

According to Goundar (2012), South Africa's segregation led to a great deal of bias in many areas of life, including work, school, politics, etc. The "colour-bar" was a result of laws from that time that reserved jobs for white people and prevented Black people from being appointed or being hireable in fields that required trained and semi-skilled workers. As emphasized in the ideals of the Constitution of the Republic of South Africa (1996), South Africa then formed a new obligation that was meant to promote fairness, equity, and an unprejudiced labour system after gaining democracy. A non-discriminatory society, unity, and equity are to be promoted through the South African eThekweni Municipality's Employment Equity Policy, which is governed by democratic institutions and ideals, and this is also the case for eThekweni.

The eThekweni Municipality created a "10-Point Action Plan Year" to align the Municipality with the goals of the National Development Plan, which encourages peace and equality in societies (Gradin, 2019). The eThekweni Municipality must commit to marketing eThekweni as the city that offers equal employment and business possibilities to all its residents, in accordance with Section 6 of the eThekweni 10-Point Plan. It is also noted that to create an anti-discriminatory workplace, the eThekweni Municipality had to start an "internal anti-discrimination campaign". The purpose of this was to educate management and staff on the need to have a workplace free from prejudice against people because of their gender, age, or cultural heritage.

Section 6 of the "10 Point Action Plan 2017" places a strong emphasis on the requirement that the Municipality provide South African citizens with equal access to business and job opportunities as one of the goals of the policy. To put it another way, positive talent acquisition can be completed when the "10 Point Action Plan" is carried out successfully and efficiently in various departments of the Municipality. This is accomplished by making sure that when job postings are made public, they are inclusive of all parties and provide an equal opportunity for all to apply. The results of the "10-Point Action Plan" are taken into account because the internet advertisements reach potential applicants on a global scale, which is one of the Municipality's recruitment techniques highlighted in this study.

### **2.4.2. Talent and Performance Management Policy (2018)**

The lack of skilled workers leads to subpar service delivery, improper hiring procedures, and staff turnover, which costs the municipality employees who voluntarily leave their jobs. This issue has been identified as one of the main difficulties in this study's research. As a result, the municipality's primary procedures for fostering efficient municipal service delivery ought to be talent and performance management. The Talent and Performance Management Policy, which serves as the municipality's primary performance management monitoring instrument, was created by the eThekweni Municipality in addition to other labour policies.

The Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) states in Section K that Local governments must use performance management systems that are in proportion to the municipal resources and that are in alignment with the priorities, objectives, performance key indicators, and targets contained in the Integrated Development Plan. According to Section 57 of the eThekweni Talent and Performance Management Policy (2018), the Municipality must link its objectives with this provision. In other words, municipalities must ensure that they evaluate results in relation to the strategies, programs, and goals outlined in the project plans and programmes of each Unit.

Creating project plans is essential to making sure that employees' performance is evaluated. Since training and development may be provided based on the results of the performance assessments, this can assist address the problem of staff employees being let go due to subpar performance. Line managers and HR managers can use talent and performance management policies to help them uncover workplace inefficiencies and make necessary changes so that employees can become productive members of the delivery of effective and efficient municipal services.

### **2.4.3. Employment Sector Employment Working Paper No. 127 of (2015)**

Around the world, organizations operate in a remarkably wide range of ways. Because of the intense rivalry, businesses must develop tactics to stand out from their rivals. Al Aina and Atan (2020) claim that organizations work to maintain themselves in the global labour market. This is a result of the increased use of technological advancements and contemporary employment practices in the industries. According to Al Aina and Atan (2020), organizations must create strategies that direct the efficiency of talent acquisition. One of the policy documents that

municipalities might embrace is Employment Sector Employment Working Paper No. 127 in order to make sure that they enhance their reputation with regard to hiring practices. This can assist communities in finding and keeping high-performing workers. According to Al Aina and Atan (2020), the policy is crucial, particularly in guaranteeing that organizational performance is improved. This policy is adopted by the eThekweni Municipality as well since it aids in accomplishing the aims of the Talent and Performance Management Policy.

## **2.5. The Future of Talent Acquisition in South Africa**

According to the literature collected in this study, numerous talent acquisition gaps have been found in government organizations, particularly in the eThekweni Municipality. In this way, it is crucial to have a summary of South Africa's plans for talent acquisition. According to Hargroves (2023), organizations need to place a greater emphasis on the need to hire qualified workers as they look to the future of talent acquisition. As a result of the rapid advancement of technology, hiring will become more urgent, and businesses will require the right people with the necessary skills to implement future talent acquisition plans.

The following factors are listed by Hargroves (2023) as barriers to quick hiring: a lack of qualified candidates, job-hopping, ineffective assessments, poor cultural fits, high volumes, prohibitive costs, the competition for top talent, a lack of value time, a lack of candidate visibility, dishonest applicants, remote hiring, and inconsistent hiring procedures. The elements significantly contribute to the difficulty of hiring in South Africa. These factors, according to Hargroves (2023), include the difficulty in finding skilled workers due to current skill shortages, employees who are unable to complete their assessments on time, or only employees who find it difficult to adapt to the work culture under which they are recruited. The success of hiring or acquiring talent may be hampered by all these difficulties.

De Wet (2021) asserts that South African employers should be prepared for changes in recruiting throughout time, while Hargroves (2023) addresses some of the difficulties in hiring quickly, including the lack of available talents, hiring via distant means, and high hiring prices. De Wet (2021) demonstrates how the widespread Covid-19 outbreak has sparked a demand for technology and a shift to the digital world across all sectors of industry. This explains how Hargrove's study refers to these issues, such as the higher cost of hiring and the difficulties associated with remote employment. Living expenses have skyrocketed, and there are glitches brought on by technology. In South Africa, one such issue is the recent increase in loadshedding in such areas, which can

detract from job interviews and slow down hiring. De Wet (2021) contends that technology will continue to play a significant part in ensuring the success of the future of talent acquisition despite the challenges still provided by the changing nature of society.

It can be claimed that the South African talent acquisition industry will undergo significant change soon. De Wet (2021) lists a few of these changes as follows: One-way video interview software enables businesses to cut down on the time spent on in-person interviews by asking candidates to submit videos outlining their skill set. This software typically saves businesses money because it allows for a quick selection process that ensures that only qualified and deserving candidates are given consideration for a position.

Other changes in talent acquisition could be “the introduction of integrated recruitment management software”. De Wet (2021) defines this as a tool that can reduce traditional methods of recruitment, such as face-to-face interviews, and selection methods, by using computerised system to swiftly process applications and select the best candidates. This can have negative effects such as excluding the right candidates from job opportunities because of human errors that might be found on one’s curriculum vitae. However, this can also improve and assist in fast hiring, as mentioned by Hargroves (2023) as one of the key futuristic changes to talent acquisition.

According to Walters (2022), there are many factors to consider when thinking about the future of talent acquisition. These factors can also include focusing on futuristic talent acquisition strategies that focus on gender diversity and leadership. Walters (2022) asserts that there are many reasons why businesses struggle to be competitive in their industries, and some of the reasons are that companies fail to address the issue of women who voluntarily leave their employers and why women are not well represented in the business industries. Women seek balance in their lives where they need to be mothers, wives, and professionals at the same time, and that sometimes causes a strain in women’s lives, and they end up neglecting their professional careers. According to Walters (2022), it would be such a great strategy if organisations would consider providing flexibility to women in the workplace and make user-friendly policies which deal with issues of family and maternity. In other words, if companies can be open to understanding the uniqueness of women in a professional workplace, then policies that support women being in business and being family-oriented at the same time might encourage more women’s representation in the workforce globally.

The future of talent acquisition can also be based on what the future looks like. For example, in these recent times where a need for most companies to go digital has arisen and such factors cannot be ignored, the introduction of hybrid and remote work has been introduced. The concepts

of technological adaptation as well as companies that introduce a work culture that supports the life balance of women can be achieved because having companies that provide both hybrid and remote roles can allow that flexibility in terms of balancing work life with family life. An employment agency called “RecruitMyMom” is also one of the companies that have catalysed the need for futuristic talent acquisition that supports women.

According to “RecruitMyMom” (2023), this organization was founded in 2012 by its founder and CEO, Phillipa Geard, a mother of two and an enthusiastic South African businesswoman. Phillipa was inspired by the sight of many talented and skilled mothers quitting their professional careers because they were unable to create a balance between family life and work. The company specializes in remote or hybrid advertising jobs that give women flexibility and are available all over the world. The “RecruitMyMom” initiative concurs with Walters' observation from 2021 that some women quit their jobs because they cannot find a balance between their roles and that, as a result, it would be the perfect way to address their requirements. when discussing the future of talent acquisition in greater detail.

The world will need to adjust and adapt to the new norm and diversity that the world of digitalization introduces to workplaces if talent acquisition is to succeed in the future. This will necessitate not only employers, but also the entire world. The ability of individuals to embrace change and put into practice constructive work practices that result in excellent workplace outcomes and, in turn, support well-organized and effective service delivery will be key to the future success of talent acquisition.

## **2.6. Chapter Summary**

The review of the literature has brought to light the significance of putting policies, procedures, and systems in place that enable efficient and successful methods for acquiring talent. According to this study, majority of service delivery gaps are caused by improper organizational procedures being used. There are several methods of hiring used in the eThekweni Municipality, including traditional and electronic hiring, which look for a variety of talent. Additionally, literature demonstrates how communities end up blaming and protesting the municipal services they receive. The study does, however, also demonstrate how a successful application of talent acquisition strategies, practices, and policies can increase the likelihood of hiring the best candidates who will improve municipal service delivery.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1. Introduction**

Although there is frequently misunderstanding between research technique and research methods, these ideas are not the same. Research methodology, according to Goundar (2012), examines the techniques and the research tools the researcher uses, whereas research methodology focuses on the methods the researcher uses to carry out the study. In other terms, research methodology is a methodical approach or procedure that a researcher uses to do research or solve a certain problem. The research approach used in the study is highlighted in this section. In addition to the data gathering, sampling, population, reliability, validity, and ethical considerations, it also involves the study philosophy and design.

### **3.2. Research Paradigm**

A research paradigm, according to Kivunja (2018), is any implications brought on by choices made during the study process. These have to do with the approach or kind of study that the researcher chooses to conduct in search of solutions or answers to the identified issue. Research paradigm and research philosophy are related. According to Ukauskas, Vveinhardt and Andriukaitien (2018), research philosophy refers to the best methods for gathering, analysing, and using data about a phenomenon. Research philosophy is described as a set of beliefs and presumptions regarding the progress of knowledge by Saunders, Lewis, and Thornhill (2014).

The two research philosophies of doxology and epistemology are examined in this paper. What is understood as truth is called epistemology, and what is thought to be true is called doxology. Therefore, the goal of this research is to convert doxa, or things believed, to episteme, or simply doxa to episteme. The research pays attention to the tendencies in research philosophy, including positivist, interpretivist, and pragmatic research philosophy, and it accepts both the pragmatism paradigm and the positivist research philosophy.

#### **3.2.1. Interpretivism**

The ways in which people interact with the social world are given the most consideration, according to Saunders, Lewis, and Thornhill's (2009) interpretivism. According to interpretivists, the social world is too complicated to be understood using theory laws, and if the world is reduced to generalizations that resemble laws, there is a great likelihood that new and profound discoveries would be lost. When a researcher wants a deeper comprehension of reality through the participant's

eyes, interpretivism is used. Participants' perceptions of realism differ, and these perceptions are shaped by the social conceptions they give meaning to. Language, perception, symbols, documents, tools, shared understandings, inferences, and observations are just a few examples of social constructs, which are frequently conveyed through the voices, activities, beliefs, and actions of the participants. In this study, the interpretivist research philosophy was applied.

Using interpretivism as a research philosophy in this study was chosen because it enabled the researcher to learn new information from the participants' varied perspectives, each of whom offered their own interpretation of the phenomenon. Because of its perspective on complexity, richness, numerous interpretations, and meaning making, the interpretivism philosophy was used. This provided the participants a more comprehensive perspective on the ideas and opinions expressed.

### **3.2.3. Pragmatism Paradigm**

Saunders et al. (2009) assert that there is no philosophical system to which pragmatism belongs or actuality and instead tries to merge objectivism and subjectivism, facts and values, accurate and severe knowledge. This assertion shows the researchers' independence. Pragmatists dispute the notion that the world cannot be comprehended from a single perspective, but rather, must be comprehended from a range of viewpoints since there are different realities, according to research pragmatism, which claims that the research problem must determine the research philosophy. According to Žukauskas *et al.* (2018), the pragmatic research philosophy enables researchers to conduct studies without being constrained by preconceived views of reality and truth. Instead, it enables researchers to focus on what is valuable and suitable, and the findings will be consistent with their beliefs.

The pragmatism paradigm was chosen for this study to give a thorough analysis of the problem and to give participants the chance to elaborate on their experiences with the talent acquisition system in the eThekweni Municipality. This paradigm also helped in the exploration of potential feasible ways to close the municipality's current talent acquisition success plan.

### **3.2.5. Research Design**

The authenticity and correctness of the data supplied to the audience will be improved if the researcher has a system in place for reviewing and filtering the data. The researcher can avoid

incorrect interpretation of the collected and presented data by having a clear plan and guidelines for how to analyse the collected data. Investigation design is described by Saunders et al. (2009) as an approach used throughout the investigation and analysis of data that the researcher has gathered.

In his discussion of two research designs, Dudovskiy (2022) distinguishes between exploratory research and conclusive research, stating that the former aims to explore aspects of the research while the latter seeks to offer definitive responses to the study questions that the researcher has posed; and is typically used to support a hypothesis they have developed. Investigative research was used in this investigation.

An exploratory study was used to examine the many viewpoints, opinions, and individual perspectives on hiring talent in the eThekweni Metropolitan Municipality. The researcher and the target community were able to participate in a wide range of interactions, thanks to the use of surveys, interviews, and questionnaires. As a result, the study produced several helpful recommendations that other local government organizations can apply.

### **3.3. Research Strategy**

Saunders et al. (2009) define a research strategy as a "General plan of how the researcher will go about answering the research questions". Williams (2007) asserts that the research topics, time constraints, and resources at hand all participate in the choice of which research technique to use. Examples of Research methods include experimentation, case studies, surveys, action research, ethnography, archival research, and grounded theory. According to Saunders et al. (2009), deductive reasoning and inductive reasoning, or interpretivism research tactics, make up most research methods.

Research methods such as experiments and surveys are considered positivist research methods, whereas phenomenological research methods include action research, case studies, ethnographies, grounded theories, and archive methods. According to Williams (2007), a phenomenology research strategy is one that focuses on people's actual experiences in the world. When attempting to get various opinions from people regarding a specific subject, this research technique might be helpful. The phenomenological research approach was employed in this study.

A phenomenological technique was adopted in the study because it offers rich qualitative data on the phenomena under investigation. It was chosen since it makes it possible to come up with

original ideas and shows how different elements work together. It was also employed because it sheds light on meanings and broadens the scope of the researcher's experiences. The rationale for selecting this research design also rests on the premise that it will enable more comprehensive perspectives on talent acquisition and how people perceive the efficacy of talent acquisition strategies for enhancing municipal service delivery (through interviews and questionnaires).

### **3.4. Research Method**

Research methodology, as defined by Williams (2007), is the combination of several approaches used by scientists to investigate various scenarios or the actions that are conducted during the research process, such as sampling procedures, sample selection, research tools, data gathering, storage, and analysis. Understanding the research approach is primarily concerned with determining how the information or data from the study's respondents will be gathered, examined, and evaluated. Quantitative, qualitative, and mixed method research are a few possible research approaches. A mixed-methods approach will be used for this study.

#### **3.4.1. Mixed Methods Research Methodology (MMR)**

A mixed method study, in the words of Cohen, Manion, and Morrison (2007), is a logical synthesis of qualitative and quantitative methodologies in a single study with the goal of gaining a comprehensive understanding and in-depth insight into a phenomenon. The use of mixed techniques, according to Williams (2007), is employed when the research questions are not in a position to be clearly answered by either qualitative or quantitative research procedures.

The advantages and disadvantages of both qualitative and quantitative research procedures are balanced out by mixed methods. In other words, a research methodology that aims to evaluate every component of the sample that is selected to be studied is known as a mixed-method research approach. As part of this, statistical data perspectives and judgments of the research participants will also be recorded and analysed. This study will use a mixed-method approach.

A mixed-method research approach was used to emphasize different perspectives on municipalities' talent acquisition procedures and plans and to ensure that thorough data was gathered. It was chosen because of its capacity to offer intricate linguistic descriptions of how respondents comprehend the idea of talent management. The choice of mixed-method research

was made because it examines data on both a statistical and theoretical level. To make sure the study can compare and find gaps in the Municipality, this is necessary.

### 3.5. Study Area

This study was carried out in the KwaZulu-Natal (KZN) province's eThekweni Municipality, which is located in the City of Durban. Below is an illustration of the Municipality's map:



Photo by: <https://municipalities.co.za/map/5/ethekwini-metropolitan-municipality>

### 3.6. The Study Population

According to Murphy (2016), a population is a collection of people who have certain traits in common or characteristics, which the researcher will use to generalize about the entire population. This study attempted to target a certain group of residents in the eThekweni Municipality. The eThekweni Municipality Human Resource Department reported that the municipality has 22,000 employees in 2020. The study, however, focused on the personnel from the highest pertinent departments, employees, or units.

The Human Resource Management Unit, the Bargaining Council, political office holders, senior positions like (Deputy Heads or Heads of several Departments), as well as junior staff workers, fell under this category. This helped in gathering a range of viewpoints and ideas about the study. The justification for the population of the study being inclusive of all levels in the target demographic is

to keep in mind that this is a broad HR issue, thus gathering multiple perspectives may help in finding all the potential solutions.

### **3.7. Sampling**

It is typically not possible for a researcher to gather data from every member of a group of people when they perform a study on them, claim Opara and Christopher (2022). The procedure of choosing the people or groups who will take part in your study may therefore be described as sampling. According to Zungu et al. (2020), sampling is carried out in order to accurately represent the entire population that is being investigated at the time; nevertheless, Opara and Christopher (2022) emphasize that sampling is a choice of a subset of the population that is of interest to the study.

To put it another way, sampling is the process of picking the appropriate subjects for a study to provide the researcher with accurate and coherent data. Choosing a representative sample from the target population is the procedure that is referred to as sampling. It is an essential tool for research studies since sometimes the population is made up of too many components or individuals for any research to incorporate them as participants. To save time and costs, sampling is crucial in research because it might not always be possible to obtain data from the complete population. If the sample is adequately done, it can provide an appropriate population representation, and under these circumstances, the gathered data can be inferred.

### **3.8. Sampling Method**

The term "sampling method" (Turner, 2020) refers to the process of choosing the study's population. Turner (2020) emphasizes that it is unrealistic to assume that everyone in the population group will participate; hence, only a select few people are chosen to take part in the study. In the sections that follow, we'll talk about how the study chose its participants and how it aided in gathering accurate and trustworthy data.

#### **3.8.1. Selection Criteria**

A sample criterion should be carefully chosen by every researcher because it can determine the outcome of the study. To enable the collection of reliable and accurate data, the researcher must make this choice with extreme caution. Segbenya and Berisie (2020) state that sampling criteria may consider both probability-based and non-probability sampling. While using a non-probability

sampling technique, samples are gathered in a way that does not provide an equal likelihood of each component being selected. Probability sampling gives each element an equal chance of being chosen. The non-probability sampling technique, according to Saunders et al., (2009), uses units that occasionally have a likelihood of selection equal to zero. This type of sampling employs techniques like cluster sampling, stratified random sampling, systematic sampling, and simple random sampling.

As a random sample of employees will be used in this investigation, a purposive sampling strategy was employed. To put it another way, this survey randomly selected participants, and 14 employees took part, which was seen to point in the right direction for improving perceptions of talent acquisition in the eThekweni Metropolitan Municipality. This sampling strategy was used in this investigation because it is quick and economical. This made the data collection process manageable. Non-probability sampling was used to conduct this study to provide a better understanding of how talent acquisition functions in the eThekweni Municipality. The main reason for choosing a non-probability sampling method was to have more flexibility in recruiting participants for the study.

### **3.9. Sample Size**

To participate in the study, ten staff members from various divisions and departments were chosen as a sample, including at least two senior-level employees, two members of the executive committee, four junior or operational employees, and two political office holders. Therefore, the sample size for this investigation was twenty (20).

This sample size offered neutral information because it represented all municipal hierarchies. Purposive sampling was used to choose the sample. Purposive sampling was utilized in the study merely because the data gathered from the population group that was chosen to participate will be evaluated according to the researcher's judgment. Based on the data the chosen population provided while taking part in the study, inferences were drawn about the findings. Selected people were interviewed, and the results of these interviews formed the basis for the purposive sampling technique.

### **3.10. Data Collection Methods**

When conducting research, the researcher must thoroughly determine how the data will be gathered to obtain as much data as feasible. According to Theofanidis and Fountouki (2019), a data collection method is a practical strategy or instrument utilized by a researcher to gather information necessary to address a certain study issue. This study used non-probability sampling to identify the study population and then conducted interviews and questionnaires with them. Data on the study questions emphasized in this research project were intended to be collected using these interviews and questionnaires.

A research interview, according to Turner and Endres (2017), is a tool used by researchers to obtain data on a certain subject. Participants in this study had the opportunity to discuss the research issue in depth through structured research interviews, which were utilised in this study. While the researcher had typical research questions, there were open-ended questions during the participant interviews that permitted the participants to go deeper into the subject.

The use of open-ended questions was justified in part by allowing participants to delve deeper into discussions that aid in eliciting people's precise opinions and thoughts about the study. The researcher was able to make recommendations based on people's opinions thanks to the use of questionnaires that were more heavily focused on the research topics. Annexures 1 and 2 of this research dissertations contain samples of interview and questionnaire questions.

### **3.11. Data Analysis**

The analysis of data is a useful tool for trying to better comprehend the opinions of the populace. Kiger and Varpio (2020) claim that data analysis is the process of carefully inspecting, cleaning, and modelling data to extract meaning from it. They also claim that condensing a lot of data into a manageable amount is what data analysis entails: creating summaries, searching for patterns, and using statistical techniques. The research questions and the literature review should be triangulated with the data analysis. Thematic analysis was used to analyse the collected data in this study.

Thematic analysis, according to Aronsson et al. (2021), entails several phases and processes, including grouping the collected data, recognizing, and classifying numerous research-related concepts, coding the data, and spotting distinct themes in the data. Since MMR was used in the study, the data was carefully examined after collection, and all numerical data obtained by quantitative research methods will be compared to the qualitative data to generate reliable study

conclusions. Google Forms were employed to collect and analyse the data. The results of the Google form were then discussed in a report that was written. To derive reliable findings, it is necessary to synchronize the responses of several people. The following components of data analysis were considered when analysing the study's data:

### **3.11.1. Validity and Reliability**

There must be a specific issue that arises and requires examination or evaluation to undertake research. The study findings that will serve as the foundation for the solution must be trustworthy and useable by the recipients. According to Brink (1993), each research tool must be reliable and valid. In other words, people must be able to trust your study and the solutions it offers. It should be possible for the research subjects to trust that the researcher will present truthful and accurate results. Trustworthiness, credibility, transferability, reliability, and conformability are some of the methods that will be used to accomplish this. Following are these:

#### **3.11.1.1. Trustworthiness**

The participants must be able to trust the researcher early on so that they can open and share their responses without worrying that the researcher will find out. According to Brink (1993), the ideas of rationality and dependability cannot be stated in a work by a natural historian; thus, in qualitative investigations, the legitimacy and dependability of the interviews are evaluated through the process of trustworthiness. According to Golafshani (2015), trustworthiness is the capacity of the researcher to deliver data that viewers can rely on and believe. According to Golafshani (2015), credibility, transferability, confirmability, and dependability are the four components that are frequently used to describe trustworthiness. Next, we'll talk about these constructs:

##### **(a) Credibility**

Credibility seeks to address questions such as how the researcher can be certain that the results are reliable and true or whether the findings relate to reality. Since personal judgments are involved in qualitative research and the researcher has no control over the study, it can be difficult to interpret the findings and demonstrate that they are accurate, according to Moon, Brewer, et al. (2016). As a result, credibility is important in qualitative research.

Credibility is used to demonstrate that the conclusions accurately reflect the original thoughts of the participants and were derived from their original data. Credibility in this study was built through

repeated listening to audio clips, editing the scripts once they have been transcribed, and outlining the research procedures utilized to come to the conclusions.

### **(b) Transferability**

The best feature of solutions should be their capacity for adoption, evaluation by various parties, and ultimately application to improve circumstances. The focus of research is on finding solutions to problems that already exist. If a researcher can transfer the solutions taken from the study, it can help the organization being researched as well as be used as a benchmark by other organizations and help find solutions to problems that already exist.

Transferability, according to Golafshani (2015), relates to how well the study's findings may be applied in different situations. In other words, the capability of the researcher to convert the data they have collected into practical answers is what is meant by transferability. This study intended to gather information that can be used or adopted by other local government organizations as well as the eThekweni Municipality, giving them a chance to compare their practices to those recommended by the study's conclusions.

### **(c) Dependability**

Dependability is defined by Petty, Thomson, and Stew (2012) as the extent to which the study may be repeated, and variances understood. Dependability demonstrates whether the research process was stable and whether the analytic procedure adhered to the acknowledged norms of the chosen design. There is a list and explanation of every technique and process used to gather data from the participants.

### **(d) Conformability**

Golafshani (2015) defines confirmability as the degree to which the results are the result of the investigation and not due to the researcher's bias. In this case, the researcher's findings will be unbiased, and the outcomes must be independently validated by other researchers. To give assurance that the findings of this study are verifiable, triangulation, an audit trial, study restrictions, researcher admission of research views and assumptions, and a pilot study were conducted.

### **3.12. Chapter Summary**

Research methods and philosophy were covered in this chapter. The use of mixed-methods research methodology was highlighted among other data collection methods and tactics. The study also investigated sampling techniques, which demonstrate how sampling was done, and sample sizes of at least 20 individuals, which facilitated a successful study. To obtain participant opinions and ideas regarding the research issue, questionnaires and interviews were also used. This chapter also highlighted the significance of using efficient data analysis techniques to guarantee the quality and correctness of the information gathered.

## **CHAPTER FOUR: DATA PRESENTATION, ANALYSIS, AND INTERPRETATION**

### **4.1. Introduction**

In this chapter, the goal is to describe the study findings and go into greater detail about them by looking at and interpreting the data that was gathered. The information was gathered from employees of the eThekweni Municipality about their opinions of how hiring new talent affects the provision of municipal services in eThekweni. The Google Form, an online tool that lets Google users construct forms and surveys, was utilised to collect and analyse data. The results of this study demonstrate a relationship between the data presented and the literature review to provide a basis for deriving specific conclusions about opinions on the difficulties, tactics, and procedures of talent acquisition in the eThekweni Municipality.

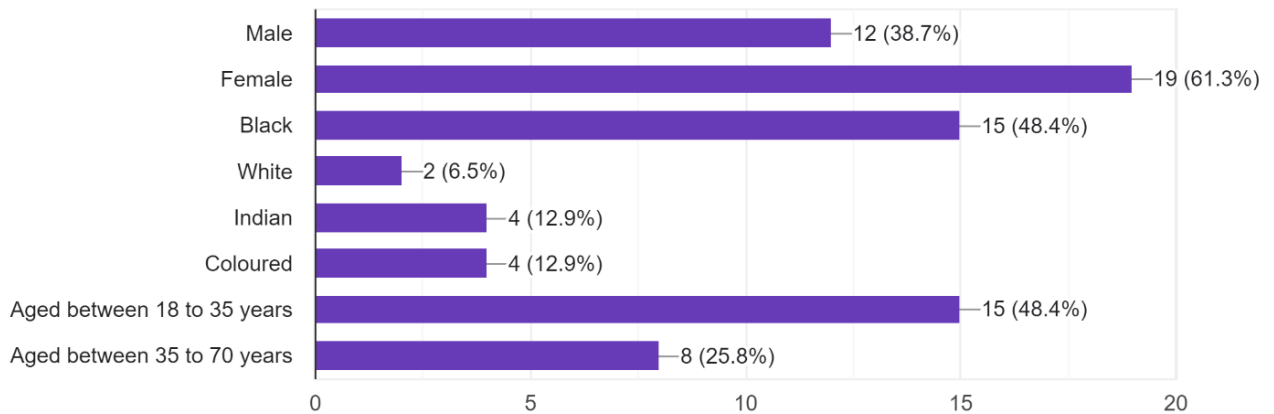
### **4.2. Data presentation, analysis, and interpretation**

The charts below show the total and variety of people that participated. They also show the percentages of respondents and their experiences regarding talent acquisition.

#### 4.2.1. Questionnaire Schedule: Impact of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality (Questions and Responses)

##### Section A: Biographical Details

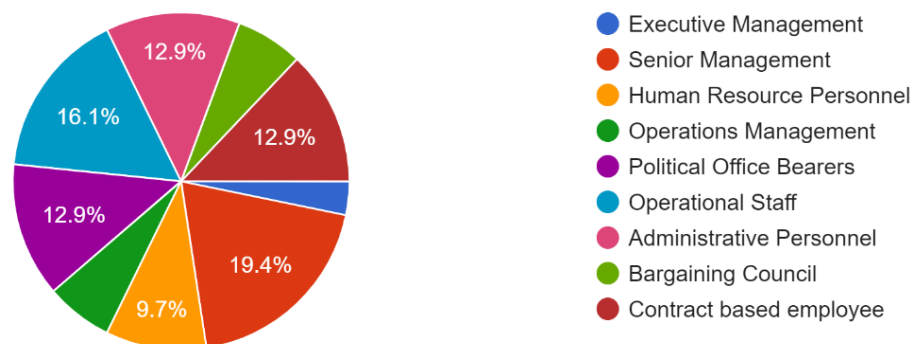
31 responses



The total number of respondents who filled out the survey is shown in the section A chart above. 19 female respondents constituted 61,3% of the total, while 12 male respondents constituted 38,7%. This demonstrates the diversity of the study since it also considered the various racial groupings mentioned above.

##### Category of Respondent

31 responses



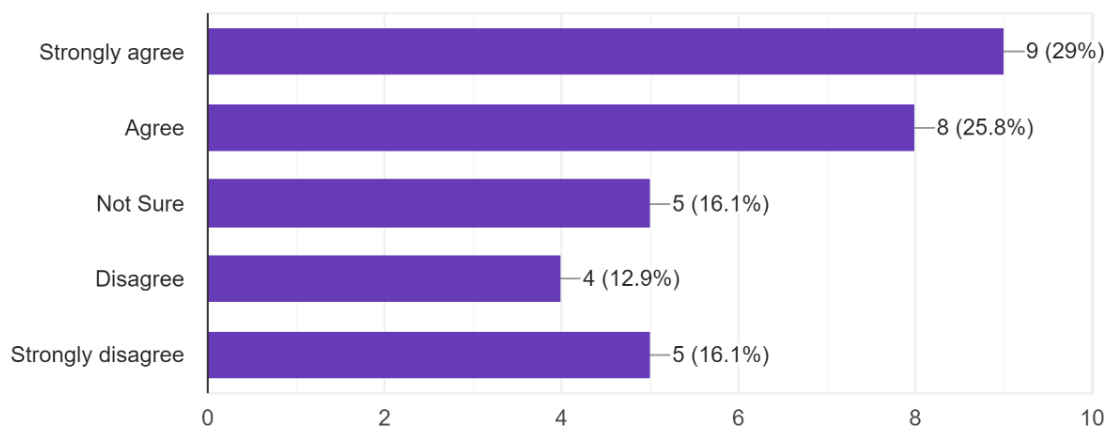
The executive management of the eThekweni Municipality, human resource specialists, participants in day-to-day operations, political office obstacles to obtain the political perspective on talent

acquisition in eThekweni, as well as the bargaining council, which represents the interests of the workers, were among the respondents to this study. In order to avoid bias and obtain the full sentiments and opinions of the employees who deal directly with municipal service delivery as well as those who are involved in the implementation of all human resources policies and procedures, only a small number of HR personnel respondents were included in this study. These respondents were as follows:

- 1 Executive Management respondent constituting 3,2%.
- 6 Senior Management respondents constituting 19,4%.
- 3 Human Resource personnel constituting 10,3%.
- 9 Operational staff members constituting 22,6%.
- 4 Political office bearers constituting 12,9%.
- 4 Administrative staff constituting 12, 9%.
- 2 members of trade unions constituting 6,5% and
- 4 contract-based employees constituting 12,9%.

1. The current eThekweni Municipality talent acquisition management has a positive impact on day-to-day productivity in the workplace

31 responses

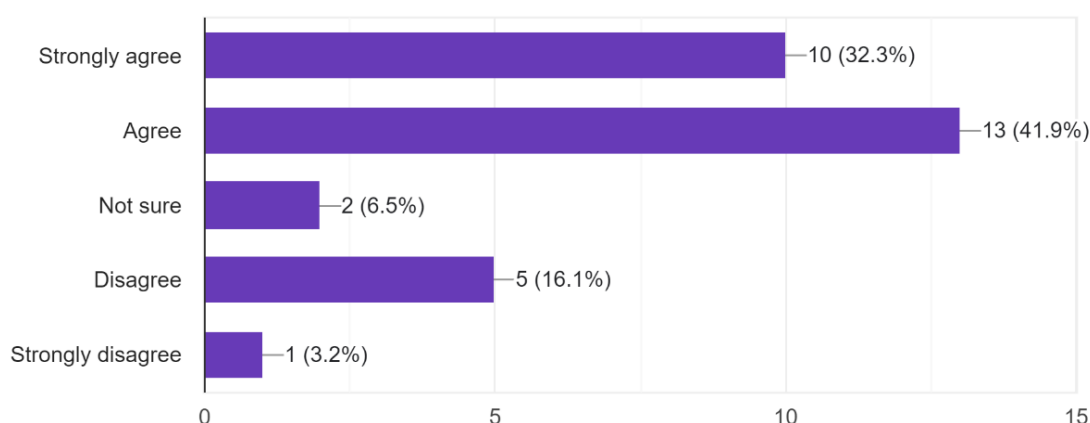


According to the data shown in the graph above, 4 respondents (12, 9%) and 5 respondents (16,1%) strongly disagree that the eThekweni Municipality's talent acquisition program is improving the quality of services provided. As a result, at least 31 percent (%) of the employees of the eThekweni Municipality believe that talent acquisition management has had no beneficial influence on the Municipality. In other words, they continue to notice flaws in the processes, procedures, and compensation. While 5 respondents, or 16.1% of the total, are unsure whether talent acquisition

has a beneficial effect on service delivery. Eight respondents, or 25.8%, and nine respondents, or 29%, concur that hiring talent has a favourable effect on the provision of municipal services. It follows that at least 54,8% of respondents concur that improving municipal service delivery is a goal of the eThekweni Municipality's talent acquisition strategy. This demonstrates that there are still gaps in talent acquisition strategy which can be filled by enhancing processes and procedures. Since 31% of respondents still do not see any benefit and 16% are unsure if the proper methods, procedures, or tools are being used, upgrading the talent acquisition strategy is still urgently needed.

2. The induction and ongoing training & development of eThekweni employees encourages efficiency and competency in the Municipality.

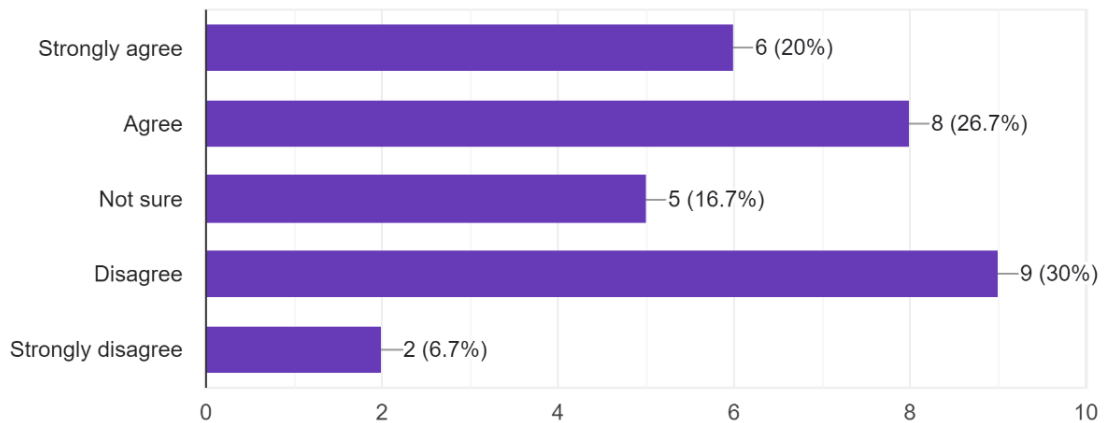
31 responses



Induction and training are essential for ensuring that eThekweni personnel are well-versed and skilled. If the eThekweni Municipality can implement proper induction and training, employees can be well-equipped and can enhance their productivity in the workplace, which will improve service delivery. 10 employees, or 32.3% of the workforce, strongly agree, while 13 employees, or 41.9% of the workforce, agree. The participants think they can excel in their employment positions with the training programs the Municipality conducts. 19,3% of the employees, or 5 people, do not feel that training may enhance service performance. As much as some employees do not think that training can affect people's productivity, majority of respondents think that with proper training and development, a lot of service delivery outcomes can be achieved. However, two respondents were unsure if there is any role that training plays in promoting service delivery. Therefore, it is strongly advised that the Municipality concentrate on the training and development of its staff to raise productivity and therefore, increase the delivery of municipal services.

### 3. Staff-turnover is a major issue that eThekweni Municipality is currently facing.

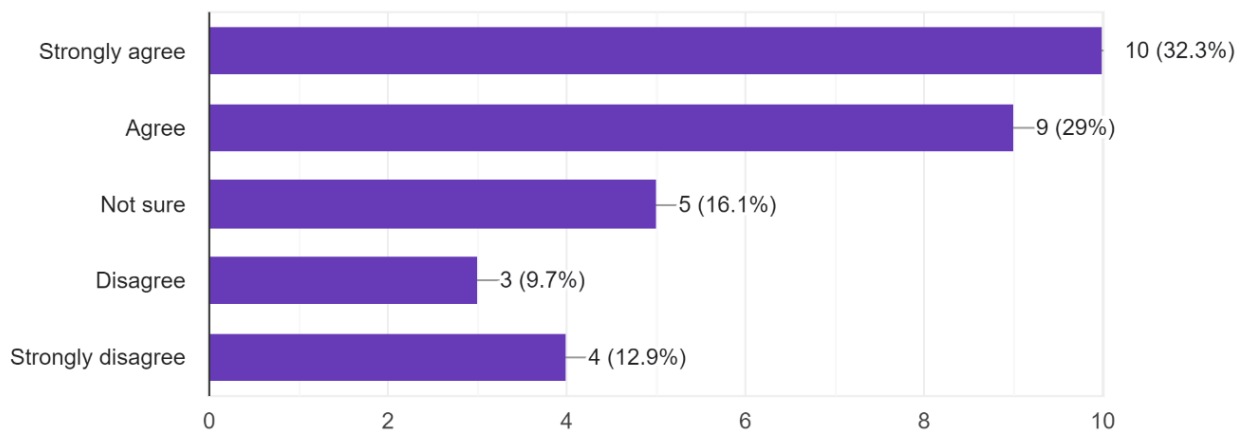
30 responses



Staff turnover was previously defined in this study as the situation in which workers freely leave their companies. The study in eThekweni reveals that at least 14 respondents, or 46,7%, agree or strongly agree that employees leave their companies when they find new opportunities. 5, or 16.7%, of the respondents were unsure about the factors influencing employee turnover. Staff turnover is a problem for eThekweni, according to 9 respondents, or 30% of the sample, and 2 respondents, or 6.7%. 16,7% of respondents, or 5 respondents, are unsure whether high staff turnover is a concern. Although some employees might disagree with the notion that staff turnover is a concern, majority of respondents - 46,7% -agree that it is a problem for the Municipality. Thus, the Municipality's capacity to retain staff suffers from growing gaps. Additionally, the research makes suggestions for how the Municipality can keep its staff.

#### 4. Human Resource Department plays a major role in motivating eThekwini employees.

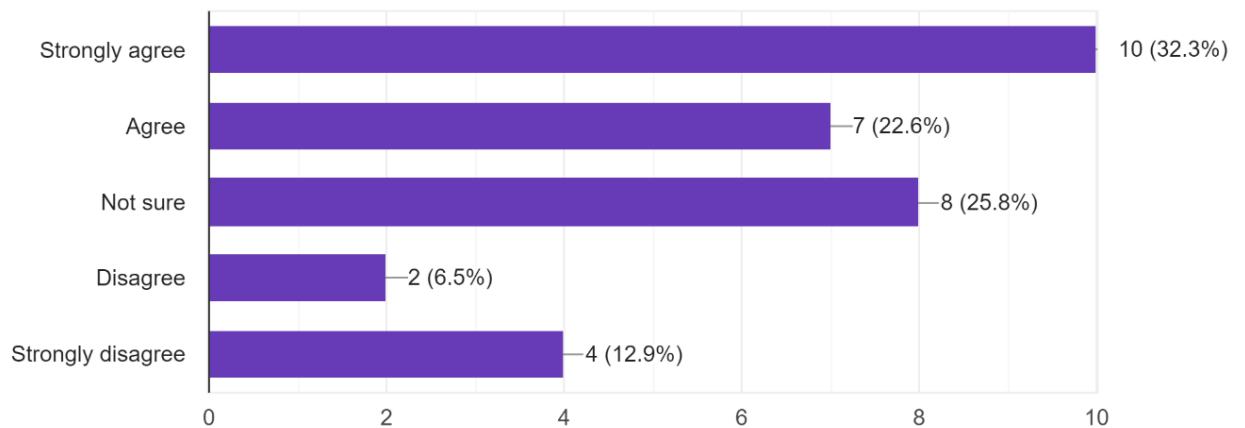
31 responses



According to the chart, most workers feel that human resources should serve as the foundation of every organization, including in this case, the eThekwini Municipality. 58,6% of the participants concur that the HR department should be essential in energizing workers. While 24,1% of respondents disagree that HR has a role in energizing employees. This implies that the eThekwini Municipality must constantly make sure that their HR department is very effective and that they have programs that encourage workers to be productive at work. This can be accomplished by utilizing a variety of systematic tools, such as incentive systems. Through discussions with the participants, it was revealed that the Municipality has reward systems like performance bonuses that motivate the staff to better perform in their individual departments.

5. eThekweni Municipality policies and procedures support the employee growth and development.

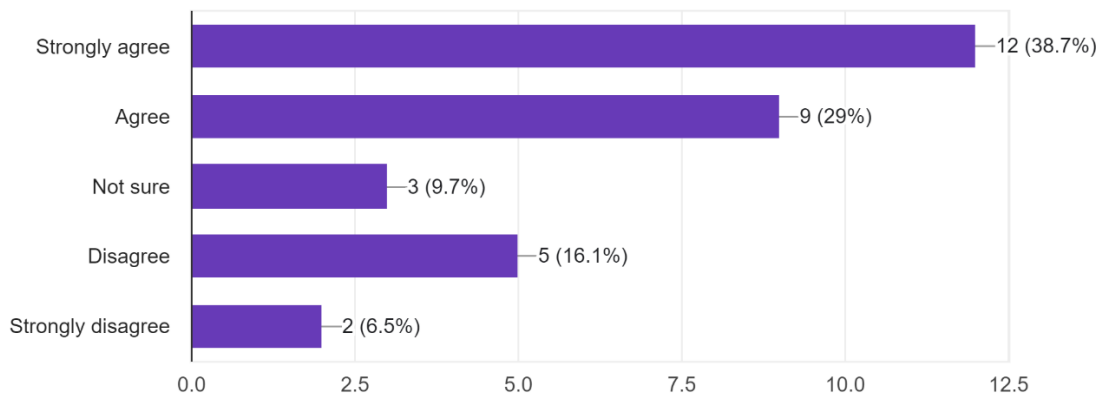
31 responses



The organization's everyday activities are guided by its policies and procedures, which also reflect the organizational culture. According to Chart 5 above, eThekweni's policies and processes enhance staff growth and development, with 10 respondents—or 32.3%—strongly agreeing and 7 respondents—or 22.6%—agreeing. There are 8 respondents, or a percentage of 25,8%, who are unsure whether policies foster growth and development. The policies support employee growth and development, according to 4 people (12.9%), who strongly agree with this statement, and the remaining 2 respondents (6.5%), who disagree. Majority of survey participants think that the Municipality's policies encourage growth. However, there is still potential for improvement in terms of policies that promote employee wellbeing and, as a result, increase the delivery of municipal services.

6. There are still gaps in Human Resource management in the eThekweni Municipality especially with regards to talent acquisition.

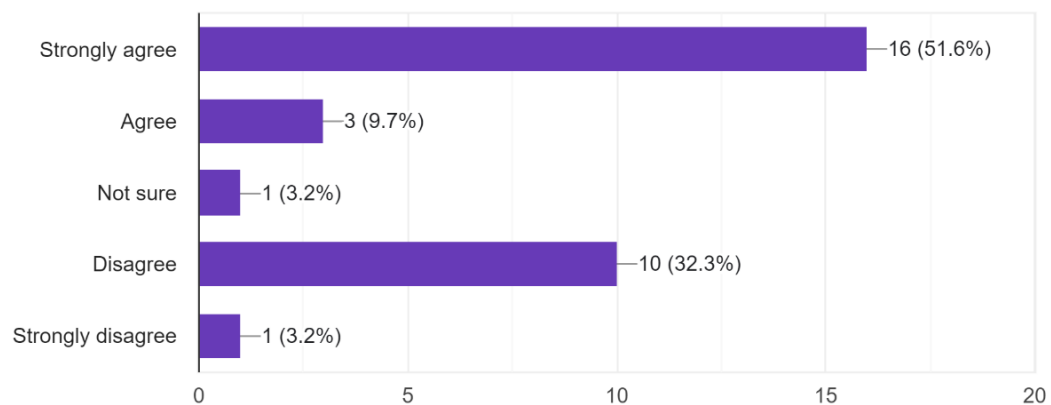
31 responses



If there are any issues with how human resources are managed, eThekweni employees are the ideal people to ask. There are still inadequacies in eThekweni's human resource management, according to 12 respondents, who represent 38,7% of the total, and 9 respondents, who account for 29% of the total. In terms of whether there are inequities in human resource management, 3 respondents, or 9,7%, are unsure, 5 respondents, or 16,1%, disagree, and 2 respondents, or 6,5%, severely disagree. Majority of the respondents think that the eThekweni Municipality's talent acquisition process still has significant deficiencies. In this notion of human resource management, their opinions regarding methods, procedures, the hiring process, compensation, and training and development programs were examined, even though fewer respondents indicated they were pleased with eThekweni's human resource management. However, given that majority of participants in all the responses concur that there is still a significant gap, the study is clearly acceptable because it will suggest methods to close these gaps, which will foster harmony in a workplace with motivated employees who are eager to provide services efficiently.

### 7. Remuneration is the greatest motivator for people to want to work for the eThekweni Municipality.

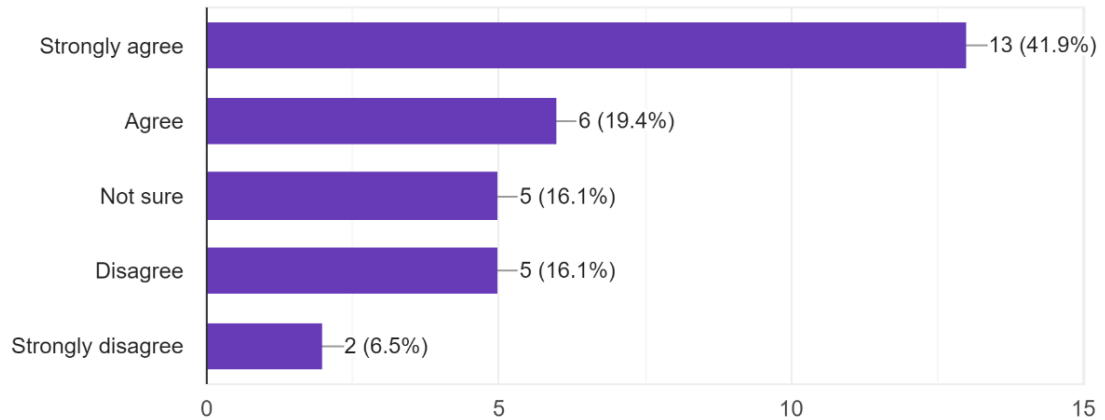
31 responses



The employer's way of rewarding workers for their productivity at work is known as remuneration. As a result, the study also made an effort to learn what employees thought about the Municipality's salaries and earnings. 16 respondents—or 51.6%—strongly agree, 3 respondents—or 9.7% agree, 1 respondent—or 3.2%—is not at all in agreement, 10 respondents—or 32.3%—disagree, and 1 respondent—or 3.2%—strongly disagrees that being paid well is the main reason people want to work for eThekweni. This demonstrates that, notwithstanding any talent acquisition or human resources strategy, eThekweni is succeeding in rewarding employees for their efforts. Majority of respondents feel that they are well compensated, even though some disagree.

8. Performance Management Plan within the eThekweni Municipality motivates employees to excel in their current role and it helps in retaining the employees.

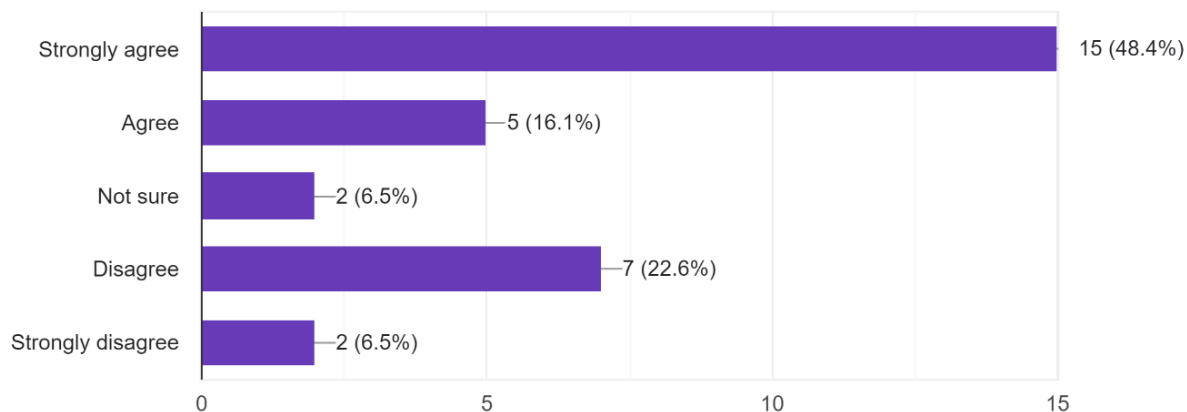
31 responses



An employer can gain insight into the Municipality's performance management situation and see what needs to be changed on both the employee's and employer's ends by asking employees for their opinions on performance management. Performance management in eThekweni inspires workers to excel in their jobs, according to 13 respondents—41,9% of whom strongly agree—and 6 others, who make up 19,4% of the total. However, performance management in eThekweni also discourages workers from performing well in their jobs, according to 5 respondents—16,1% of whom are unsure—and 6 others, who make up 16,1% of the total. Majority of survey participants concur that the Municipality's performance management system encourages excellence. The report does, however, nonetheless highlight areas for improvement when it comes to eThekweni's performance management, including gaps in terms of those who disagree.

9. The use of technological system encourages effective, efficient and cost-effective municipal service delivery.

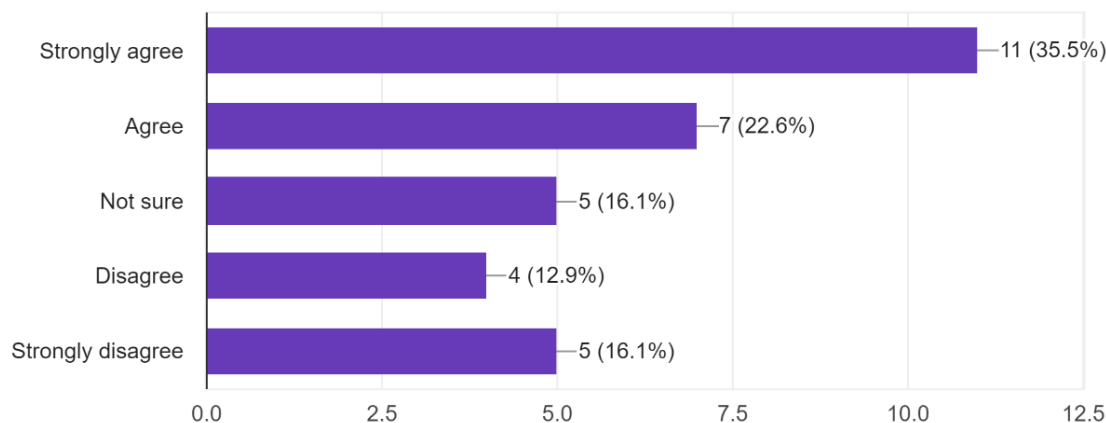
31 responses



It was important to ask the aforementioned question about the technological systems in eThekweni in order to hear the opinions of the staff and gain insight into how the Municipality is doing with regard to the usage of technology. 15 respondents—or 48,4% of the total—strongly agree, while 5 respondents—or 16,1%—also agree. Two respondents—or 6,5% of the total—are unsure. When asked whether technology use fosters excellence in the municipality, 7 respondents, or 22,6%, disagreed, and 2 respondents, or 6,5%, severely disagreed. There are still gaps where 29,1% of respondents disagree, despite the fact that most respondents agree that technological systems encourage excellence. This then demonstrates that there is still a need for technical system upgrades to support efficient, expert, and cost-effective municipal service delivery.

## 10. The human resource practices encourage growth and development within the eThekweni Municipality.

31 responses

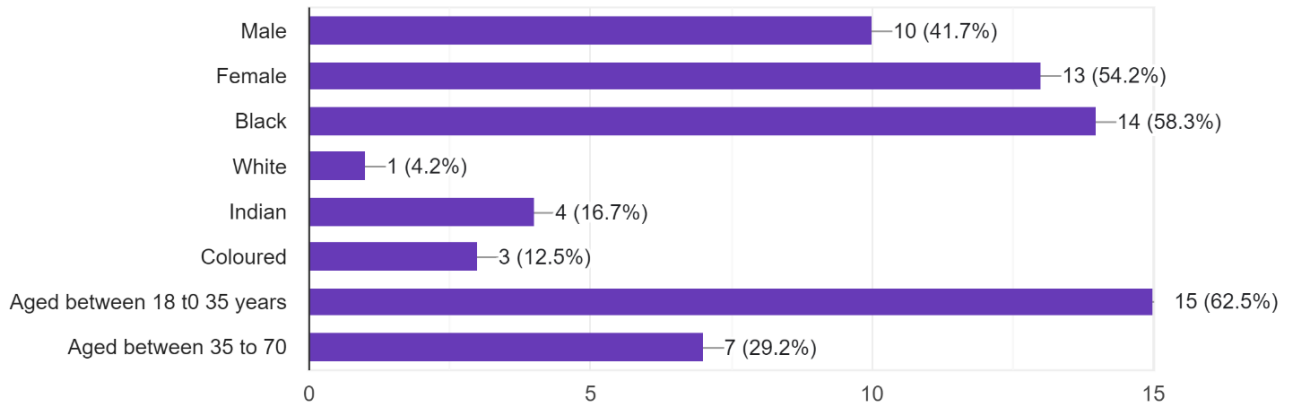


The query sought to learn how employees felt about the human resource management practices used by eThekweni Municipality. These include their personnel's motivation, staff development, policies, and treatment of employees, all of which can either have a bad or positive impact on how services are offered to inhabitants of eThekweni. While 7 respondents, or 22,6% of the responses, and 11 respondents, or 35,5% of the responses, strongly agree that eThekweni's human resource practices foster employee growth and development, 4 respondents, or 12,9% of the responses, disagree, and 5 respondents, or 16,1%, strongly disagree. There isn't a big difference between those who agree and those who don't; in fact, those who disagree with the idea that human resource procedures encourage employee development are few. In other words, this illustrates that, for the Municipality, human resource management procedures are not a major challenge, and the majority of the workforce is generally satisfied with them.

#### 4.2.2. Survey Schedule: Impact of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality (Questions and Responses).

##### Biographical Details

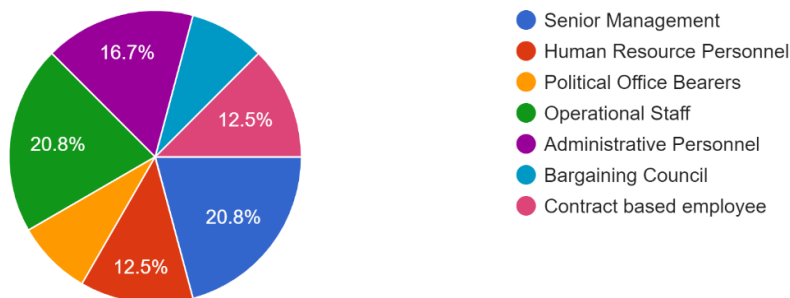
24 responses



The table above shows the biographical data of the participants, where majority of participants were between the ages of 18 and 35 years which was 15 respondents constituting 62,5%. Respondents aged from 35 to 70 were 7 constituted 29,2%. In terms of biographical groups, there were 3 coloureds, constituting 12,5% of the total respondents, 4 Indians constituting 16,7%; 1 White respondent constituting 4,2% and 14 Black respondents constituting 58,3%. Participation according to gender was 10 male respondents constituting 41,7% and 13 female respondents constituting 54,2%.

##### Category of Respondent

24 responses

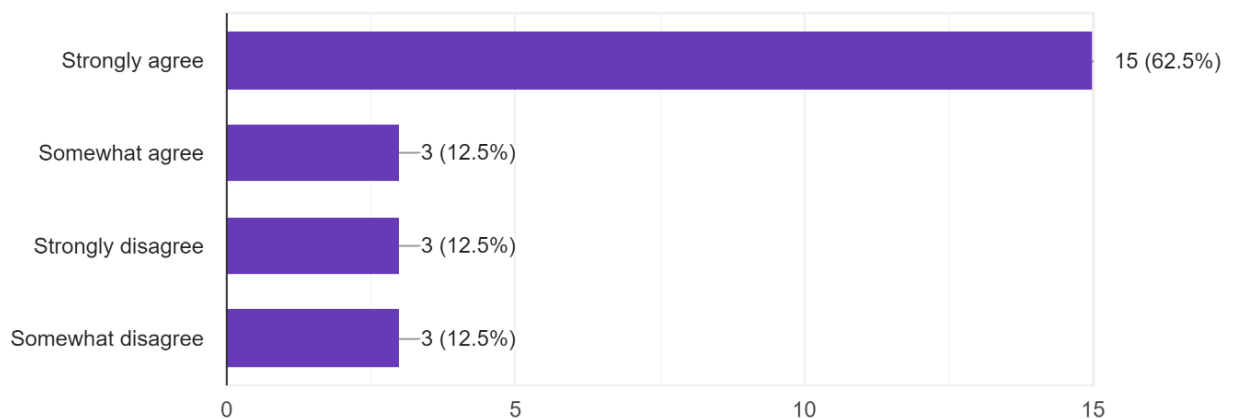


The above pie chart encapsulates the job titles of participants, and they were as follows:

- 5 Senior Management constituting 20,8%.
- 3 respondents from human resource personnel constituting 12,5% of respondents.
- 2 political office bearers constituting 8,3%.
- 5 operational staff members constituting 20,8% of the total respondents.
- 4 administrative staff constituting 16,7%.
- 2 respondents from trade unions constituting 8,3% of the total respondents and.
- 3 contract-based employees constituting 12,55%.

1. During recruitment process, do you believe employing internal applicants has more positive impact that hiring new employees.

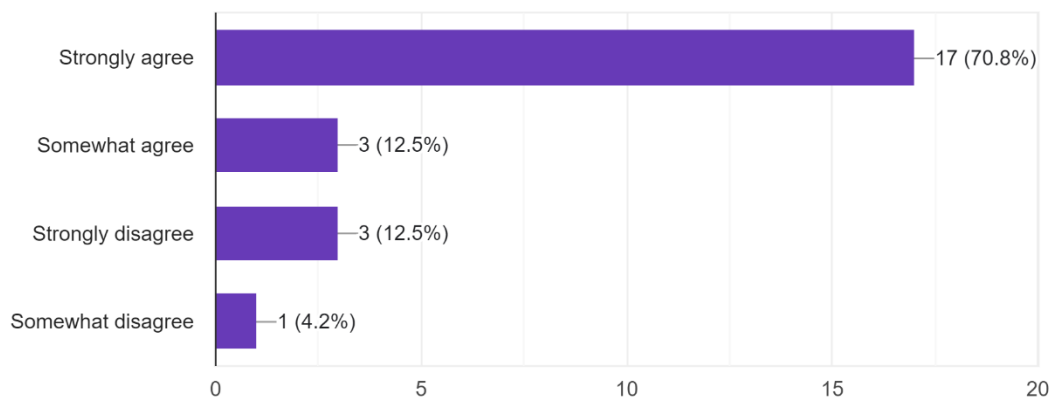
24 responses



The purpose of the aforementioned query was to gain insight into how well eThekwini handles internal hiring. between those who took part. 15 respondents, or 62.5% of the total, strongly agree with the statement that internal applicants have a greater positive impact on daily operations than new hires, while 3 respondents, or 12.5% of the total, disagree strongly with the statement and 3 respondents, or 12.5%, somewhat disagree. Most respondents concur that promoting a current employee would have a greater impact than employing a new one. This could be a result of the existing employee already being acquainted with the norms and procedures in that department. However, it can also be argued that hiring new workers would be preferable than dealing with problems like reluctance to change on the part of existing workers. Although this is disputed, eThekwini employees feel that hiring internal staff members will have a more beneficial impact on the productivity of the municipality and will improve the delivery of municipal services.

## 2. Reference/ background checking is an integral part of the recruitment process.

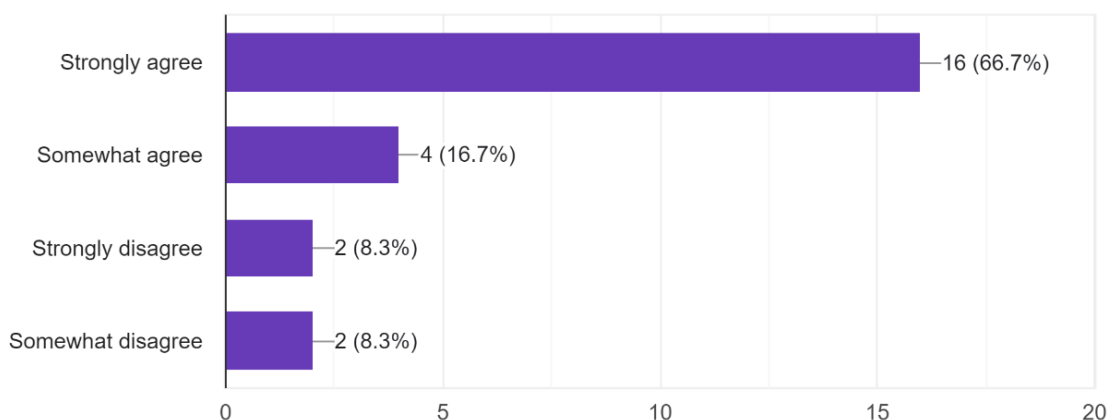
24 responses



The purpose of the aforementioned question was to gain insight into what employees thought about the problem of background checks or references throughout the hiring process. 17 respondents, or 70.8% of the total, strongly agree that reference or background checks are an important part of the hiring process, 3 respondents, or 12.5% of the total, somewhat agree, and 1 respondent, or 4.2% of the total, strongly disagrees. Most respondents think that background and reference checks play an essential part in the hiring process. The research would therefore continue to advise eThekweni to conduct reference checks to guarantee that the appropriate individuals are hired for the job openings, resulting in improved municipal service delivery.

### 3. Employees should be hired based on their strong working experience and good qualifications.

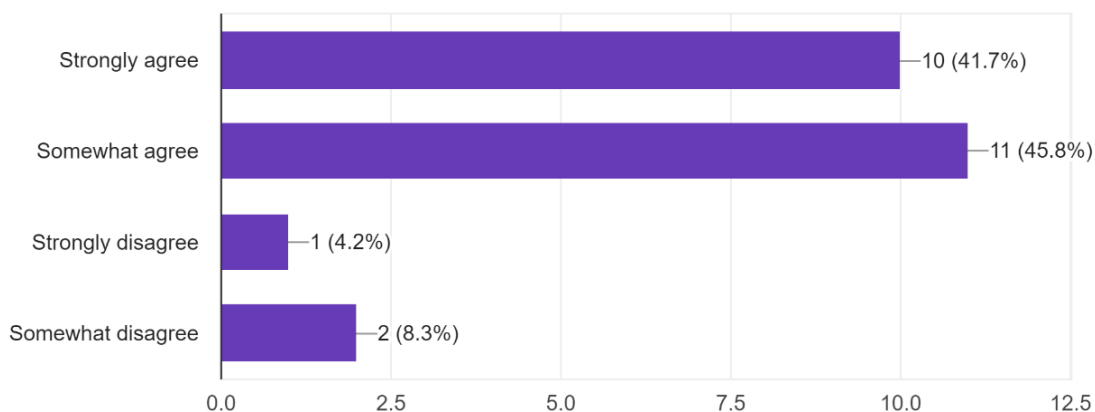
24 responses



In order to better understand employee opinions, it was decided to ask them if they thought job candidates should be hired based on their qualifications or whether they thought that with the right training, anyone could fulfil their jobs. Employees should be hired based on their skill set and qualifications, according to 16 respondents, who make up a percentage of 66,7%. Of the total respondents, 4 respondents, or 16,7%, also strongly agree, while 2 respondents, or 8,3%, strongly disagree, and the remaining 2 respondents, or 8,3%, somewhat disagree. Most respondents concur that hiring decisions should be made based on an applicant's qualifications and skills in order to retain high-performing workers who will put forth a lot of effort to meet service delivery goals.

### 4. Succession Programme should always be applied in the workplace.

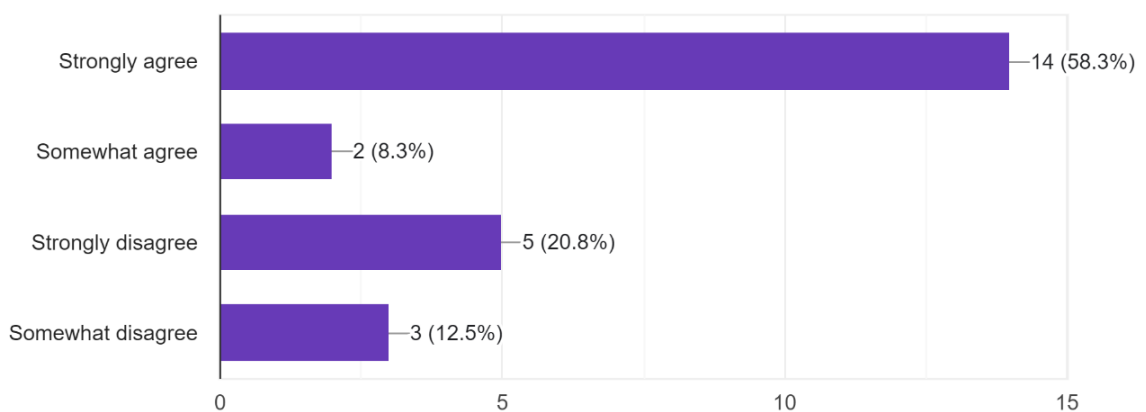
24 responses



Kenton (2022) stipulates that succession planning is a method used by organizations to transfer leadership responsibilities to another deserving worker. In other words, this is the process through which workers with lower job responsibilities are promoted since they have established themselves at work. In this study, the eThekweni Municipality's perspectives on succession planning were also assessed. Ten participants, or 41,7%, strongly agree that succession planning should always be used in the workplace, while eleven participants, or 45,8%, somewhat agree. Only one participant, or 4,2%, strongly disagrees with the idea that succession planning should always be used in the workplace. Even though some employees believe succession planning is not necessary, many respondents concur that it is necessary. To minimize demotivated workers who may either flop off at work or increase staff turnover at eThekweni Municipality, succession planning should therefore be one of the primary talent acquisition techniques that eThekweni distinctly evaluates. This would ultimately have a negative influence on municipal service delivery.

5. I believe in always paying the market related salary.

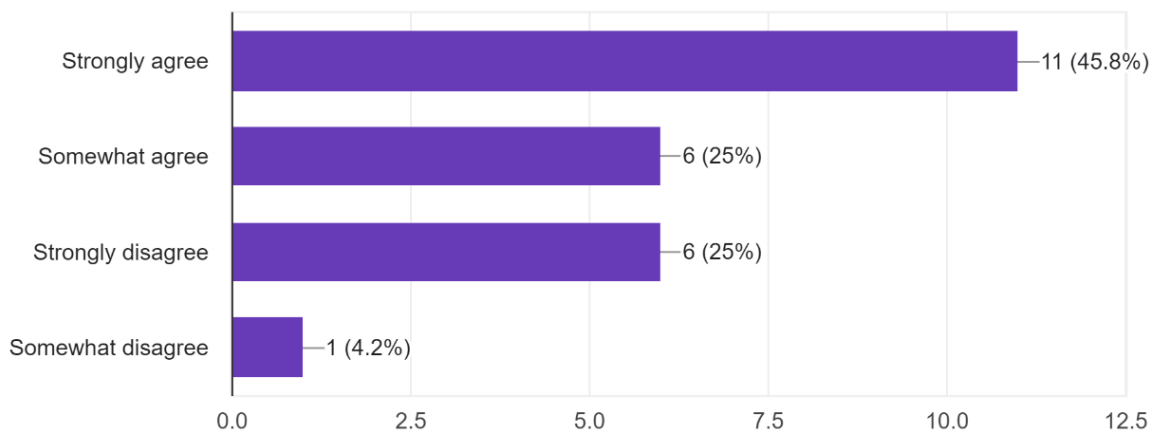
24 responses



The aim of the aforementioned query was to gain insight into the issue of whether or not employees should receive market-related pay or only pay based on experience. among those that took part. Employees should be given market-related compensation according to 14 respondents who constitute 58,3%, and 2 respondents, who constitute 8,3% of the total respondents. On the other hand, 5 respondents, constituting 20,8%, strongly disagree, and 3 respondents, constituting 12,5%, somewhat disagree. Majority of the respondents think that employees should receive market-related salaries, and the Municipality can take this into consideration if it is not already the case.

6. One's character is more important than their job skills when it comes to being a good employee.

24 responses



The purpose of the question mentioned earlier was to elicit thoughts from employees regarding whether they thought qualifications were more significant than attitude, or vice versa. This survey asked managers' opinions on the criteria they consider when employing new staff from a management perspective. An individual's character is more essential than their professional abilities when it comes to being a well-mannered employee, according to the participants' responses, which included 11 strongly agreeing respondents (or 45,8% of the total), 6 somewhat agreeing respondents (or 25% of the total), and 6 strongly disagreeing respondents (or 25% of the total). According to the statistics, most respondents concur, indicating that employers and managers value a person's good character above all else since it can foster harmony in the workplace, boost employee morale, and improve service delivery in that department. Some people, however, value skills more than character. According to the data shown above, hiring managers have a variety of preferences, which is why line managers are always present during interviews as the manager will only work with the candidates they choose.

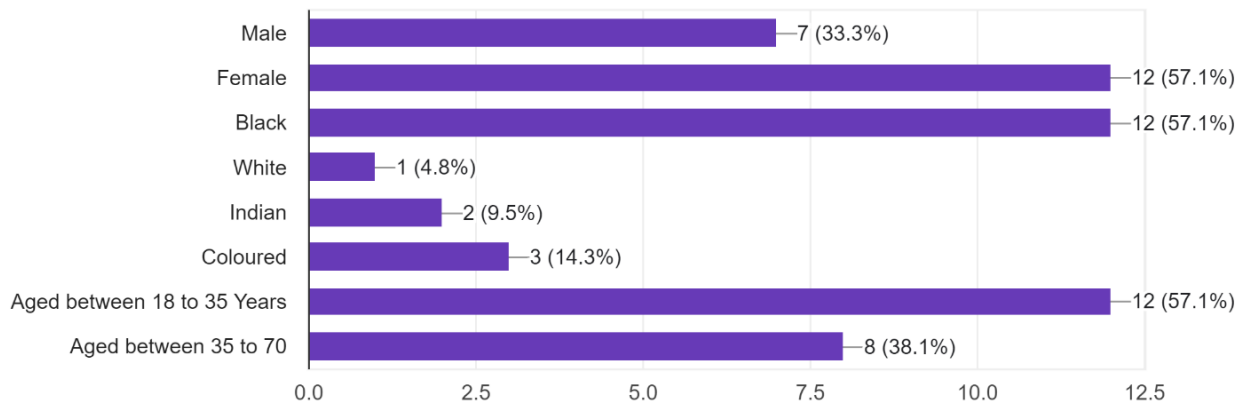
**4.2.3. Interview Schedule: Impact of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality (Questions and Responses)**

Open-ended questions were allowed during the interviews, and participants were free to express their views on the subject. This gave the subject a whole new perspective, and allowing participants to express their thoughts and ideas also created a space for suggestions that the Municipality might

use to improve delivery of services to the municipalities. The participant's biographical information and respondents' categories were as follows:

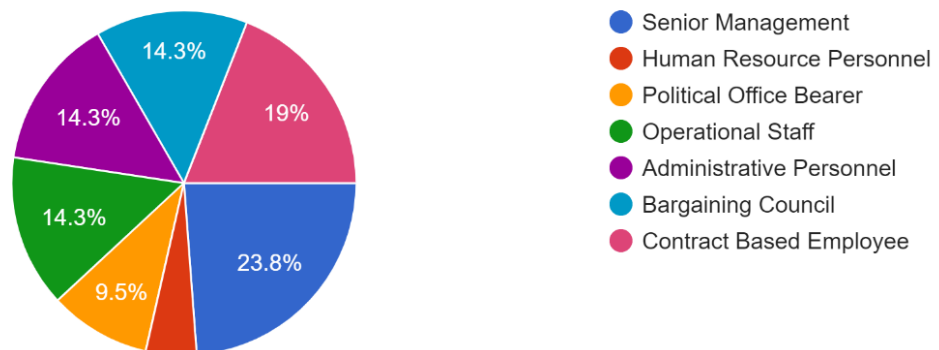
Biographical Details: Please tick what is appropriate to you.

21 responses



Category of Respondent:

21 responses



21 participants responded to the interview, and the participants were as follows:

- 7 male participants constituting 33,3%.
- 12 females constituting 57,1 %.
- 12 Participants were black people constituting 57,1%.
- 1 participant was a white person constituting 4,8%.
- 2 participants were Indians constituting 9,5%.
- 3 participants were coloureds constituting 14,3.
- The participants aged between 18 to 35 years were 12 constituting 57,1%.

- The participants aged between the age of 35 to 70 were 8 constituting 38,1%.
- There were 5 senior management participants constituting 23,8%.
- 1 participant was human resource personnel constituting 4,8%.
- 2 participants were politicians constituting 9,5%.
- 3 operational staff participated constituting 14,3%.
- 3 other participants formed part of administrative staff constituting 14,3%.
- 3 bargaining council (trade unions) also participated constituting 14,3%.
- The last 4 participants were contract-based employees constituting 19%.

The interview questions and responses are as follows:

Question 1: What impact, in your opinion, does the existing talent acquisition management have on the provision of municipal services within the eThekweni Municipality?

Responses:

Participant 1: Lack of service delivery when they do not understand their jobs and duties.

Participant 2: Good impact.

Participant 3: Positive because they are creating learnership for young candidates.

Participant 4: I do not think it has any positive impact.

Participant 5: It has a negative impact because it is not fully utilized and where it exists it is macro managed by seniors who do not embrace it as a critical tool for service delivery.

Participant 6: It has a huge positive impact because my remuneration is aligned with the work that I currently do.

Participant 7: I think some Managers use a dictatorship management style which then demotivates an employee and leads to poor productivity and hence service delivery gets affected.

Participant 8: It has a very negative impact especially on talent since we are not motivated to deliver the services. The working environment is also not conducive.

Participant 9: I think it needs improvement, especially the benefits so that employees can be motivated to stay longer.

Participant 10: I believe that sometimes people are made to work much more than what they get paid for. I also feel that training and development is one-sided and do not equally benefit everyone.

Participant 11: I think salaries have a huge impact on the way services are delivered, management and policies. They all must be conducive enough to ensuring that employees are motivated enough.

Participant 12: The eThekwini Municipality acquires candidates who meet relevant qualifications, skills and experience when they hire employees. This ensures that the right person is tasked with the job.

Participant 13: I'm not sure.

Participant 14: I'm not sure.

Participant 15: It promotes segregation and not diversity in all sectors of the operation.

Participant 16: It has a large impact on how the organization is operating. It requests the best in their fields.

Participant 17: It is a barrier to entry, and Leadership is not interested in change.

Participant 18: It has a good impact because most employees are offered permanent posts.

Participant 19: It's good and well organized for the majority.

Participants disclosed that they do not have a lot of faith in eThekwini's hiring policy. Majority of the participants emphasised in the interviews that they thought it did not play a substantial role in the efficient provision of services. eThekwini's talent management needs to be improved, according to the complaints of employees who feel undervalued at work. By doing so, service delivery will be improved.

Question 2: What impact do you believe the eThekwini staff members' ongoing education, training, and development will have on their overall output and performance daily?

Responses:

Participant 1: It can improve their understanding of employees' work.

Participant 2: With proper training, the staff can improve a lot on their roles in the workplace.

Participant 3: Positive because they get new ideas from young-minded candidates that are helping the company improve everything.

Participant 4: None, because if you are a junior staff member, you are not given enough options.

Participant 5: It has a positive impact on productivity in instances where senior management allows team members to express themselves professionally. and utilize their newly acquired skills.

Participant 6: Continuous learning and training will have a positive impact on productivity, and if the eThekwini Municipality can implement more of such training and development programmes, productivity will improve.

Participant 7: There is no proper training which leads to poor service delivery. However, I have gained some soft skills that I do not think are sufficient for one's motivation and therefore ability to be effective enough in a workplace.

Participant 8: There is no training offered. We are not equipped enough to do our jobs, so we end up having to pave our own ways of working, which may sometimes cause service delivery challenges.

Participant 9: There is not much difference because there are no sufficient training and development programmes.

Participant 10: It makes them feel part of the organisation and also makes them feel that there is growth in the organisation. It also assists in improving the skills of the staff members.

Participant 11: Training plays a big role, and it makes one to be on the same page with what is expected of one as an employee. It also serves as a guideline on how to perform your daily duties. Also, assist with building the brand of the organisation.

Participant 12: From personal experience, learning and training development from the eThekweni Municipality impact positively on service delivery. Seven years ago, when I joined the Municipality, I did not have some qualifications and skills. After being assisted by the Municipality, I acquired new qualifications and skills. These new skills have made me a very efficient worker. I produce the better quality of work compared to what I used to produce when I joined.

Participant 13: It helps in improving the execution of day-to-day activities.

Participant 14: It helps the staff with career field development.

Participant 15: It teaches new skills and gives everyone the chance to upskill not just those who went to school.

Participant 16: It motivates the junior staff by exposing them to an array of new skills.

Participant 17: It can assist the recruitment staff in learning about policies and raising awareness of their bases in recruitment.

Participant 18: It assists in becoming an asset to a company.

Participant 19: it will assist them in skills, but productivity will be slower.

The belief that ongoing learning, training, and development can be extremely important in producing competent employees was expressed by many participants during interviews. Many of the participants emphasized how the Municipality may improve municipal service delivery by retaining employees—or at the absolute least, retaining them—through continuous learning. This is because it would mean having staff members who are knowledgeable about their daily responsibilities. The workers also disclosed that learning and training play a critical role in equipping

workers with new skills and ensuring that they are up to date with the nation's most recent systems, trends, and technology.

Question 3: What do you think about the eThekweni Municipality's personnel turnover? What do you think prompts employees at the eThekweni Municipality to resign or leave their positions?

Responses:

Participant 1: Salaries are low, and the workload is overwhelming.

Participant 2: Workload can be overwhelming.

Participant 3: They are looking for career growth and development.

Participant 4: I think young employees' skills are not utilised to their level best and they end up looking for better opportunities.

Participant 5: People resign because they are being bullied and there is no growth.

Participant 6: I think it could be higher salaries elsewhere or staff not happy at the eThekweni, especially the younger staff who are always seeking growth elsewhere.

Participant 7: Poor management skills and management style put employees under a lot of pressure, and they end up being burned out and decide to quit.

Participant 8: They leave because they are unhappy, the working environment is toxic, there is poor communication between management and staff, and there is no growth and motivation.

Participant 9: It can be because of better opportunities elsewhere or because a person wants a change of environment.

Participant 10: The number of people leaving is very high. Some honestly get greener pastures, but somehow most leave because they feel the organisation is toxic and they leave for their own sanity. The lack of growth also results in people voluntarily leaving.

Participant 11: Instability of the organisation, change in organisational structure, change in organisational vision which doesn't align with the employee vision and change in management style. The other reason can be poor performance, which then causes staff to resign.

Participant 12: Personally, I don't think the Municipality has done well in terms of adequately capacitating the units with enough manpower. You'd find that some units have their employees overstretched and thus produce negative results.

Participant 13: They have cases building against them due to corruption.

Participant 14: Career development by getting better jobs.

Participant 15: Not everyone is able to work under pressure. They are not disciplined, which is why they leave.

Participant 16: They are not working simply, and they would rather have their own tenders and not deliver services from the comfort of their own homes.

Participant 17: Some have been on contracts for too long, so any opportunity they get, they leave the Municipality.

Participant 18: They are not willing to see the positive in them being employed.

Participant 19: Being underpaid

Many participants have acknowledged that many workers will leave simply because they want to advance their careers at other companies. Few reasons were offered as to why most workers voluntarily leave eThekweni, although most workers claimed that certain workers have such a heavy task that they end up burning out. Employee wellness will greatly benefit from this. Some participants brought up the fact that their departments are understaffed, which causes the workload to increase to the point where quitting the company is the only alternative left for one's sanity. While some participants expressed concern about becoming burned out, others claimed that they did not feel fairly compensated for the work they do on a daily basis. In other words, some participants admitted that if they thought they were being paid unfairly, they would quit their jobs at eThekweni and seek employment elsewhere.

Question 4: Do you believe there is anything the Municipality, and more specifically the HR Department, can do to inspire eThekweni staff members and lessen worker turnover?

Responses:

Participant 1: Getting better pay.

Participant 2: Improving certain working conditions and providing better incentives to workers.

Participant 3: I think they need to make the staff aware of what the young people can do to help improve.

Participant 4: Give everyone equal treatment.

Participant 5 : Yes, to stress the importance of career development and succession plans in all departments so that everyone can perform to the best of his or her ability, knowing fully well that such performance would be recognized and rewarded in due course.

Participant 6: There should be more recognition of staff and their capabilities. Also, to use talent management funds to support staff growth. I also feel it's unfair not to give everyone an equal opportunity.

Participant 7: Yes. If the HR department can have open and constant communication with employees to try and understand their needs.

Participant 8: Yes, if HR can start allowing growth through promotions and more internal vacancies, which can motivate one to stay for longer.

Participant 9: Yes. If they can encourage an open-door policy where it's easier to communicate with your superiors, or if there can be an anonymous platform that allows employees suggestions, complaints, and concerns or opinions.

Participant 10: Personally, I am the person who feels that if there is no management and most of the duties are performed by interns or contract-based employees, why not promote them so that they feel valued. As soon as external people get hired to do what they have been doing, they will leave the organisation after realizing that they are the ones who must train the new employees; hence, that will affect service delivery.

Participant 11: The organisation should be open and transparent about processes, plans, policies, projects and the implementation of procedures.

Participant 12: Personally, I think the Municipality is doing more than enough to motivate the employees. It's a matter of individual attitude towards work.

Participant 13: Monthly performance reviews and evaluations.

Participant 14: Be fair when conducting performance appraisals.

Participant 15: They can change policies on outsourcing workers.

Participant 16: They can look for people who are mentally prepared to work and go the extra mile.

Participant 17: To be honest, some of the employees are not qualified enough to do the job. They can make them permanent and have benefits.

Participant 18: They can meet the gaps between being hired and leaving the workplace.

Participant 19: Create growth opportunities in the organization.

The participants claimed that there are some deficiencies in the human resources division and the function it performs in inspiring employees. Some participants felt that there was a lot of work to be done in terms of personnel development and training. Other participants mentioned that they are overworked and advised the HR department to hire additional permanent workers to ease the burden on current staff. Some participants brought up the need for a fair performance management system that permits higher performance bonuses to encourage employees to work more in their individual divisions.

Question 5: Do you believe that the organization of staff policies and procedures affects how motivated or discouraged employees are, based on your experience or observations? Why do you think that?

Responses:

Participant 1: Yes. This has an impact on the attitude of workers, and they can be more motivated if the workload is shared amongst peers.

Participant 2: They are structured to motivate workers, but sometimes they don't because employees sometimes do not follow the right protocol in making sure their workers are protected.

Participant 3: Motivating because the way they recruit staff, they do it fairly inside and outside the workplace.

Participant 4: Demotivated by being unfairly treated.

Participant 5: They can do both, depending on their implementation and the lack of creativity and innovation from the Human Capital department. e.g., employment equity as a policy can be very instrumental in motivating the previously disadvantaged group within the municipality to perform at peak so that when senior positions open, they can fill them, but at the same time, it may disadvantage the most experienced candidates from joining eThekweni municipality; thus, the talent acquisition and management program fails.

Participant 6: I think the policies are neutral. They do not either motivate or demotivate, they are general policies and procedures.

Participant 7: I think they play a major role. For example, if the HR implements the policies correctly, especially the ones that protect their employees, a lot can be achieved in terms of having motivated staff members that are willing to put in the best effort in their roles, which is not the case here at eThekweni.

Participant 8: I do not think HR policies demotivate people. However, the people who implement these policies are the problem, and they alter the policies for their own benefit, especially managers.

Participant 9: I think the policies and procedures are neutral, they can either demotivate or motivate you depending on whatever grievances of employees are taken seriously.

Participant 10: I feel this is neutral. It varies with a situation. In some instances, the policy puts the organisation above the employees, which then oppresses the employee, which sometimes demotivates them, and vice versa.

Participant 11: I don't think policies demotivate employees, but the implementation of policies and how they are implemented play a huge role in either demotivating or motivating staff members.

Participant 12: Policies are well balanced, they protect both employee and employer interests.

Participant 13: The structure does or does not break, it depends on the official.

Participant 14: Not sure.

Participant 15: They do play a key role in the spirit of the work force. Motivation is also about helping people grow and developing new skills.

Participant 16: They are too vague, and there's no clear arbitration process that is sure to get justice for the employee.

Participant 17: Yes, I think policies play a huge role in motivating employees.

Participant 18: No. Motivation comes from within a person and not from outside.

Participant 19: Yes, because they are not being implemented accordingly.

Participants carefully considered the aforementioned query, and based on the responses, we would claim that they were impartial. At least half of the participants believed that policies and processes contribute to employee motivation, whereas at least the same number believed that rules and procedures demotivate employees. Other participants stated that the way a policy is implemented will determine its outcomes and procedure execution. To put it another way, the participants meant that some policy and procedure implementers can excite employees by appropriately applying the policies, and they can also operate as a factor that contributes to demotivating staff if the policies and processes are not correctly applied.

Question 6: What weaknesses do you see in the HRM strategies that could have a detrimental effect on staff productivity and thus lower the standard of municipal service delivery in the eThekweni Municipality?

Responses:

Participant 1: Contract workers and not permanent workers are very uncertain, which makes working stressful.

Participant 2: There aren't many gaps, honesty. The employees just don't follow the right protocol sometimes.

Participant 3: I am not sure if there are any gaps.

Participant 4: I think more involvement is needed in promoting employee wellness.

Participant 5: It is the red tape around responses on employee management issues and unequal treatment of labour matters where people with less qualifications and skills are given high positions to supervise team members who are more skilled and qualified than them.

Participant 6: Recognition and support from the HR department.

Participant 7: Lack of motivation for staff, lack of communication between HR and staff, lack of training and development programs and lack of presence within the organization.

Participant 8: There are no training and development programs, especially for managers and there is no follow-up on employees once they are employed.

Participant 9: I feel that the municipality lacks giving recognition and incentives to its employees, especially the ones who have served the municipality for a long time.

using growth and development as a strategy to motivate employees. If that can be improved, surely service delivery can be improved.

Participant 10: The biggest gap will be inexperienced staff members and an understaffed HR department that uses them to fail in providing services to staff members. Lack of compassion and empathy and emotional intelligence causes the employees to be unhappy, resulting in poor performance.

Participant 11: The failure to ensure that units or departments are well equipped with manpower. Some departments have more employees than necessary, while other departments operate on a skeleton staff.

Participant 12: Employing people who don't qualify for posts.

Participant 13: People don't work during the day but at night, and due to that, they want overtime paid.

Participant 14: They need to have diversity. They need to hire based on skills and not who they know.

Participant 15: HR must look for people who are willing to do better and not just the bare minimum, and have assessments for all to monitor growth.

Participant 16: Education

Participant 17: Permanent posts and a proper pay as well as the possibility to grow.

Participant 18: Asking if they are following the Employment Equity Act, they are doing well.

Participant 19: I don't think gaps are in HR, but more in specific departments.

Participants disclosed that some inadequacies are not just in the plan; some participants also voiced complaints regarding management as a whole. The issue of departments having fewer staff members was brought up. Some participants voiced their displeasure over the excessive workload and their lack of feeling supported by their line managers in terms of being equipped and capable in their respective fields.

Question 7: What, in your opinion, is a powerful motivator for someone to want to work for the eThekweni Municipality and further drives people to remain there and be effective? For instance, what does the eThekweni Municipality brand stand for, what does it need in terms of career growth, or what does it feel like they can learn from the Municipality?

Responses:

Participant 1: Getting the skills needed to grow as public servants.

Participant 2: Always making sure that employees are given time and resources to grow.

Participant 3: Because people need to grow, and they know in the Municipality they will grow and showcase their talents in the workplace, and for employees, they need to create trainings for them to learn new things that will improve the work.

Participant 4: Honestly, at this rate, none.

Participant 5: Definitely career development and good remuneration and benefits.

Participant 6: eThekweni Municipality Brand, which has been there for a long time, support from the managers, and remuneration.

Participant 7: Proper remuneration, and proper training and development, and work environment.

Participant 8: Remuneration can be a great motivator, but there is insufficient career development.

Participant 9: Remunerations and employee benefits.

Participant 10: Opportunity for growth and recognition for all your hard work.

Participant 11: The main aspect will be working conditions, which will determine whether you are productive or leave completely.

Participant 12: eThekweni Municipality takes care of its employees financially and supports its staff in terms of skill development. The municipality is well-known for both offering fair packages and development space.

Participant 13: There is good remuneration.

Participant 14: Remuneration and performance bonus.

Participant 15: They want the benefits and slack at work and still get paid fully.

Participant 16: To not work during holidays and outside office hours.

Participant 17: Money is the greatest motivation. As far as carrier development is concerned, I don't think that exists.

Participant 18: Job security. People get good packages when they retire.

Participant 19: I believe it is the ability for black people to be in power and excel in the public sector.

Participant 20: The experience that they feel they can gain from the municipality.

The salary packages and certain participants' perceptions of job security in eThekweni were among the issues raised by the participants as to what genuinely motivates workers to remain in the company. Regarding salaries, some participants noted that while they can serve as a motivator for some people, it is impossible for someone who wants to advance their career to do so. As a result, it is clear that the eThekweni Municipality still has to improve its training and development programs.

Question 8: What do you think about the eThekweni Municipality's use of technology, the part it plays in achieving municipal service delivery goals, and whether staff members readily adopt new technologies or fight change, which could harm service delivery? Explain your position in detail.

Responses:

Participant 1: I don't think it is that advanced in eThekweni Municipality.

Participant 2: It automates certain areas of the job, which makes productivity better and easier.

Participant 3: Employees do adapt easily; it is just that they are not given that opportunity due to hierarchy limitations.

Participant 4: The eThekwini municipality is driving a massive digitalization program for itself, and in the future, she wants to be defined as a smart city. There is resistance from most senior staff to adapting to new technology, but the younger generation of employees embraces technology with massive benefits for responsive and timely service delivery.

Participant 5: I think a lot of employees resist change, especially the older ones, which then hinders growth and causes poor service delivery.

Participant 6: The use of technology is good. However, there must be an advancement in technology use within the organization.

Participant 7: I think the use of technology is not a lot; there must be a lot of technological systems that can be introduced and equip employees on 4IR.

Participant 8: I feel like employees adapt easily and are willing. However, I feel that the systems and computer Hardware need a bit of improvement and updating.

Participant 9: I feel that the organization is moving with time. However, not all staff members are trained to be well-equipped to use these technological systems to allow for better and enhanced service delivery.

Participant 10: I think it plays a major role but needs improvement so that people can be more productive.

Participant 11: It is not applicable to everyone. It's simply dependent on what an individual employee does. Some people do not need technology to perform their work, while others depend on it. I know of some departments that are failing to.

Participant 12: Technology is a good innovation, but that municipality must implement change management due to the staff being old and outdated.

Participant 13: Not sure

Participant 14: There is not much technology usage because of the amount of paper used.

Participant 15: It is a slow-moving process that would be appreciated when fully implemented.

Participant 16: It would be nice if they could have good security, but access is limited.

Participant 17: That would be a long process and people won't get properly trained.

Participant 18: It is an on-going implementation process, and we are making good progress on the rolling out of it.

Participant 19: None.

The participant expressed their views on how technology is used in eThekwini. Many participants believed that there was still potential for development in terms of the usage of technology. certain participants brought up the fact that eThekwini still lacks the requisite infrastructure and that its

technical systems are out of date, even though certain employees, particularly the younger ones, are equipped with the appropriate equipment. The replies we received from each participant clearly show the need for technology enhancement in the Municipality.

Question 9: What are your thoughts on the policies and practices for performance management and staff development? Do you believe they can have a significant impact on staff productivity and, in turn, the calibre of municipal service delivery, whether that impact is favourable or negative? Tell us more, please.

Responses:

Participant 1: I think it is growing gradually.

Participant 2: They can positively impact the productivity of workers because they give them chances to expand their knowledge of the fields they are in.

Participant 3: I think it needs a lot of improvement.

Participant 4: They can positively impact employees provided they are used as tools for staff development and positive performance management, not punitive performance management, where supervisors use them as a way of getting back to those individuals within their control that they do not like or like for whatever reason.

Participant 5: I think for a lot of people. Having systematic procedures can have a negative impact, which is reflected in being micromanaged; hence, negative service delivery.

Participant 6: I think they are very helpful in terms of showing where we went wrong or right at times when rendering services and helping us improve our productivity.

Participant 7: I think they have a negative impact on my productivity, as I feel they are there to oppress you as an employee rather than supporting the employee.

Participant 8: I think they can play either a positive or negative role depending on how they are implemented and evaluated to make an impact on employees' performance. Also taking into consideration the views of employees about such policies.

Participant 9: I feel that they are demotivating, because in some instances, you might know your strengths as an employee, and the reviewer does not entirely understand your job, and hence, they unfairly review your capabilities.

Participant 10: This can be a neutral process. If the employee has drive, then they can be positively impacted by performance management policies, and vice versa.

Participant 11: The existing performance management is a contributing factor in positively affecting productivity. The fact that well performing employees get remuneration encourages them to perform better so that they can score a notch higher.

Participant 12: Staff development helps companies to be competent in all they do.

Participant 13: I don't think it has much of a positive impact on employees.

Participant 14: It is limited, and the current space doesn't allow for growth with the lack of funding that supports our project plans.

Participant 15: It is important, and it would be nice if it was done frequently and rigorously to improve the work environment in general.

Participant 16: There is no staff development because employees are underperforming.

Participant 17: They are too theoretical.

Participant 18: Staff development is good and bad. If the development is able to do it without overworking workers, it could work.

The aforementioned question pushed workers to delve deeply into their ideas about the eThekweni performance management system. Many participants believed that performance management techniques were not completely fair since employees could give their all-out effort and work above and beyond what was required, only for the reviewer to not notice. The workers ultimately concluded that this could be a barrier to staff morale because majority of workers would feel as though their efforts were not appreciated. Some participants made the point that an organization's intensive use of performance management systems can give the impression that workers are being micromanaged. This creates a very unfavourable work environment, which lowers productivity and, as a result, results in subpar municipal service delivery.

Question 10: If you had the chance to make suggestions, what would you advise the eThekweni Municipality to do better—either when hiring new employees or advising current staff members—to guarantee that they keep high-performing workers who can improve municipal service delivery?

Responses:

Participant 1: I would recommend investing more in employee wellness.

Participant 2: To improve the working conditions and continuously train their staff members.

Participant 3: There is no change that needs to be done when recruiting because, they are doing it fairly.

Participant 4: Fair treatment with all staff regardless of the task grades because afterall, we are all employees.

Participant 5: Award positive performance in kind and use cutting-edge training institutes relevant to current performance courses for in-house and external training. Allow employees to exercise newly acquired skills. Promote the motivation and mentoring of employees by their highly skilled senior personnel.

Participant 6: I strongly believe that giving employees contract-based employment ensures continuous productivity and that they are the right people for the job. If people are bonded by short-term contracts, they will always work hard to prove themselves in their roles.

Participant 7: I would recommend investing in management training that equips managers on how to deal with their employees, which is sometimes the reason why they leave.

Participant 8: I would recommend that the eThekweni municipality has free and open communication channels between employees and managers. One should be able to express oneself freely without fear of losing one's job or being ill-treated as a result of you raising concerns.

Participant 9: To implement more training and development programmes. To evaluate the current training programmes. To offer more benefits and incentives.

Participant 10: Growth for existing employees, less external adverts and more fair skill development.

Participant 11: I would not focus so much on qualifications but rather on character and personality because you can train the employee with a positive attitude. Some qualified employees might think they know it all and that it becomes hard to train them about what the actual job entails.

Participant 12: Stick to promoting learning and skill development among the existing staff.

Participant 13: Provide adequate resources and manpower. Continue with due diligence when recruiting new employees to ensure that the right people are recruited for the task. Eliminate political motivation.

Participant 14: Employ people who qualify for the post.

Participant 15: Employ qualified individuals.

Participant 16: Talent acquisition must be done internally with a neutral panel.

Participant 17: They can improve on providing meaningful training for all staff. They can give performance bounce based on the whole body of work and give a more wholistic approach to the observation of work and involve management in the process.

Participant 18: Always hire qualified or experienced workers.

Participant 19: They should have qualified people in the correct positions.

Participant 20: I would employ more people because of the scarcity of jobs these days.

Many participants offered suggestions that the study's intended audience may even employ. Employing qualified personnel, giving employees training and growth opportunities, and improving compensation were some of the recommendations that were frequently given. Some participants suggested increasing the number of staff in their departments so that the workload might be lessened and they could work as efficiently as possible. All the suggestions given by the participants are sensible and valid, and they may all be improved upon to deliver municipal services more effectively.

#### 4.2.3.1. Interviews analysis

When asked what effect they believed the management of talent acquisition at eThekweni had on the provision of municipal services, the participants responded with a variety of perspectives, but majority of them agreed that there was still much work to be done to integrate the talent acquisition strategy of the Municipality with improvements in the provision of municipal services. A few individuals expressed their worries about management styles, saying that they believe these types have an impact on how they perform at work.

Some workers claimed that they did not believe that management practices were fair enough to allow them to succeed in their employment. Some individuals mentioned pay and performance evaluation, claiming that these are the primary determinants of whether employees feel content in their jobs. To put it another way, this means that the eThekweni Municipality will have a better chance of having productive employees if they invest more in their workforce, provide management with training on how to treat staff members, and ensure that performance evaluations are fair and encourage employees to commit to their jobs.

The people who work for the eThekweni Municipality strongly value education, training, and development. Some of the study's participant employees mentioned how much their jobs have developed because of the training and development programs that eThekweni provided for them. In the interviews, some participants also mentioned that they could even enrol in colleges and universities, and the Municipality would pay for their education. However, some of the workers expressed their dissatisfaction with them, claiming that not all workers are given the same opportunities to further their careers and become better employees. Training and development should be one of the key elements taken into account as part of eThekweni's talent acquisition strategy when seeking to groom staff to make a meaningful contribution to municipal service delivery. Other workers expressed their worries about remaining in the same position for an extended period of time without being promoted to better ones. This then prompts the Municipality to worry about working hard to close that gap.

This study also sought to understand potential reasons why workers would decide to leave eThekweni as an employer. One interviewee mentioned that several departments have a staffing shortage, which makes the task particularly difficult and has a detrimental impact on service delivery. When asked about staff turnover, interviewees expressed a variety of opinions. Some believed it was due to poor talent acquisition, while others firmly believed that employees, particularly the young ones, left because they were seeking advancement in their careers.

The fact that the participants in eThekweni feel that the organization is unstable, particularly with regard to the workers who have been working there for a long period of time but are still employed under contract, is one of the reasons why staff turnover might occasionally become a problem. As it even gets tougher to invest in long-term ambitions like buying their residences, many claim they feel as though they cannot grow or develop personally. These participants emphasized that this demotivates them, and once the opportunity arises for one to quit, they do so more eagerly—especially if the other organization would offer them a permanent position. The treatment of employees by management was another concern that came up. Other participants described how this makes workers dissatisfied to the point where they desire to quit on their own volition. The Municipality may consider approaches to stop or lower staff turnover as one of its talent acquisition initiatives.

When salary, training, and development opportunities, as well as staff turnover, were identified and stressed by the participants, there were numerous holes in the talent acquisition approach used by the eThekweni Municipality. An examination of the role that human resources departments believe they may play to make sure that these gaps are filled and that employees are motivated is being done as part of the research. The participants thought that eThekweni's HR department could use a lot of improvement, particularly in terms of staff development and making sure that workers meet service delivery goals.

One of the comments made was that it would be advantageous for employees if HR supported succession planning and training and development initiatives that would prepare staff members to be effective public servants. It was also mentioned that there was a need for persistent communication between HR and the workforce, which, according to participants, would enable an open-door policy where employees could voice their complaints about their respective departments. This, in turn, could help boost staff morale and, as a result, improve municipal service delivery. The working conditions, which are seen as a welcoming organizational climate that will help employees flourish in their job duties, and by doing so, a rise in productivity may be seen, were also discussed. Employees believe there is room for improvement in these conditions.

The motivation of employees and the promotion of staff retention can be attributed to several elements. The importance of policies and procedures being followed was also emphasized by the attendees to guarantee successful service delivery. Also mentioned by the participants was the possibility of successful outcomes if policies like equity plans and other labour rules could be properly implemented.

In other words, employees still perceive gaps in the Municipality's application of labour laws, which other participants claim to be unfair. This lowers staff morale and leads to employees' starting to slack off, which in turn negatively impacts the community members who are supposed to benefit from employees' services. To attempt to inspire employees and to try and create a fast-paced environment that offers flexibility in terms of providing public services, some policies may be changed. This would be a start in the right way.

### **4.3. Chapter Summary**

The surveys and interviews done for this study revealed that eThekweni Municipality's talent acquisition strategy has holes in it. The subject of employee development came up. The Municipality can provide training and development opportunities for its staff, but some employees have expressed concerns about not receiving equitable access to these possibilities. These are among the factors that influence productivity and can result in subpar delivery of municipal services.

The facts mentioned in the literature review that speak to employees feeling under pressure at work were supported by other aspects that were emphasized. The issue of a staffing shortage was also brought up, and the employees claimed that the stress of their jobs causes them to become burned out. Some workers expressed concern about the lack of recognition, feeling that they are stuck in the same position for an extended period, which lowers staff morale. Employee issues are a valuable resource for the eThekweni Municipality as they attempt to enhance their talent acquisition strategy. The importance of talent acquisition has been demonstrated to have a significant effect on municipal service delivery, as dissatisfied employees are the primary source of many service delivery issues.

Since other participants in the interviews mentioned how dissatisfied they are with some line managers' management styles, the human resources department can also take part in training managers. Majority of service delivery gaps are brought on by staff disenchantment, and losing workers also slows down the supply of services to the community. It will be difficult to enhance the poor municipal service delivery without any changes to talent acquisition inside the eThekweni, according to all the data gathered in Chapter 2 of this study, which has been linked with the opinions and views of the participants.

## **CHAPTER FIVE: FINDINGS, RECOMMENDATIONS AND CONCLUSIONS**

### **5.1. Introduction**

This study's goal was to investigate people's opinions of how hiring talent affected the quality of services provided by the eThekweni Municipality. The study examined how the idea of talent acquisition was understood in the context of the eThekweni Municipality. To ensure that municipal service delivery can be enhanced, the study also looked at the effectiveness of talent acquisition tools, including strategies, policies, procedures, and processes. These tools are seen as essential for successful talent acquisition.

The effects of putting talent acquisition strategies into practice, such as accurately performing organizational needs analyses, performance management plans, organizational development and change management, and using advertising as a tool for design thinking and talent acquisition success, all have a significant impact on closing the gaps in talent acquisition. The eThekweni staff members emphasized that the aforementioned tactics might also be effective in boosting employee motivation, which might increase workplace efficiency and lead to improved municipal service delivery.

The study found numerous gaps, many of which were caused by employees complaining that they weren't getting paid enough for their work, according to the interviews. Some workers claimed that their workload was excessive and that this was reducing their competency. Other staff have relatively little opportunity for advancement within the Municipality. The need for measuring human resource management processes has emerged both in the literature review and in the interviews as a significant requirement for developing staff who are motivated and committed enough to try and meet organizational needs that might close the gaps in service delivery. Majority of workers concur that providing services is the most important aspect of their jobs. However, they still need workplace incentives like pay and opportunities for advancement, which they view as crucial to inspiring workers.

### **5.2. Summary discussions and findings**

The intent of this study was to:

- Determine the weaknesses in the talent acquisition procedure at eThekweni Municipality in order to evaluate the effect of talent acquisition on the delivery of services by the municipality.

- Examine how the eThekweni Municipality's municipal services are delivered in relation to learning, staff development, and the use of human resource management methods, policies, and practices.
- Look at how hiring talented people can assist the eThekweni Municipality and other public organizations avoid worker churn.
- Offer suggestions on how to enhance the provision of municipal services through talent acquisition.

Since the study was able to clearly identify the loopholes in talent acquisition and how they affected service delivery to the public through the use of pertinent literature, it can be claimed that the study was successful in evaluating the impact of talent acquisition. The study also looked at whether eThekweni employees believe that there is enough training, development, and ongoing learning taking place in their individual units and departments to keep staff members up to date on the latest systems and technologies that make doing business easier and improve service delivery to the public.

The study thus found that some employees believed they were provided with the opportunity to learn, as some employees emphasized that there are even programs where municipality staff members are allowed to further their studies and their relevant departments fund the study fees. Some workers went so far as to say that these were once-in-a-lifetime chances that helped improve them both personally and professionally. Employee motivation and encouragement to achieve more for the communities they serve are both greatly aided by the learnerships provided by the Municipality.

The study also looked into the potential reasons that employees would leave the Municipality and found that there are two groups of employees that are more likely to leave the workforce: older employees, particularly those who have held their positions for a long time, and younger employees. When it comes to the reasons one would consider quitting the eThekweni Municipality as an employer, these groups do not have the same opinions.

Senior employees, who are more likely to have worked for the municipality for a longer period, typically feel as though they have served the municipality for a very long time, are even content with their compensation, and believe that working for the eThekweni Municipality and serving their communities is important to them. As a result, they are less likely to leave their workplace. The second category is made up of young employees who weigh a variety of criteria while deciding whether to stay at their current job or leave it. Most of them believe in progress, and some have noted that the chances of growing and getting promoted as an employee are quite small. As a

result, most of them eventually think about applying at other firms where they believe they will have more opportunities to advance both personally and professionally.

Lack of workers or workers with low skill levels were some of the difficulties in providing services that were also identified in this study. The study demonstrated how the service standard is occasionally impacted by policy implementations that do not allow for the smooth operation of day-to-day operations, which ultimately impacts service delivery. The ongoing boycotts of services rendered also reflect how dissatisfied the people of eThekweni are.

Therefore, the study aims to emphasize how crucial it is for businesses to make investments in their human resources to raise employee morale and encourage staff retention. The shortcomings and difficulties mentioned in the earlier chapters demonstrate how the Municipality can still improve its operations, processes, practices, rules, and procedures to create an atmosphere that is friendly to employees. Adopting a successful talent acquisition strategy can make a significant difference in staff retention and improving municipal service delivery.

### **5.3. Recommendations**

This study therefore makes the following recommendations:

- The eThekweni Municipality should prioritize or consider succession planning so that workers, particularly young ones, can improve and develop in their respective sectors. This can help in the effort to alleviate the difficulties caused by personnel turnover.
- The eThekweni Municipality should spend more money on training and development that is more in line with current trends, such as Fourth Industrial Revolution-focused training and development, which may be essential in guaranteeing that the staff members stay current with the latest technologies and, as a result, provide services that are also in line with the times we are currently living in.
- Continuous training and development can also significantly contribute to ensuring that the Municipality has well-trained employees and that the staff of eThekweni Municipality is well-equipped with the essential traits and skills of a competent public servant, facilitating the efficient provision of municipal services.
- A continuous evaluation of the policies and practices governing employment. Additionally, this can help to guarantee that the policies and practices adopted by the Municipality's various units and departments are those that enhance productivity at work, address workers' needs, and

permit the seamless execution of day-to-day operations. This can boost employee morale, which will improve the delivery of municipal services.

- This study also suggests that senior managers and trade unions get more involved. This is since employees often find it easy to discuss their needs with their trade unions without worrying about being judged. If line managers or superiors within units can have constant engagements with the trade unions, at least most employees' complaints or concerns can be discussed and addressed at an early stage before it reaches a point where employees slack off on their duties or even consider leaving the eThekweni Municipality.
- The Municipality should improve its infrastructure since certain problems with service delivery are the result of inadequate infrastructure, which subsequently has a negative impact on the personnel who work in that department. As an employer, eThekweni faces the danger of losing high-performing employees due to workforce turnover, which can be reduced by doing this.
- The research also advises the Municipality to regularly assess employee gaps so they can determine whether it is necessary to hire staff members to avoid staff shortages that can cause delays in service delivery.
- Another recommendation derived from the interviews is that the Municipality should consider changing the law to employ personnel in entry-level positions such as those requiring 3 to 6 months' work experience. This is done to offer newly graduated candidates a chance. Having entry-level positions that don't require a lot of training or experience can be a step in the right direction toward lowering unemployment in eThekweni and South Africa overall, where the unemployment rate is so high.
- It was also suggested to do away with political incentives. Some employees think that since they lack political power, they will not be able to obtain certain positions. To put it another way, the Municipality frequently promotes some employees based on their standing in politics, which is unjust to the workers who have put in a lot of effort to establish themselves at a job. Therefore, regardless of whether they have political influence or not, it is advised that the Municipality consider deploying staff in very high positions.
- The study also suggests making it easier for people to participate in volunteer work so that many more people may actively participate in their city and collaborate to improve it. This would not only be advantageous to the eThekweni Municipality but would also empower the eThekweni community to take an active role in bringing about positive change in the city. Having volunteers will also help to improve service delivery since more members of the eThekweni community will be actively involved in creating a Municipality that is well-known for meeting the needs of its residents.

## 5.4. Conclusions

Using the eThekweni Municipality as a case study, this study investigated how talent acquisition affected the delivery of municipal services. The focus of the problem statement was how eThekweni's inadequate service delivery contributed to ongoing boycotts and riots. The study discovered that certain issues are brought on by a lack of workers, employee unhappiness, a lack of an effective talent acquisition strategy, and poor human resource management procedures and practices that demotivate workers and occasionally result in staff turnover.

To try and gather the participants' perspectives, a variety of research approaches and strategies were used. The data were carefully examined, and information was gathered from both primary and secondary sources. The research approaches employed allowed for a clear examination of the data and provided insight into the level of talent acquisition in eThekweni. The study also demonstrated that there are numerous factors that can contribute to subpar municipal service delivery. Lack of access to talent can be a significant factor in the poor delivery of municipal services. The productivity of an organization may be greatly impacted by improper talent acquisition tactics, processes, and rules.

The eThekweni Municipality's talent acquisition process has a lot of flaws. These gaps include staff turnover, employee demotivation, a deficit, ongoing boycotts of service delivery, adaptation to changes made to the hiring process, etc. Therefore, to successfully supply municipal services, it is necessary to adopt talent acquisition plans, policies, and procedures in an appropriate manner. Employees at eThekweni were surveyed, and throughout the interviews, they shared their opinions on the company's talent acquisition policies and procedures. The data gathered indicated that majority of employees are dissatisfied because they believe the organization is not growing. This was due to the perception of certain people that they do not receive equal opportunity for programs that promote skills and development. Some staff members disclosed that their departments are understaffed, the workload is excessive to the point where they burn out, and this has an impact on how they provide services. All these difficulties ultimately encourage subpar service performance in eThekweni.

The study suggested a few practical answers to the issue at hand, including continued staff training and development, investment in technology systems that will facilitate employees' adaptation to the 'Internet of Things' and 4IR. Another suggestion was to establish an open-door policy that would allow managers, labour unions, and employees to communicate freely and continuously in order to ensure that everyone is always on the same page with regard to employee wellness and, as a result, at least one can attain service delivery results.

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## **ACTS**

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## ANNEXURE 1: RESEARCH INSTRUMENT - QUESTIONNAIRE SCHEDULE

### Impact of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality

The purpose of this study is to evaluate the impact of talent acquisition on municipal service delivery in the eThekweni Metropolitan Municipality and to recommend effective talent acquisition strategies that can be used to promote efficiency in municipal service delivery. I humbly request that you be part of this study by providing your thoughts and opinions on the role that talent acquisition has in equipping eThekweni Municipality employees to excel in their roles and therefore provide effective municipal service delivery. Please tick (✓) where you feel it is relevant and appropriate to you.

#### Section A: Biographical Details

Male	
Female	
Black	
White	
Indian	
Coloured	
Aged between 18 to 35 years	
Aged between 35 to 70	

#### 1. Category of Respondent

Executive Management	
Senior Management	
Human Resource Personnel	
Political Office Bearer	
Operational Staff	
Administrative Personnel	
Bargaining Council	
Contract-based employee	

#### Section B: Impact of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality

#	Impact of talent acquisition on municipal service delivery – the case of eThekwini metropolitan municipality	Tick (✓) in the box that most applies to you				
		Strongly Agree	Agree	Not sure	Disagree	Strongly disagree
1.	The current eThekwini Municipality talent acquisition management system has a positive impact on day-to-day productivity in the workplace.					
2.	The induction and ongoing training and development of eThekwini employees encourages efficiency and competency in the Municipality.					
3.	Staff-turnover is a major issue that the eThekwini Municipality is facing.					
4.	The Human Resource Department plays a key role in motivating eThekwini employees.					
5.	eThekwini Municipality policies and procedures support employee growth and development.					
6.	There are still gaps in Human Resource management in the eThekwini Municipality, especially with regards to talent acquisition.					
7.	Remuneration is the greatest motivator for people to want to work for the eThekwini Municipality.					
8.	Performance Management Plan within the eThekwini Municipality motivates employees to excel in their current role and helps in retaining them.					
9.	The use of technological systems encourages effective, efficient and cost-effective municipal service delivery.					
10.	The Human resource practices encourage growth and development within the eThekwini Municipality.					

**ANNEXURE 2: RESEARCH INSTRUMENT – SURVEY SCHEDULE**  
**Section A: Biographical Details**

Male	
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Female	
Black	
White	
Indian	
Coloured	
Aged between 18 to 35 years	
Aged between 35 to 70	

## 2. Category of Respondent

Executive Management	
Senior Management	
Human Resource Personnel	
Political Office Bearer	
Operational Staff	
Administrative Personnel	
Bargaining Council	
Contract based employee	

## Section B: Impact of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality

**1. During recruitment process, employing internal applicants has more positive impact than hiring new employees.**

a) Strongly agree    b) Somewhat agree    c) Strongly disagree    d) Somewhat disagree.

**2. Reference/ background checking is an integral part of the recruitment process.**

a) Strongly agree    b) Somewhat agree    c) Strongly disagree    d) Somewhat disagree.

**3. Employees should be hired based on their strong working experience and good qualifications.**

a) Strongly agree    b) Somewhat agree    c) Strongly disagree    d) Somewhat disagree.

**4. Succession programme should always be applied in the workplace.**

a) Strongly agree    b) Somewhat agree    c) Strongly disagree    d) Somewhat disagree.

**5. Employees should be hired based on their strong working experience and good qualifications.**

a) Strongly agree      b) Somewhat agree      c) Strongly disagree      d) Somewhat disagree.

**6. One's character is more important than their job skills when it comes to being a good employee.**

a) Strongly agree      b) Somewhat agree      c) Strongly disagree      d) Somewhat disagree.

**Thank you for your participation and contribution to the study.**

## ANENXURE 3: INTERVIEW SCHEDULE

### Impact Of Talent Acquisition on Municipal Service Delivery – The Case of eThekweni Metropolitan Municipality

The purpose of this study is to evaluate the impact of talent acquisition on municipal service delivery in eThekweni Metropolitan Municipality and to recommend effective talent acquisition strategies that can be used to promote efficiency in municipal service delivery. I humbly request you to be part of this study by providing your thoughts and opinions on the role that talent acquisition has on equipping eThekweni Municipality employees to excel in their roles and therefore provide effective municipal service delivery. Please note that there is no right or wrong answer in this interview. Please tick (✓) where you feel it is relevant and appropriate to you in the sections A 1 and 2.

#### Section A: Biographical Details

Male	
Female	
Black	
White	
Indian	
Coloured	
Aged between 18 to 35 years	
Aged between 35 to 70	

#### 7. Category of Participants

Executive Management	
Senior Management	
Human Resource Personnel	
Political Office Bearer	
Operational Staff	
Administrative Personnel	
Bargaining Council	
Contract based employee	

## Section B: The Research Questions

1. What impact do you think talent acquisition management has in the eThekwini Municipality?

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2. What impact do you think the current talent acquisition management has on municipal service delivery?

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3. What role do you think learning, training and development of the eThekwini staff members have on their productivity and their day-to-day performance?

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4. What is your opinion on staff turnover in eThekwini Municipality? In your opinion what do you think causes the employees to resign or quit their jobs in the eThekwini Municipality?

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5. Do you think there is anything that the Municipality or specifically the HR Department can do to motivate eThekwini employees to help prevent staff turnover?

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6. From your experience or observation, do you think the way in which Human Resource management policies and procedures are structured plays a role in demotivating or motivating employees? Why do you say so?

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7. In your opinion, what gaps exist in the Human Resource Management strategies that may negatively impact the productivity of the employees which may decrease the quality of municipal service delivery in the eThekweni Municipality?

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8. In your opinion what is a great motivator for an individual to wish to be employed by the eThekweni Municipality and further motivates employees to stay in the organisation and be productive? E.g., their career development needs/ the eThekweni Municipality brand itself or the experience that they feel they can gain from the Municipality?

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9. What is your take on the use of technology in the eThekweni Municipality, the role it plays in achieving municipal service delivery outcomes, and whether employees adapt easily to recent technologies or resist change which can decrease service delivery? Clearly state why you say so?

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10. What are your thoughts on staff development, performance management policies and procedures? Do you think they can be a key factor to either negatively or positively impact the

productivity of employees and hence the level of municipal service delivery rendered? Please elaborate.

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11. Given a chance to make recommendations, what would you like to recommend that eThekweni Municipality can improve on, either when they are recruiting or to their existing staff members, to ensure that they have high-performing employees who can contribute positively to municipal service delivery?

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## ANNEXURE 3: INFORMED CONSENT

### RESEARCH ETHICS COMMITTEE

#### UNIVEN Informed Consent

#### Appendix B

#### LETTER OF INFORMATION

- Title of the Research Study** : Impact of Talent Acquisition on Municipal Service Delivery – The case of eThekweni Metropolitan Municipality.
- Principal Investigator/s/ researcher** : Lindelwa Judy Cele, Master of Administration.
- Co-Investigator/s/supervisor/s** : Supervisor, DR M.M. Nekhavhambe.
- Brief description of the study's purpose:** The purpose of the study is to investigate the impact of talent acquisition in municipal service delivery and to find recommendations on strategies and practices that will help enhance the municipal service delivery at the eThekweni Municipality.
- Outline of the Procedures** : The participant will be given a set of questions that need to be answered, an appointment will be made with the participant prior to the interview. Thereafter, either a face to face or virtual meeting will take place.
- Risks or Discomforts to the Participant** : There are none foreseen in this research.
- Benefits** : The participants will have access to the report once the research has been concluded, giving them to go through recommendations and choose whether to use in their future strategies or not.
- Reason/s why the Participant May Be Withdrawn from the Study** : This research is voluntary therefore there will be no adverse consequences should they decide to withdraw from the study.
- Remuneration** : No there will not be any remuneration involved.
- Costs of the Study** : All the costs involved such as transportation will be covered by the researcher. The participants will not be required to pay for anything.
- Confidentiality** : All the participants will remain anonymous in the study that is to ensure confidentiality and anonymity.

**Research-related Injury**

: There are no physical injuries foreseen in the study.

People to Contact in Case of Any Issues or Questions:

The supervisor, (Dr M.M. Nekhavhambe, Tel No: 072 993 4665) or please contact the researcher (Miss L.J. Cele, Tel No: 079 478 3193.), or the University Research Ethics Committee Secretariat on 015 962 9058. Complaints can be reported to the Director: Research and Innovation, Prof GE Ekosse on 015 962 8313 or Georges.Ivo.Ekosse@univen.ac.za

General:

Potential participants must be assured that participation is voluntary and the approximate number of participants to be included should be disclosed. A copy of the information letter should be issued to participants. The information letter and consent form must be translated and provided in the primary spoken language of the research population.

**CONSENT**

Statement of Agreement to Participate in the Research Study:

- I, the Participant \_\_\_\_\_ hereby confirm that I have been informed by the researcher, Lindelwa Judy Cele about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: \_\_\_\_\_
- I have also received, read and understood the above written information (*Participant Letter of Information*) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerized system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during this research which may relate to my participation will be made available to me.

Full Name of Participant                      Date                      Time                      Signature

I, .....                      .....                      .....

(Name of researcher) herewith confirm that the above participant has been fully.

Informed about the nature, conduct and risks of the above study.

Full Name of Researcher

.....                      Date.....                      Signature.....

Full Name of Witness (If applicable)

..... Date ..... Signature.....

Full Name of Legal Guardian (If applicable)

..... Date..... Signature.....

**Please note the following:**

Research details must be provided in a clear, simple, and culturally appropriate manner and prospective participants should be helped to arrive at an informed decision by use of appropriate language (grade 10 level- use Flesch Reading Ease Scores on Microsoft Word), selecting of a non-threatening environment for interaction and the availability of peer counselling (Department of Health, 2004)

If the potential participant is unable to read/illiterate, then a right thumb print is required and an impartial witness, who is literate and knows the participant e.g., parent, sibling, friend, pastor, etc. should verify in writing, duly signed that informed verbal consent was obtained (Department of Health, 2004).

If anyone makes a mistake completing this document e.g., a wrong date or spelling mistake, a new document must be completed. The incomplete original document must be kept in the participant's file and not thrown away, and copies thereof must be issued to the participant.

**References:**

Department of Health: 2004. *Ethics in Health Research: Principles, Structures and Processes*

<http://www.doh.gov.za/docs/factsheets/guidelines/ethnics/>

Department of Health. 2006. *South African Good Clinical Practice Guidelines*. 2nd Ed. Available at:

[http://www.nhrec.org.za/?page\\_id=14](http://www.nhrec.org.za/?page_id=14)

# ANNEXURE 4: ETHICAL CLEARANCE

ETHICS APPROVAL CERTIFICATE

RESEARCH AND INNOVATION  
OFFICE OF THE DIRECTOR

NAME OF RESEARCHER/INVESTIGATOR:  
**Ms LJ Cele**

STUDENT NO:  
14001766

PROJECT TITLE: **Impact of Talent Acquisition on Municipal Service Delivery – The case of eThekwinl Metropolitan Municipality.**

ETHICAL CLEARANCE NO: FMCL/22/PDN/06/2607

SUPERVISORS/ CO-RESEARCHERS/ CO-INVESTIGATORS

NAME	INSTITUTION & DEPARTMENT	ROLE
Dr MM Nkeshvhombe	UNIVEN, Public and Development Administration	Supervisor
Mr. HH Takolant	UNIVEN, Public and Development Administration	Co-Supervisor
Ms LJ Cele	UNIVEN, Public and Development Administration	Investigator – Student

Type: **Masters Research**

Risk: **Minimal risk to humans, animals, or environment (Category 2)**  
Approval Period: **July 2022 – July 2024**

The Research Ethics Social Sciences Committee (RESSC) hereby approves your project as indicated above.

**General Considerations**

While this ethics approval is subject to conditions, understandings and agreements incorporated and signed in the application form, please note the following:

- The project leader (principal investigator) must report to the prescribed forum to the REC:
  - Annually (or as otherwise requested) on the progress of the project, and upon completion of the project.
  - Annually a number of projects may be randomly selected for a external audit.
- The approval applies strictly to the protocol as stipulated in the application form. Should any changes to the protocol be deemed necessary during the course of the project, the project leader must apply for approval of those changes to the REC. Would there be assisted from the project protocol without the necessary approval of such changes, the ethics approval is immediately and automatically forfeited.
- The date of approval indicates the first date that the project may be started. Would the project have to continue after the expiry date, a new application must be made to the REC and new approval received before or on the expiry date.
- In the interest of ethical responsibility, the REC retains the right to:
  - Request access to any information or data at any time during the course or after completion of the project.
  - To ask further questions; Seek additional information; Require further modification or monitor the conduct of your research or the informed consent process.
  - Withdraw or postpone approval if:
    - Any unethical principles or practices of the project are revealed or suspected.
    - It becomes apparent that any relevant information was withheld from the REC or that information has been false or misrepresented.
    - The required annual report and reporting of adverse events was not done timely and accurately.
  - Non-compliance with national legislation or international conventions when it necessary.

ISSUED BY:  
UNIVERSITY OF VENDA, RESEARCH ETHICS COMMITTEE  
Date Considered: **June 2022**

Name of the RESSC Chairperson of the Committee: Prof TS Mashau

Signature 

