

**THE RELATIONSHIP BETWEEN TALENT MINDSET, ORGANISATIONAL  
ENERGY AND WORK WELLNESS OF EMPLOYEES**

By

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## DECLARATION

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### DECLARATION

I, Yvette Pienaar, declare that “The relationship between talent mindset, organisational energy and work wellness of employees” is my own unaided work both in content and execution. All the resources I used for this study are cited and referred to in the reference list by means of a comprehensive referencing system. Apart from the normal guidance from my supervisors, I have received no assistance, except as stated in the acknowledgements. I declare that the content of this thesis has never before been used for any qualification at any tertiary institution.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## ACKNOWLEDGEMENTS

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### ACKNOWLEDGEMENTS

“If the dream is big enough, the facts do not matter”

Dexter Yager

With this thesis I would like to thank my Father and Creator for stirring up the ambition, passion, knowledge, commitment and talent in my life to pursue my dream. I thank Him for this incredible journey filled with interesting people and countless challenges that led to this day.

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## ABSTRACT

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## ABSTRACT

### **THE RELATIONSHIP BETWEEN TALENT MINDSET, ORGANISATIONAL ENERGY AND WORK WELLNESS OF EMPLOYEES**

by

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**Prof. E.N. Barkhuizen (Supervisor)**

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#### **Background and Aim:**

Most organisations today operate in a globally complex environment that is dynamic, highly competitive and extremely unpredictable (Tarique & Schuler, 2010). Other than the external circumstances, these authors further maintain that organisations are facing various global challenges: talent exiting organisations, managing older mature workers versus managing younger workers and a scarcity in the required competencies for the specific requirements of the positions within the organisation. As mentioned by Bersin (2011) “We are entering a new era of unparalleled talent scarcity which will put a brake on economic growth around the world, and fundamentally change the way we approach workforce challenges.” The challenge arguably presented to many organisations is that they have to think globally and at the same time manage their human capital in a systematic manner in an attempt to gain and sustain future competitive advantage (Tarique & Schuler, 2010).

The Talent Mindset of leaders plays an important role in the effective implementation of Talent Management practices. Talent management is a construct that evolves around the concept of leadership mindset (McArdle & Ramerman, 2008). Talent management involves the

## ABSTRACT

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implementation of integrated human resource strategies to attract, develop, retain and productively utilize employees “with the required skills and abilities to meet current and future business needs” (Kontoghiorges & Frangou, 2009). It is a culture that contributes to and unleashes passion, commitment, and performance of people which in turn contributes to the organisation achieving its mission, vision, and business goals (McArdle & Ramerman, 2008). This means that the leaders of an organisation need to apply a talent mindset and the outcomes thereof on employees and the organisation as a whole.

According to Schiuma, Mason and Kennerly (2007) leaders have the task of unleashing organisational energy which in turn can have a significant impact on the well-being of employees (Derman, 2009). Managing talent and organisational energy thus means managing the sources of energy dynamics and creating a thriving work environment in which individuals will experience both a sense of vitality and a sense of learning at work (Schiuma et al., 2007; Spreitzer et al. 2005). Individuals who feel a sense of vitality and aliveness are more likely to be mentally and physically healthy (Keyes cited in Spreitzer et al. 2005).

The overall purpose of this study was to determine the relationship between Talent Mindset, Organisational Energy and Work Wellness of employees in a multi-national company. This study aimed to describe, explore and understand the concepts Talent Mindset, Organisational Energy and Work Wellness and the interrelationships between them.

### **Research Method:**

A quantitative approach was used to gather the data by means of three questionnaires namely the Talent Mindset Index (TMI), the EnergyScapes Profile (ESP) and the Shirom – Melamed Vigour Measure (SMVM). The questionnaires were distributed among a convenience sample of employees (N=485) in a South African multi-national company operating in the financial industry. The data were analysed by means of descriptive statistics, and factor analysis, which were followed by multiple regressions and Manovas/ Anovas to test each hypothesis.

### **Results:**

## ABSTRACT

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The regression analysis conducted showed that talent mindset is a significant predictor of organisational energy and work wellness. Organisational energy is a significant predictor of work wellness and organisational energy mediates the relationship between talent mindset and work wellness.

The results showed a statistically significant difference between age and the Talent Mindset dimensions but there was no statistically significant difference between gender, home language, race, years in the company, job level and basis of employment. The results further indicated that there is no statistically significant difference between organisational energy and the different biographical variables. It also indicated a statistically significant difference between gender and the SMVM dimensions, but not between marital status, home language, age, years in the company, geographical region, job level and basis of employment.

### **Practical Relevance:**

This research highlighted the importance of a leader's Talent Mindset and the impact thereof on individual outcomes such as organisational energy and individual well-being. This research clearly showed that Leaders who apply Talent Management practices sufficiently in organisations enhances employees' perceptions of organisational energy which in turn have a positive impact on their wellness in the workplace.

**Key words:** Talent mindset, Organisational energy, Work wellness, Multi-National Company and Organisational effectiveness.

## CHAPTER 1: INTRODUCTION TO THE STUDY

### Chapter 1:INTRODUCTION TO THE STUDY

#### 1.1 INTRODUCTION

This chapter introduces the research by placing the total study in context by means of presenting a framework for the problem under investigation. This chapter provides a concise description of the subject under investigation as well as the motivation for undertaking the study. Other elements covered in this chapter are: an introduction of the research methodology (the procedure that was followed and the measuring instruments that were used to collect the data); a discussion of the value of the study and the key definitions of the concepts central to the study.

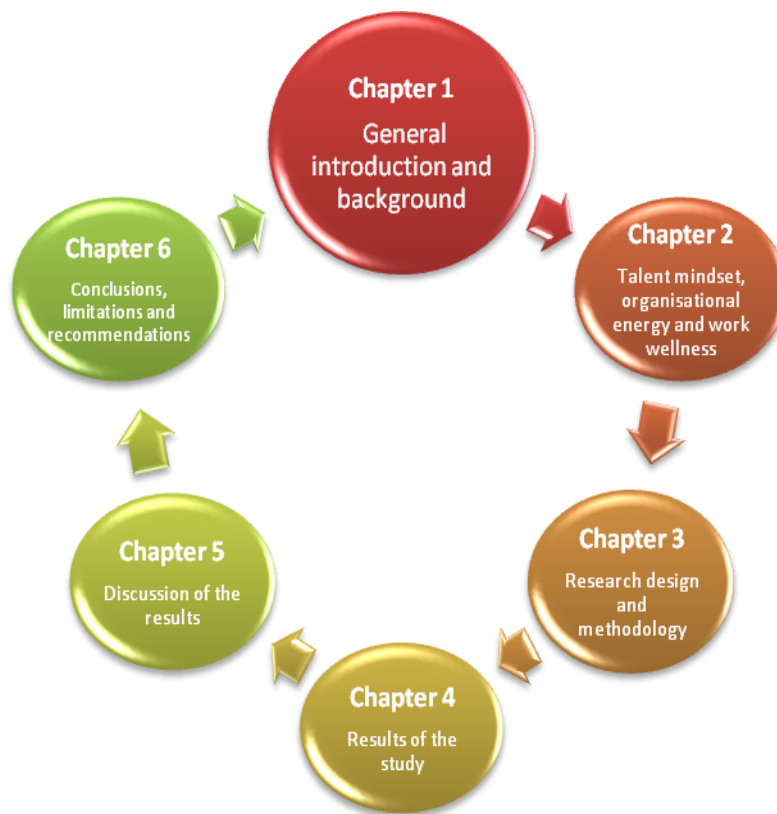


Figure 1-1: Chapter 1 in Context

## **1.2 BACKGROUND AND SETTING OF THE PROBLEM**

Most organisations today operate in a globally complex environment that is dynamic, highly competitive and extremely unpredictable (Tarique & Schuler, 2010). Other than the external circumstances, these authors further maintain that organisations are facing various global challenges: talent exiting organisations, managing older mature workers versus managing younger workers and a scarcity in the required competencies for the specific requirements of the positions within the organisation. As mentioned by Bersin (2011) “We are entering a new era of unparalleled talent scarcity which will put a brake on economic growth around the world, and fundamentally change the way we approach workforce challenges.” The challenge arguably presented to many organisations is that they have to think globally and at the same time manage their human capital in a systematic manner in an attempt to gain and sustain future competitive advantage (Tarique & Schuler, 2010).

The focus of this research is on a Multi-National Company in South Africa. The South African Financial Industry is experiencing a shortage in skilled labour due to the fact that the financial services as a sector uses nearly double the average of skilled works in proportion to the economy as a whole (Archer, 2008). According to the research of Kater (2011), the shortages of accounting and finance skills are currently estimated at around 22 000 and have very negative impact on business in general, and on service-delivery within the public sector. Kater (2011) further states that "Business, government, and civil society need accounting skills. All projects need strong financial management skills."

As a result, the financial industry is facing unique challenges relating to Talent Management. These challenges amongst others include a growing economy, an aging workforce and a limited supply of new and experienced talent (Knowledge Resources, 2012). Kater (2011) found that the basic education system is not producing young South Africans, who meet the admission criteria for universities and universities of technology. Furthermore it appears that when these candidates do find institutions, the space available is limited or they cannot afford to study full time for six to seven years (Kater, 2011). In order to survive, firms in the

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financial services sector have to implement targeted strategies and make talent management a strategic priority.

Globally the financial crisis has driven changes to occur within financial institutions (Groysberg, 2011). The author continues by mentioning that not only did organisations become more focused on how to effectively manage change and lead their employees through organisational restructuring or strategic alignment, but the rapid changes in the industry also drove organisations to give more attention to career management as a manner in which to retain employees. Financial institutions of all sizes have challenges that make it difficult to achieve effective talent management practices (SAP Solution brief, 2008). This brief further explains that the challenges include mergers that unite resources, the every changing global economy, product life cycles that are shortened, the demand for quick return on investment (ROI), the aging workforce and selecting the best and most suitable candidate for the position out of large talent pool.

A study by IBM that in general, financial institutes give more attention to attracting the resource and then holding on to that talent rather than focussing on employee development (Ringo, Schweyer, DeMarco, Jones & Lesser, 2008). In other words, in this sector one will more likely than not find that these organisations choose to focus on attracting en retaining candidates who already have the desired set of skills and capabilities rather than to develop employees en enabling them to form part of the bigger global enterprise.

In order for financial institutions to stay competitive, they have to manage their employee efficiently throughout their employment starting at the recruitment phase right through to training and development (SAP Solution brief, 2008). When organisations do not look after their employee's careers, they will be lured away by competitors, hence the increase in attention to succession planning in the financial sector. The retrenchment of numerous employees in this industry created a new awareness regarding the need to deepen the capacity of talent throughout the organisation in order to ensure that there will be successors to fill the current leaders' positions (Groysberg, 2011).

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In the light of the above challenges it is not surprising that the practice of Talent Management has gained increased momentum as organisations realise that their employees contribute much more to their competitive advantage than physical assets (Stanz, Barkhuizen & Welby, Cooke, 2012). Despite this recognition it appears that Talent Management practices are not a strategic, neither and operational priority in many South African organisations. Most organisations have a form of talent management process or programme that assist the leadership of the organisation to attract, develop, engage and retain talented employees. However, talent is still not managed at a strategic level and there is a lack in applying the talent efficiently within the different roles in the organisation (Cheese, Thomas & Craig, 2008). The ideal end result of effective and sufficient talent management is to create a sustainable work force and leadership team that can build on the on-going business success through leadership transitions, and other business opportunities (McArdle & Ramerman, 2008). These authors further state that; effective talent management contributes to the employee's contentment to stay with an organisation which gives the organisation a further competitive advantage in the market for attracting the right talent.

The Talent Mindset of leaders plays an important role in the effective implementation of Talent Management practices. Talent management is a construct that evolves around the concept of leadership mindset (McArdle & Ramerman, 2008). Talent management involves the implementation of integrated human resource strategies to attract, develop, retain and productively utilize employees "with the required skills and abilities to meet current and future business needs" (Kontoghiorges & Frangou, 2009). It is a culture that contributes to and unleashes passion, commitment, and performance of people which in turn contributes to the organisation achieving its mission, vision, and business goals (McArdle & Ramerman, 2008). This means that the leaders of an organisation need to apply a talent mindset and the outcomes thereof on employees and the organisation as a whole.

Many organisations however fail to optimise talent management, because their practices are only formalised processes, which do not get to the root cause and effect when assessing their core mindsets towards talent (Welby-Cooke, 2010). In other words, organisations and their

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leadership should have the right mindset towards talent, otherwise they will be affected adversely when pursuing optimisation of this valuable asset (Ready & Conger, 2007). The limited empirical research currently available in the South African context clearly indicates that talent management practices are only fairly to moderately applied in many South African organisations (see Barkhuizen & Veldman, 2012; Combrinck, Stanz & Barkhuizen, 2012; Du Plessis et al., 2012; Stanz et al., 2012; Theron & Barkhuizen, 2012). A recent survey by the Human Capital Institute showed that only 57.14% of the companies surveyed have a Talent Management Department (HCI Survey, 2011). The results of this survey also showed that the respondents found it moderately simple and not simple at all to implement Talent Management practices.

The above findings are problematic as the effective management of talent is important as it yields positive outcomes for both the organisation and the individual such as (Morton, 2008). This research focuses on organisational energy and well-being as possible outcomes of Talent Management. To date, several research studies have been done on organisational energy and employee well-being. However, no study has been done integrating the Talent Mindset, Organisational energy and work wellness. According to Schiuma, Mason and Kennery (2007) leaders have the task of unleashing organisational energy which in turn can have a significant impact on the well-being of employees (Derman, 2009). Managing talent and organisational energy thus means managing the sources of energy dynamics and creating a thriving work environment in which individuals will experience both a sense of vitality and a sense of learning at work (Schiuma et al., 2007; Spreitzer et al. 2005). Individuals who feel a sense of vitality and aliveness are more likely to be mentally and physically healthy (Keyes cited in Spreitzer et al. 2005).

Although a number of studies have investigated work wellness (Bakker & Schaufeli, 2003; Bennett, 2003; De la Rey, 2006; Harter, Schmidt & Keyes, 2003; Rothmann, 2008 & Shirom, 2005) and organisational energy (see Bruch & Ghoshal, 2003; Baker & Parker, 2003; Linder, Cross & Parker, 2006 & Schiuma et al., 2007) as separate constructs, these investigations largely focused on the elements that are evident when employees are engaged. The same is



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true for the construct Talent mindset. While the level of energy in the organisation can be measured, the mindset that leadership has towards managing talent in order to nourish high levels of energy, has not been investigated to a satisfactory level, if at all (Schiuma et al., 2007). Evidence supporting the latter statement is the scarcity of resources in this field of interest.

According to Cartwright and Holmes (2006) positive interaction between employees that lead to an energised workforce contributes to employees working well together, characterising their relationships as being “supportive and inspiring” while information is shared openly among them Cartwright and Holmes (2006) further state that energy is not only created in interactions between employees, but that it forms part of the individual’s persona that he or she adapts from the job itself. These are all elements from which an organisation can benefit. The latter authors adds that developing or creating work environments that are compassionate, challenging and satisfying, where people can feel fanatical and energised by the work that they do, is not only important, but in this day and age it is a necessity. Maslach and Leiter (2005) are of the opinion that “energy is the outcome of positive employee engagement”. Upon evaluation of all these statements and findings, it is not so much about finding new perspectives on how organisations manage talent, but rather about a re-evaluation of what is currently happening and rediscovering and reinterpreting the manner in which things were used to be done versus the new more modern why of doing things (Tosey, 1994).

This is where the leader’s mindset around the concept of talent management experiences a new revival. Leaders are constantly reminded that they need to re-evaluate the manner in which they manage talent in order to best establish and maintain it, seeing as it is said to be the primary driver of organisational success (Lockward, 2006). The effect of a successful talent management strategy will in turn have implications for the organisation’s level of energy.

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Although the concept of organisational energy might not yet be too familiar in business pages, it is a topic that is increasingly on the minds of executives with regards to what they can do to maximise the energy levels within the organisations by energising its employees (Schiuma et al., 2007). Organisational energy is no longer an abstract concept, but rather one that can be measured and managed and is found, more often than not, at the heart of an organisation's success (Stanton Marris, cited in Derman, Barkhuizen & Stanz, 2011). Organisational energy, as defined by Symons (2007), is the degree to which the organisation has managed to mobilise the full available effort of its employees in pursuit of its goals.

Previous research has indicated that there is a strong correlation between employee engagement (an indicator of the level of individual energy), customer satisfaction, productivity and profit (Bakker & Demerouti, 2008). Stanton Marris (cited in Derman, 2008) has also claimed that factors contributing to or determining organisational energy have also been seen as leading indicators of employee retention and business and product innovation. Having said that, it is one thing knowing and understanding the existing level of energy within a team, group or organisation, but this energy needs to be channelled in the right direction in order for it to be meaningful and useful. Therefore, it is the responsibility of leaders to harness energy that will differentiate high performing teams from those who perform less sufficiently (Symons, 2007). Harnessing energy has got a lot to do with determining what energises contributes to the level of well-being for individuals and teams, which lead to the next concept of this study, namely work wellness.

Exploring the literature on work wellness (Derman, 2008), it is evident that wellness is not a new term or concept in the world of work, it has only been neglected till date and now made a new appearance over the last decade due to the rising need to promote employee well-being within the workplace (Dornan, 2010). The author further states that wellness is more often than not classified as either a physical or psychological state, rather than being seen as a strategic important element that plays an active role in organisational effectiveness.

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The results of various studies indicate some common features that form part of the core elements that promote employee well-being, namely; meaningfulness, development opportunities, values and support (Rothmann & Jordaan, 2006; Rothmann & Olivier, 2007). These findings have important implications for organisations and managers with regard to the design of jobs and employee selection as well as relationship building with employees, to mention but a few (Rothmann & Olivier, 2007). As with most constructs, the above mentioned elements are all influenced by the environment in which they are created and hopefully also maintained.

In sum, the leaders of organisations thus need to apply a talent mindset that can enhance the organisational energy and the well-being of employees. Schuima et al. (2007) clearly states that the effective management of energy within organisations can also enhance the productivity and success of the organisation (Schiuma et al., 2007). Therefore, this research study sets out to explore the relationships between talent mindset, organisational energy and work wellness, for the purpose of motivating the essential role that these constructs have in contributing to overall organisational effectiveness. Furthermore, the three constructs talent mindset, organisational energy and work wellness, will be explored in depth in order to reveal the various relationships that exist between these constructs to show how an understanding of these relationships can improve not only the performance and effectiveness of the organisation as a whole, but how it can improve the overall well-being of the workforce within the organisation.

### 1.3 MOTIVATION FOR THE STUDY

The turn of the 21<sup>st</sup> century has seen more and more practitioners and managers recognizing the need to create healthy work environments where employees and organisations can flourish and grow. The terms “human capital” and “talent management” not only became new buzzwords, but they changed the way in which employees are managed. Talent Management is a construct that is increasingly on the mind of practitioners and academics, yet difficult to define and understand. Effective talent management requires an understanding of what core talent means, and how to leverage the talent in a manner that allows management to act

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decisively to drive competitive advantage as well as to secure the future success and sustainability of organisations (Stanz, et al. 2012). Yet, it appears as if talent management practices are not a strategic, neither an operational priority in many South African organisations.

As a result the knowledge and empirical evidence regarding Talent Management and the outcomes thereof in the South Arica context remains limited. However the limited research available clearly shows that the effective application of Talent Management practices in organisations can yield positive outcomes for both the organisation and the employee. The focus of this research is to investigate the impact that the Talent Mindset of leaders and the subsequent application of Talent Management Practices can have on the organisational energy of employees. To date research does not appear to have investigated the importance of the various levels of energy found within an organisation at a particular time and the effect that these levels have on employees, not to mention the effect they have on employee wellness and ultimately their contribution to the overall success of the organisation. Also, the relationship between leaders' mindsets towards talent management and work wellness has not been tested in the environment mentioned in this study.

Volumes of research and articles reveal the essence of an employee in the organisation and clearly show that the employee is part of the organisation's stakeholder group. Research has also covered many areas of wellness, organisational energy, leadership and talent management with specific reference to what it is, and what it means for the individual and the organisation. Hence no study has been conducted in the integration of these constructs in the organisation. If employees are seen to be part of the stakeholder group of an organisation, surely the energy created within the organisation and the level of wellness shown by employees and talent managed by leadership should be researched in multiple relationships. The investigation of a Leader's Talent Mindset and relation with the enhancement of organisational energy and individual energy is thus imperative from a research point of view.

### 1.4 DEFINITIONS

#### 1.4.1 Talent Mindset

Duttagupta (2008) defined talent as “a recurring pattern of thought, feeling, or behaviour that can be productively applied”. The author further explains that talent describes the individuals that deliver valuable contributions to the organisation by making use of and sharing their skills, abilities experience and knowledge to the overall goal of the organisation. It can therefore be said that talent is any individual within the organisation that has the ability to positively impact the organisation and add value now and in the future (Morton, cited in Welby-Cooke, 2010). Welby-Cooke (2010) further explains that talent mindset is the belief that talent is critical to the organisation and that talent differentiates organisational culture and breeds competitive advantage, with benefits for both the individual and for the organisation. Talent Mindset is not just a Human Resources way of thinking but it is embedded in the entire organisation and organisations that do have a Talent Mindset are being seen as diverse organisations (Coetzee & Stanz, 2007).

#### 1.4.2 Organisational Energy

The term organisational energy has multiple dimensions but for the purpose of this study the definition as per Tosey and Smith (1999) will be used: “energy is seen as a human consciousness rather than a purely physical phenomenon”. Individual energy has an influence on organisational energy and in turn the organisational energy state affects individual energy (Bruch & Ghoshal, 2003). These authors’ further state that an energised workforce leads to employees working well together, relationships being positive and inspiring and information being freely shared. Therefore, managing energy is important because it drives motivation, powers teamwork, fosters creativity and contributes to an organisation’s competitive edge. A high level of energy assists an organisation in achieving overall productivity improvements in growing faster and in creating major innovations (Derman et al., 2011).

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### 1.4.3 Work Wellness

For purposes of this research the concept of vigour by Shirom was used to measure the work wellness of the respondents. Shirom defines vigour as the individual's feelings that they contain namely, physical strength, cognitive liveliness and emotional energy, all of which forms part of an interrelated affective state that are experienced at work. When an individual feels invigorated, he or she connotes the combined feeling of positive energy balance and pleasantness or contentment (Bakker & Leiter, 2010).

## 1.5 VALUE ADD OF THE STUDY

The contribution of this research study is envisaged in three ways: Theoretical, Methodological and Practical.

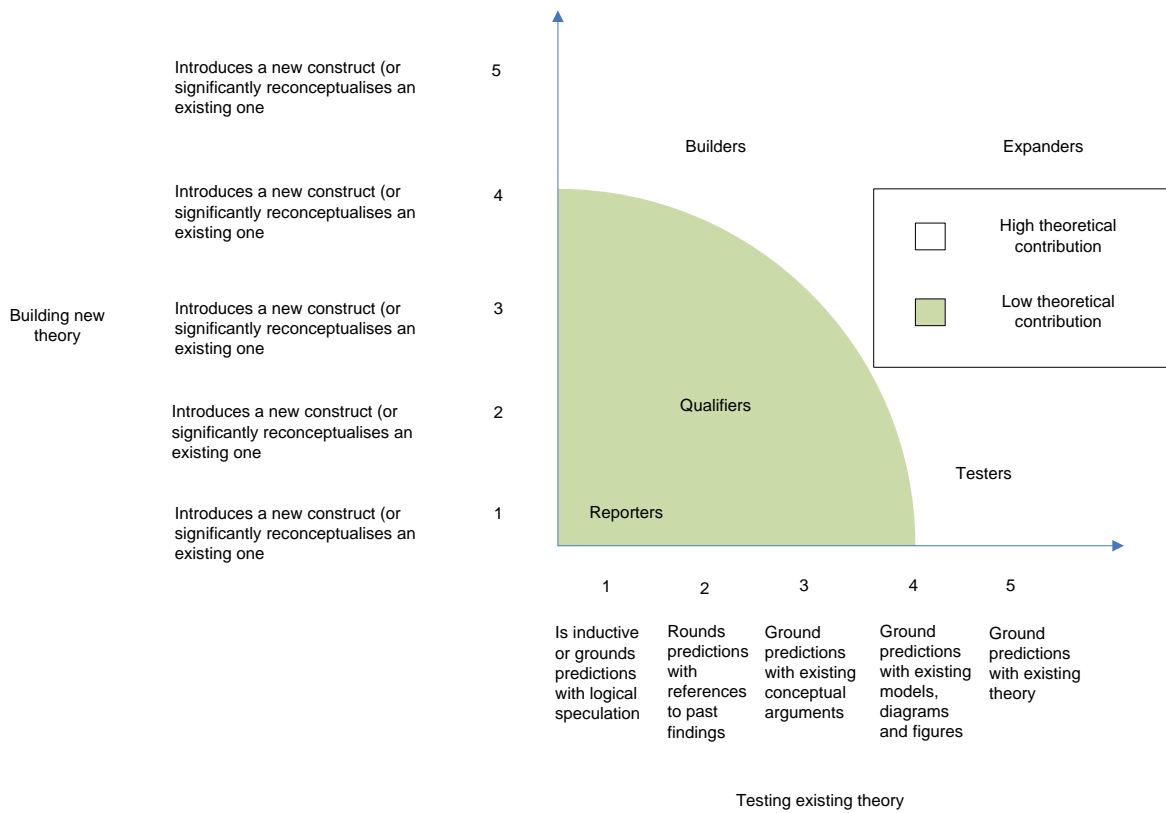
### 1.5.1 Theoretical contribution

Employees better described as the human capital of an organisation, are the organisation's most important competitive asset and have the power to determine its success or failure. As mentioned previously limited research exists on the concepts of Talent Management, Organisational Energy and Work Wellness (as defined by Shirom) in the South African context. No research currently exists in the integration of the Talent Mindset of leaders, in relation with an adapted version of organisational energy as well as work wellness.

Colquitt and Zapata-Phelan (2007) provide a useful taxonomy on which to assess the theoretical contribution of an empirical article. The theoretical contribution of this study is depicted in terms of this taxonomy as theory building and theory testing (see figure 1.2 below).

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**Figure 1-2: A Taxonomy of the Theoretical Contribution for Empirical Articles**



**Source: Adapted from Colquitt and Zapata-Phelan (2007)**

Figure 1.2 indicates a taxonomy that combines the dual components of an empirical study’s theoretical contribution namely: theory building and theory testing. The arc in the figure shows that an empirical study can offer a strong theoretical contribution by being strong in either theory building or theory testing, or both (Colquitt & Zapata-Phelan, 2007). Theory building and testing can be used to classify empirical articles into five discrete categories that include reporters, testers, qualifiers, builders and expanders. *Reporters* refer to empirical articles that are typically low in both theoretical building and testing, whereas *testers* are empirical articles that have high levels of theory testing but low levels of theory building. *Qualifiers* are empirical articles that contain moderate levels of theory testing and theory building and *builders* refer to articles that are relatively high in theory building but relatively

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low in theory testing. Lastly, *expanders* are articles that are relatively high in theory building and theory testing. With regards to theory building, this study examines a previously unexplored relationship between talent mindset, organisational energy and employee wellness. In terms of testing the theory, this study grounds prediction with current models, diagrams and figures, which in essences comes very close to testing the actual theory (Colquitt & Zapata-Phelan, 2007). Thus, the study can be classified as an expander given that it will build and test theory for talent mindset, organisational energy and employee wellness.

### 1.5.2 Methodological contribution

A study like the one at hand has never been conducted with regard to measuring the aforementioned three constructs in the same study. There is a significant lack of research conducted on talent mindset and organisational energy within South Africa and the shortage of information on these topics make this even more evident. The importance of doing a study of this nature within this environment is to see how these constructs are related to each other and the role these relationships can play in improving overall organisational performance. This research will further confirm the utility of the Human Capital Index as an effective measure of Talent Management in the South African context. This research will also validate an adapted version of the EnergyScapes Profile in the South African context. To date only one study could be found in the South African context using the Shirom Melamed Vigour Measure. This study can enhance will contribute to the further validation of the Shirom Melamed Vigour Measure.

### 1.5.3 Practical contribution

The current war for talented employees forces managers of organisations to relook at the current talent management practices in organisations in order to retain these individuals. This research will assist managers in becoming aware of how employees perceive their talent mindset and will further assist them in taking corrective actions in terms of addressing talented employees' retention needs. In addition this research will also assist leaders and practitioners in understanding the extent to which the effective application of Talent



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Management practices can have positive outcomes for both the organisation and individuals in terms of organisational energy and work wellness.

Once management knows what it is that creates and drains energy levels within the organisation, they can address energy levels and change future behaviour. If leaders know how to manage the existing talent within the organisation, employees will show a more engaged behaviour towards the performance of their work. Leaders will know how to approach specific employees with regards to the type of work that they do and what makes them engage with the specific task at hand. They will find that managing employees are much easier and more goal-orientated, and they will be able to reach overall organisational goals more effectively in shorter time periods.

### 1.6 PURPOSE STATEMENT

The overall purpose of this study is to determine the relationship between talent mindset, organisational energy and work wellness of employees in a South African Multi-National Company.

This study sets out to:

- Describe, explore and understand the concepts of talent mindset, organisational energy and work wellness.
- Describe the inter relationships between these talent mindset, organisational energy and work wellness.

### 1.7 RESEARCH OBJECTIVES

The main research objective of this study was to determine the impact of leaders' talent mindset on organisational energy and work wellness of employees in a multi-national company in South Africa.

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More specifically, the secondary objectives of this research for the targeted organisation were:

- To determine the relationship between talent mindset and organisational energy;
- To determine the relationship between talent mindset and work wellness;
- To determine the relationship between organisational energy and work wellness;
- To determine whether organisational energy mediates the relationship between talent mindset and work wellness;
- To determine the interactive relationship between talent mindset and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment;
- To determine the interactive relationship between organisational energy and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment;
- To determine the interactive relationship between and work wellness and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment.

### 1.7.1 The literature review

The objectives of the literature review were to:

- To describe the concept of talent mindset;
- To describe the concept of organisational energy;
- To describe concept of work wellness;
- To describe the interactive relationships between talent mindset, organisational energy and work wellness.

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### 1.7.2 The empirical study

The objectives of the empirical study were to:

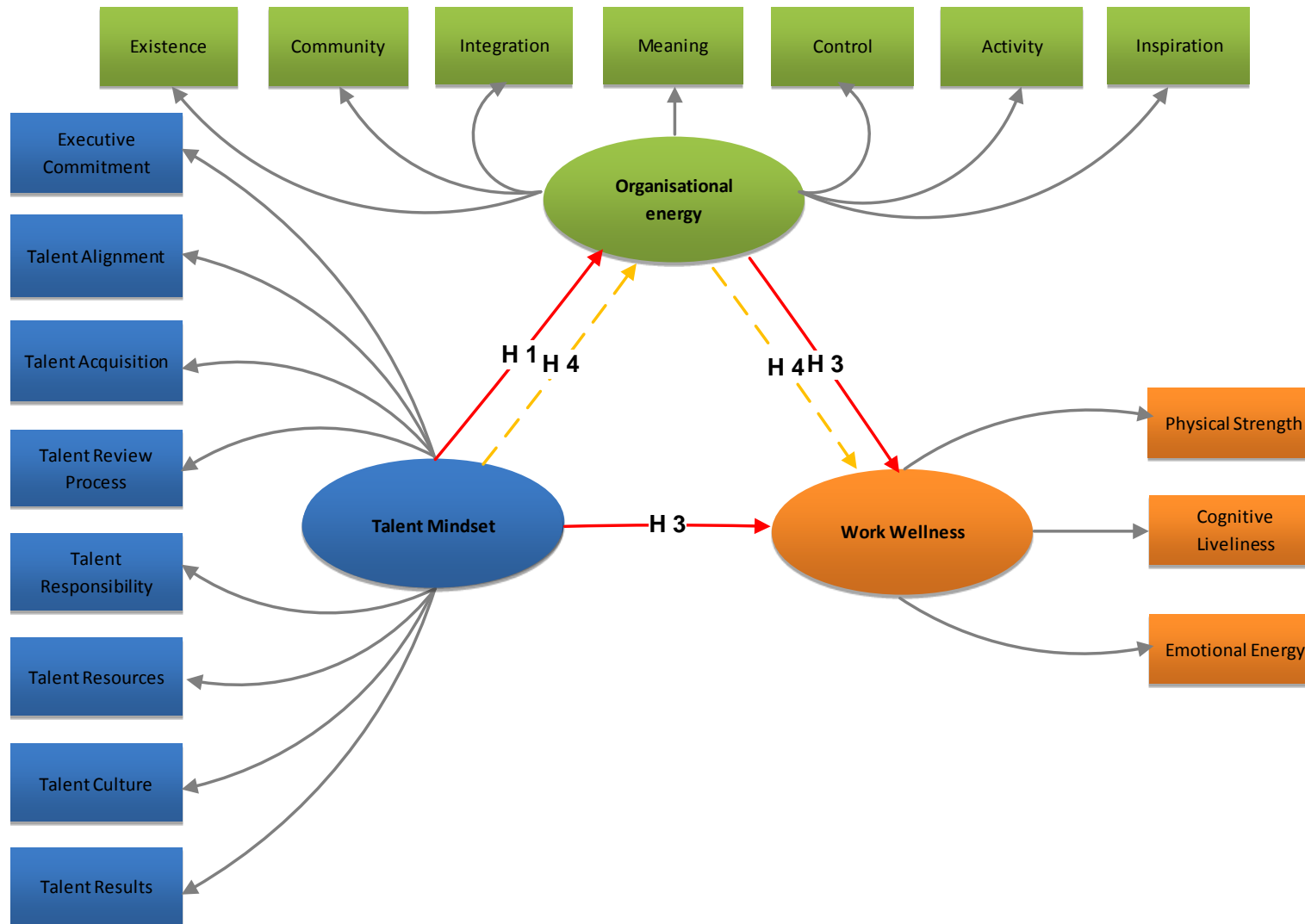
- To determine the relationship between talent mindset and organisational energy;
- To determine the relationship between talent mindset and work wellness;
- To determine the relationship between organisational energy and work wellness;
- To determine whether organisational energy mediates the relationship between talent mindset and work wellness;
- To determine the interactive relationship between talent mindset, and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment.
- To determine the interactive relationship between organisational energy, and biographical variables such race, age, gender, job level, home language, tenure and basis of employment.
- To determine the interactive relationship between work wellness, and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment.

## 1.8 HYPOTHESES

For purposes of this research, seven main research hypotheses were formulated. Sub-hypotheses were formulated for each main hypothesis. For purposes of this research both null and alternative Hypotheses were set based on the inconclusive results from the literature and previous empirical studies. The hypothesised model of the interactive relationships between Talent Mindset, Organisational en Work Wellness is displayed in Figure 1.3 below. This model represents Hypotheses 1 to 4.

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Figure 1-3: The Hypothesised Model of the relationship between Talent Mindset, Organisational Energy and Work Wellness



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### 1.8.1 Hypothesis 1: Talent Mindset and Organisational Energy

**H<sub>0</sub> 1:** There is no significant relationship between Talent Mindset and Organisational Energy.

**H<sub>a</sub> 1:** There is a significant positive relationship between Talent Mindset and Organisational Energy.

#### 1.8.1.1 Sub-Hypotheses for Hypothesis 1

##### *Executive Commitment and Organisational Energy Dimensions*

**H<sub>0</sub> 1.1:** There is no significant relationship between Executive Commitment and Existence.

**H<sub>a</sub> 1.1:** There is a significant positive relationship between Executive Commitment and Existence.

**H<sub>0</sub> 1.2:** There is no significant relationship between Executive Commitment and Community.

**H<sub>a</sub> 1.2:** There is a significant positive relationship between Executive Commitment and Community.

**H<sub>0</sub> 1.3:** There is no significant relationship between Executive Commitment and Integration.

**H<sub>a</sub> 1.3:** There is a significant positive relationship between Executive Commitment and Integration.

**H<sub>0</sub> 1.4:** There is no significant relationship between Executive Commitment and Meaning.

**H<sub>a</sub> 1.4:** There is a significant positive relationship between Executive Commitment and Meaning.

**H<sub>0</sub> 1.5:** There is no significant relationship between Executive Commitment and Control.

**H<sub>a</sub> 1.5:** There is a significant positive relationship between Executive Commitment and Control.

**H<sub>0</sub> 1.6:** There is no significant relationship between Executive Commitment and Activity.

**H<sub>a</sub> 1.6:** There is a significant positive relationship between Executive Commitment and Activity.

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**H<sub>0</sub> 1.7:** There is no significant relationship between Executive Commitment and Inspiration.

**H<sub>a</sub> 1.7:** There is a significant positive relationship between Executive Commitment and Inspiration.

### *Talent Alignment and Organisational Energy Dimensions*

**H<sub>0</sub> 1.8:** There is no significant relationship between Talent Alignment and Existence.

**H<sub>a</sub> 1.8:** There is a significant positive relationship between Talent Alignment and Existence.

**H<sub>0</sub> 1.9:** There is no significant relationship between Talent Alignment and Community.

**H<sub>a</sub> 1.9:** There is a significant positive relationship between Talent Alignment and Community.

**H<sub>0</sub> 1.10:** There is no significant relationship between Talent Alignment and Integration.

**H<sub>a</sub> 1.10:** There is a significant positive relationship between Talent Alignment and Integration.

**H<sub>0</sub> 1.11:** There is no significant relationship between Talent Alignment and Meaning.

**H<sub>a</sub> 1.11:** There is a significant positive relationship between Talent Alignment and Meaning.

**H<sub>0</sub> 1.12:** There is no significant relationship between Talent Alignment and Control.

**H<sub>a</sub> 1.12:** There is a significant positive relationship between Talent Alignment and Control.

**H<sub>0</sub> 1.13:** There is no significant relationship between Talent Alignment and Activity.

**H<sub>a</sub> 1.13:** There is a significant positive relationship between Talent Alignment and Activity.

**H<sub>0</sub> 1.14:** There is no significant relationship between Talent Alignment and Inspiration.

**H<sub>a</sub> 1.14:** There is a significant positive relationship between Talent Alignment and Inspiration.

### *Talent Acquisition and Organisational Energy Dimensions*

**H<sub>0</sub> 1.15:** There is no significant relationship between Talent Acquisition and Existence.

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**H<sub>a</sub> 1.15:** There is a significant positive relationship between Talent Acquisition and Existence.

**H<sub>0</sub> 1.16:** There is no significant relationship between Talent Acquisition and Community.

**H<sub>a</sub> 1.16:** There is a significant positive relationship between Talent Acquisition and Community.

**H<sub>0</sub> 1.17:** There is no significant relationship between Talent Acquisition and Integration.

**H<sub>a</sub> 1.17:** There is a significant positive relationship between Talent Acquisition and Integration.

**H<sub>0</sub> 1.18:** There is no significant relationship between Talent Acquisition and Meaning.

**H<sub>a</sub> 1.18:** There is a significant positive relationship between Talent Acquisition and Meaning.

**H<sub>0</sub> 1.19:** There is no significant relationship between Talent Acquisition and Control.

**H<sub>a</sub> 1.19:** There is a significant positive relationship between Talent Acquisition and Control.

**H<sub>0</sub> 1.20:** There is no significant relationship between Talent Acquisition and Activity.

**H<sub>a</sub> 1.20:** There is a significant positive relationship between Talent Acquisition and Activity.

**H<sub>0</sub> 1.21:** There is no significant relationship between Talent Acquisition and Inspiration.

**H<sub>a</sub> 1.21:** There is a significant positive relationship between Talent Acquisition and Inspiration.

### *Talent Review Process and Organisational Energy Dimensions*

**H<sub>0</sub> 1.22:** There is no significant relationship between Talent Review Process and Existence.

**H<sub>a</sub> 1.22:** There is a significant positive relationship between Talent Review Process and Existence.

**H<sub>0</sub> 1.23:** There is no significant relationship between Talent Review Process and Community.

**H<sub>a</sub> 1.23:** There is a significant positive relationship between Talent Review Process and Community.

**H<sub>0</sub> 1.24:** There is no significant relationship between Talent Review Process and Integration.

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**H<sub>a</sub> 1.24:** There is a significant positive relationship between Talent Review Process and Integration.

**H<sub>0</sub> 1.25:** There is no significant relationship between Talent Review Process and Meaning.

**H<sub>a</sub> 1.25:** There is a significant positive relationship between Talent Review Process and Meaning.

**H<sub>0</sub> 1.26:** There is no significant relationship between Talent Review Process and Control.

**H<sub>a</sub> 1.26:** There is a significant positive relationship between Talent Review Process and Control.

**H<sub>0</sub> 1.27:** There is no significant relationship between Talent Review Process and Activity.

**H<sub>a</sub> 1.27:** There is a significant positive relationship between Talent Review Process and Activity.

**H<sub>0</sub> 1.28:** There is no significant relationship between Talent Review Process and Inspiration.

**H<sub>a</sub> 1.28:** There is a significant positive relationship between Talent Review Process and Inspiration.

### *Talent Responsibility and Organisational Energy Dimensions*

**H<sub>0</sub> 1.29:** There is no significant relationship between Talent Responsibility and Existence.

**H<sub>a</sub> 1.29:** There is a significant positive relationship between Talent Responsibility and Existence.

**H<sub>0</sub> 1.30:** There is no significant relationship between Talent Responsibility and Community.

**H<sub>a</sub> 1.30:** There is a significant positive relationship between Talent Responsibility and Community.

**H<sub>0</sub> 1.31:** There is no significant relationship between Talent Responsibility and Integration.

**H<sub>a</sub> 1.31:** There is a significant positive relationship between Talent Responsibility and Integration.

**H<sub>0</sub> 1.32:** There is no significant relationship between Talent Responsibility and Meaning.



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**H<sub>a</sub> 1.32:** There is a significant positive relationship between Talent Responsibility and Meaning.

**H<sub>0</sub> 1.33:** There is no significant relationship between Talent Responsibility and Control.

**H<sub>a</sub> 1.33:** There is a significant positive relationship between Talent Responsibility and Control.

**H<sub>0</sub> 1.34:** There is no significant relationship between Talent Responsibility and Activity.

**H<sub>a</sub> 1.34:** There is a significant positive relationship between Talent Responsibility and Activity.

**H<sub>0</sub> 1.35:** There is no significant relationship between Talent Responsibility and Inspiration.

**H<sub>a</sub> 1.35:** There is a significant positive relationship between Talent Responsibility and Inspiration.

### *Talent Resources and Organisational Energy Dimensions*

**H<sub>0</sub> 1.36:** There is no significant relationship between Talent Resources and Existence.

**H<sub>a</sub> 1.36:** There is a significant positive relationship between Talent Resources and Existence.

**H<sub>0</sub> 1.37:** There is no significant relationship between Talent Resources and Community.

**H<sub>a</sub> 1.37:** There is a significant positive relationship between Talent Resources and Community.

**H<sub>0</sub> 1.38:** There is no significant relationship between Talent Resources and Integration.

**H<sub>a</sub> 1.38:** There is a significant positive relationship between Talent Resources and Integration.

**H<sub>0</sub> 1.39:** There is no significant relationship between Talent Resources and Meaning.

**H<sub>a</sub> 1.39:** There is a significant positive relationship between Talent Resources and Meaning.

**H<sub>0</sub> 1.40:** There is no significant relationship between Talent Resources and Control.

**H<sub>a</sub> 1.40:** There is a significant positive relationship between Talent Resources and Control.

**H<sub>0</sub> 1.41:** There is no significant relationship between Talent Resources and Activity.

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**H<sub>a</sub> 1.41:** There is a significant positive relationship between Talent Resources and Activity.

**H<sub>0</sub> 1.42:** There is no significant relationship between Talent Resources and Inspiration.

**H<sub>a</sub> 1.42:** There is a significant positive relationship between Talent Resources and Inspiration.

### *Talent Culture and Organisational Energy Dimensions*

**H<sub>0</sub> 1.43:** There is no significant relationship between Talent Culture and Existence.

**H<sub>a</sub> 1.43:** There is a significant positive relationship between Talent Culture and Existence.

**H<sub>0</sub> 1.44:** There is no significant relationship between Talent Culture and Community.

**H<sub>a</sub> 1.44:** There is a significant positive relationship between Talent Culture and Community.

**H<sub>0</sub> 1.45:** There is no significant relationship between Talent Culture and Integration.

**H<sub>a</sub> 1.45:** There is a significant positive relationship between Talent Culture and Integration.

**H<sub>0</sub> 1.46:** There is no significant relationship between Talent Culture and Meaning.

**H<sub>a</sub> 1.46:** There is a significant positive relationship between Talent Culture and Meaning.

**H<sub>0</sub> 1.47:** There is no significant relationship between Talent Culture and Control.

**H<sub>a</sub> 1.47:** There is a significant positive relationship between Talent Culture and Control.

**H<sub>0</sub> 1.48:** There is no significant relationship between Talent Culture and Activity.

**H<sub>a</sub> 1.48:** There is a positive relationship between Talent Culture and Activity.

**H<sub>0</sub> 1.49:** There is no significant relationship between Talent Culture and Inspiration.

**H<sub>a</sub> 1.49:** There is a significant positive relationship between Talent Culture and Inspiration.

### *Talent Results and Organisational Energy Dimensions*

**H<sub>0</sub> 1.50:** There is no significant relationship between Talent Results and Existence.

**H<sub>a</sub> 1.50:** There is a significant positive relationship between Talent Results and Existence.

**H<sub>0</sub> 1.51:** There is no significant relationship between Talent Results and Community.

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**H<sub>a</sub> 1.51:** There is a significant positive relationship between Talent Results and Community.

**H<sub>0</sub> 1.52:** There is no significant relationship between Talent Results and Integration.

**H<sub>a</sub> 1.52:** There is a significant positive relationship between Talent Results and Integration.

**H<sub>0</sub> 1.53:** There is no significant relationship between Talent Results and Meaning.

**H<sub>a</sub> 1.53:** There is a significant positive relationship between Talent Results and Meaning.

**H<sub>0</sub> 1.54:** There is no significant relationship between Talent Results and Control.

**H<sub>a</sub> 1.54:** There is a significant positive relationship between Talent Results and Control.

**H<sub>0</sub> 1.55:** There is no significant relationship between Talent Results and Activity.

**H<sub>a</sub> 1.55:** There is a significant positive relationship between Talent Results and Activity.

**H<sub>0</sub> 1.56:** There is no significant relationship between Talent Results and Inspiration.

**H<sub>a</sub> 1.56:** There is a significant positive relationship between Talent Results and Inspiration.

### 1.8.2 Hypothesis 2: Talent Mindset and Work Wellness

**H<sub>0</sub> 2:** There is no significant relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 2:** There is a significant positive relationship between Talent Mindset and Work Wellness.

#### 1.8.2.1 Sub-Hypotheses for Talent Mindset and Work Wellness

##### *Executive Commitment and Work Wellness Dimensions*

**H<sub>0</sub> 2.1:** There is no significant relationship between Executive Commitment and Physical Strength.

**H<sub>a</sub> 2.1:** There is a significant positive relationship between Executive Commitment and Physical Strength.

**H<sub>0</sub> 2.2:** There is no significant relationship between Executive Commitment and Cognitive Liveliness.

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**H<sub>a</sub> 2.2:** There is a significant positive relationship between Executive Commitment and Cognitive Liveliness.

**H<sub>0</sub> 2.3:** There is no significant relationship between Executive Commitment and Emotional Energy.

**H<sub>a</sub> 2.3:** There is a significant positive relationship between Executive Commitment and Emotional Energy.

### *Talent Alignment and Work Wellness Dimensions*

**H<sub>0</sub> 2.4:** There is no significant relationship between Talent Alignment and Physical Strength.

**H<sub>a</sub> 2.4:** There is a significant positive relationship between Talent Alignment and Physical Strength.

**H<sub>0</sub> 2.5:** There is no significant relationship between Talent Alignment and Cognitive Liveliness.

**H<sub>a</sub> 2.5:** There is a significant positive relationship between Talent Alignment and Cognitive Liveliness.

**H<sub>0</sub> 2.6:** There is no significant relationship between Talent Alignment and Emotional Energy.

**H<sub>a</sub> 2.6:** There is a significant positive relationship between Talent Alignment and Emotional Energy.

### *Talent Acquisition and Work Wellness Dimensions*

**H<sub>0</sub> 2.7:** There is no significant relationship between Talent Acquisition and Physical Strength.

**H<sub>a</sub> 2.7:** There is a significant positive relationship between Talent Acquisition and Physical Strength.

**H<sub>0</sub> 2.8:** There is no significant relationship between Talent Acquisition and Cognitive Liveliness.

**H<sub>a</sub> 2.8:** There is a significant positive relationship between Talent Acquisition and Cognitive Liveliness.

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**H<sub>0</sub> 2.9:** There is no significant relationship between Talent Acquisition and Emotional Energy.

**H<sub>a</sub> 2.9:** There is a significant positive relationship between Talent Acquisition and Emotional Energy.

### *Talent Review Process and Work Wellness Dimensions*

**H<sub>0</sub> 2.10:** There is no significant relationship between Talent Review Process and Physical Strength.

**H<sub>a</sub> 2.10:** There is a significant positive relationship between Talent Review Process and Physical Strength.

**H<sub>0</sub> 2.11:** There is no significant relationship between Talent Review Process and Cognitive Liveliness.

**H<sub>a</sub> 2.11:** There is a significant positive relationship between Talent Review Process and Cognitive Liveliness.

**H<sub>0</sub> 2.12:** There is no significant relationship between Talent Review Process and Emotional Energy.

**H<sub>a</sub> 2.12:** There is a significant positive relationship between Talent Review Process and Emotional Energy.

### *Talent Responsibility and Work Wellness Dimensions*

**H<sub>0</sub> 2.13:** There is no significant relationship between Talent Responsibility and Physical Strength.

**H<sub>a</sub> 2.13:** There is a significant positive relationship between Talent Responsibility and Physical Strength.

**H<sub>0</sub> 2.14:** There is no significant relationship between Talent Responsibility and Cognitive Liveliness.

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**H<sub>a</sub> 2.14:** There is a significant positive relationship between Talent Responsibility and Cognitive Liveliness.

**H<sub>0</sub> 2.15:** There is no significant relationship between Talent Responsibility and Emotional Energy.

**H<sub>a</sub> 2.15:** There is a significant positive relationship between Talent Responsibility and Emotional Energy.

### *Talent Resources and Work Wellness Dimensions*

**H<sub>0</sub> 2.16:** There is no significant relationship between Talent Resources and Physical Strength.

**H<sub>a</sub> 2.16:** There is a significant positive relationship between Talent Resources and Physical Strength.

**H<sub>0</sub> 2.17:** There is no significant relationship between Talent Resources and Cognitive Liveliness.

**H<sub>a</sub> 2.17:** There is a significant positive relationship between Talent Resources and Cognitive Liveliness.

**H<sub>0</sub> 2.18:** There is no significant relationship between Talent Resources and Emotional Energy.

**H<sub>a</sub> 2.18:** There is a significant positive relationship between Talent Resources and Emotional Energy.

### *Talent Culture and Work Wellness Dimensions*

**H<sub>0</sub> 2.19:** There is no significant relationship between Talent Culture and Physical Strength.

**H<sub>a</sub> 2.19:** There is a significant positive relationship between Talent Culture and Physical Strength.

**H<sub>0</sub> 2.20:** There is no significant relationship between Talent Culture and Cognitive Liveliness.

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**H<sub>a</sub> 2.20:** There is a significant positive relationship between Talent Culture and Cognitive Liveliness.

**H<sub>0</sub> 2.21:** There is no significant relationship between Talent Culture and Emotional Energy.

**H<sub>a</sub> 2.21:** There is a significant positive relationship between Talent Culture and Emotional Energy.

### *Talent Results and Work Wellness Dimensions*

**H<sub>0</sub> 2.22:** There is no significant relationship between Talent Results and Physical Strength.

**H<sub>a</sub> 2.22:** There is a significant positive relationship between Talent Results and Physical Strength.

**H<sub>0</sub> 2.23:** There is no significant relationship between Talent Results and Cognitive Liveliness.

**H<sub>a</sub> 2.23:** There is a significant positive relationship between Talent Results and Cognitive Liveliness.

**H<sub>0</sub> 2.24:** There is no significant relationship between Talent Results and Emotional Energy.

**H<sub>a</sub> 2.24:** There is a significant positive relationship between Talent Results and Emotional Energy.

### **1.8.3 Hypothesis 3: Organisational Energy and Work Wellness**

**H<sub>0</sub> 3:** There is no significant relationship between Organisational Energy and Work Wellness.

**H<sub>a</sub> 3:** There is a significant positive relationship between Organisational Energy and Work Wellness.

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### 1.8.3.1 Sub-Hypotheses for Organisational Energy and Work Wellness

#### *Existence and Work Wellness Dimensions*

**H<sub>0</sub> 3.1:** There is no significant relationship between Existence and Physical Strength.

**H<sub>a</sub> 3.1:** There is a significant positive relationship between Existence and Physical Strength.

**H<sub>0</sub> 3.2:** There is no significant relationship between Existence and Cognitive Liveliness.

**H<sub>a</sub> 3.2:** There is a significant positive relationship between Existence and Cognitive Liveliness.

**H<sub>0</sub> 3.3:** There is no significant relationship between Existence and Emotional Energy.

**H<sub>a</sub> 3.3:** There is a significant positive relationship between Existence and Emotional Energy.

#### *Community and Work Wellness Dimensions*

**H<sub>0</sub> 3.4:** There is no significant relationship between Community and Physical Strength.

**H<sub>a</sub> 3.4:** There is a significant positive relationship between Community and Physical Strength.

**H<sub>0</sub> 3.5:** There is no significant relationship between Community and Cognitive Liveliness.

**H<sub>a</sub> 3.5:** There is a significant positive relationship between Community and Cognitive Liveliness.

**H<sub>a</sub> 3.6:** There is a significant positive relationship between Community and Emotional Energy.

**H<sub>0</sub> 3.6:** There is no significant relationship between Community and Emotional Energy.

#### *Integration and Work Wellness Dimensions*

**H<sub>0</sub> 3.7:** There is no significant relationship between Integration and Physical Strength.

**H<sub>a</sub> 3.7:** There is a significant positive relationship between Integration and Physical Strength.

**H<sub>0</sub> 3.8:** There is no significant relationship between Integration and Cognitive Liveliness.



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**H<sub>a</sub> 3.8:** There is a significant positive relationship between Integration and Cognitive Liveliness.

**H<sub>0</sub> 3.9:** There is no significant relationship between Integration and Emotional Energy.

**H<sub>a</sub> 3.9:** There is a significant positive relationship between Integration and Emotional Energy.

### *Meaning and Work Wellness Dimensions*

**H<sub>0</sub> 3.10:** There is no significant relationship between Meaning and Physical Strength.

**H<sub>a</sub> 3.10:** There is a significant positive relationship between Meaning and Physical Strength.

**H<sub>0</sub> 3.11:** There is no significant relationship between Meaning and Cognitive Liveliness.

**H<sub>a</sub> 3.11:** There is a significant positive relationship between Meaning and Cognitive Liveliness.

**H<sub>0</sub> 3.12:** There is no significant relationship between Meaning and Emotional Energy.

**H<sub>a</sub> 3.12:** There is a significant positive relationship between Meaning and Emotional Energy.

### *Control and Work Wellness Dimensions*

**H<sub>0</sub> 3.13:** There is no significant relationship between Control and Physical Strength.

**H<sub>a</sub> 3.13:** There is a significant positive relationship between Control and Physical Strength.

**H<sub>0</sub> 3.14:** There is no significant relationship between Control and Cognitive Liveliness.

**H<sub>a</sub> 3.14:** There is a significant positive relationship between Control and Cognitive Liveliness.

**H<sub>0</sub> 3.15:** There is no significant relationship between Control and Emotional Energy.

**H<sub>a</sub> 3.15:** There is a significant positive relationship between Control and Emotional Energy.

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### *Activity and Work Wellness Dimensions*

**H<sub>0</sub> 3.16:** There is no significant relationship between Activity and Physical Strength.

**H<sub>a</sub> 3.16:** There is a significant positive relationship between Activity and Physical Strength.

**H<sub>0</sub> 3.17:** There is no significant relationship between Activity and Cognitive Liveliness.

**H<sub>a</sub> 3.17:** There is a significant positive relationship between Activity and Cognitive Liveliness.

**H<sub>0</sub> 3.18:** There is no significant relationship between Activity and Emotional Energy.

**H<sub>a</sub> 3.18:** There is a significant positive relationship between Activity and Emotional Energy.

### *Inspiration and Work Wellness Dimensions*

**H<sub>0</sub> 3.19:** There is no significant relationship between Inspiration and Physical Strength.

**H<sub>a</sub> 3.19:** There is a significant positive relationship between Inspiration and Physical Strength.

**H<sub>0</sub> 3.20:** There is no significant relationship between Inspiration and Cognitive Liveliness.

**H<sub>a</sub> 3.20:** There is a significant positive relationship between Inspiration and Cognitive Liveliness.

**H<sub>0</sub> 3.21:** There is no significant relationship between Inspiration and Emotional Energy.

**H<sub>a</sub> 3.21:** There is a significant positive relationship between Inspiration and Emotional Energy.

### **1.8.4 Hypothesis 4: Talent Mindset, Organisational Energy and Work Wellness**

**H<sub>0</sub> 4: Organisational Energy does not mediate the relationship between Talent Mindset and Work Wellness.**

**H<sub>a</sub> 4: Organisational Energy mediates the relationship between Talent Mindset and Work Wellness.**

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### 1.8.5 Hypotheses 5: Talent Mindset and Biographical Variables

**H<sub>0</sub> 5:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 5:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

#### 1.8.5.1 Sub-hypotheses relating to Talent Mindset and Biographical Variables

**H<sub>0</sub> 5.1:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their gender.

**H<sub>a</sub> 5.1:** There is significant difference between the perceptions of Talent Mindset of the respondents based on their gender.

**H<sub>0</sub> 5.2:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their home language.

**H<sub>a</sub> 5.2:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their home language.

**H<sub>0</sub> 5.3:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their race.

**H<sub>a</sub> 5.3:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their race.

**H<sub>0</sub> 5.4:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their age.

**H<sub>a</sub> 5.4:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their age.

**H<sub>0</sub> 5.5:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their Job level.

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**H<sub>a</sub> 5.5:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their Job level.

**H<sub>0</sub> 5.6:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their basis of employment.

**H<sub>a</sub> 5.6:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their basis of employment.

**H<sub>0</sub> 5.7:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their employment in the organisation.

**H<sub>a</sub> 5.7:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their years of employment in the organisation.

### **1.8.6 Hypothesis 6: Organisational Energy and Background Variables**

**H<sub>0</sub> 6:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 6:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

#### **1.8.6.1 Sub-Hypotheses relating to Organisational Energy and Biographical variables**

**H<sub>0</sub> 6.1:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their gender.

**H<sub>a</sub> 6.1:** There is significant difference between the perceptions of Organisational Energy of the respondents based on their gender.

**H<sub>0</sub> 6.2:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their home language.

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**H<sub>a</sub> 6.2:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their home language.

**H<sub>0</sub> 6.3:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their race.

**H<sub>a</sub> 6.3:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their race.

**H<sub>0</sub> 6.4:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their age.

**H<sub>a</sub> 6.4:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their age.

**H<sub>0</sub> 6.5:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their Job level.

**H<sub>a</sub> 6.5:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their Job level.

**H<sub>0</sub> 6.6:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their basis of employment

**H<sub>a</sub> 6.6:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their basis of employment.

**H<sub>0</sub> 6.7:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their employment in the organisation.

**H<sub>a</sub> 6.7:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their years of employment in the organisation.

### **1.8.7 Hypothesis 7: Work Wellness and Biographical Variables**

**H<sub>0</sub> 7:** There is no significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

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**H<sub>a</sub> 7:** There is a significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

### 1.8.7.1 Sub-Hypotheses relating to Work Wellness and Biographical Variables

**H<sub>0</sub> 7.1:** There is no significant difference between the Work Wellness of the respondents based on their gender.

**H<sub>a</sub> 7.1:** There is significant difference between the Work Wellness of the respondents based on their gender.

**H<sub>0</sub> 7.2:** There is no significant difference between the Work Wellness of the respondents based on their home language.

**H<sub>a</sub> 7.2:** There is a significant difference between the Work Wellness of the respondents based on their home language.

**H<sub>0</sub> 7.3:** There is no significant difference between the Work Wellness of the respondents based on their race.

**H<sub>a</sub> 7.3:** There is a significant difference between the Work Wellness of the respondents based on their race.

**H<sub>0</sub> 7.4:** There is no significant difference between the Work Wellness of the respondents based on their age.

**H<sub>a</sub> 7.4:** There is a significant difference between the Work Wellness of the respondents based on their age.

**H<sub>0</sub> 7.5:** There is no significant difference between the Work Wellness of the respondents based on their Job level.

**H<sub>a</sub> 7.5:** There is a significant difference between the Work Wellness of the respondents based on their Job level.

**H<sub>0</sub> 7.6:** There is no significant difference between the Work Wellness of the respondents based on their basis of employment.

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**H<sub>a</sub> 7.6:** There is a significant difference between the Work Wellness of the respondents based on their basis of employment.

**H<sub>0</sub> 7.7:** There is no significant difference between the Work Wellness of the respondents based on their employment in the organisation.

**H<sub>a</sub> 7.7:** There is a significant difference between the Work Wellness of the respondents based on their years of employment in the organisation.

### 1.9 RESEARCH METHOD

The research methodology is the overall approached to the research process. It starts with a theoretical background and investigation of talent mindset, organisational energy and work wellness right through to the collection, analysis and interpretation of data. The research design and methodology will be discussed in depth in chapter 3.

#### 1.9.1 Literature review

The focus of the literature review is based on previous investigations and studies conducted on talent mindset, organisational energy and work wellness, as well as the measurement of these constructs. The research on the constructs is conceptualised and presented in Chapter 2.

#### 1.9.2 Empirical study and Research Design

In order to achieve all the stated objectives, an empirical study was conducted as set out below. Survey research as explained by Neuman (2003) is an approach that is often used in the social sciences. He further explains that survey research can represent many respondents who present answers to the same given questions. Surveys can measure numerous variables, test various hypotheses and make inferences about past behaviour, experiences or characteristics. The units of analysis in survey research are generally the individuals who complete the survey questions. The results of the questionnaires are frequently aggregated in order to provide data on groups or interactions (Neuman, 2003).

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The cross-sectional research design is used extensively in social science research due to the fact that it is uncomplicated and the least expensive alternative as it allows researchers to observe subjects at one point in time (Neuman, 2003). For this study, the cross-sectional design was used, where data from a number of groups were collected at a predetermined point in time and then compared in terms of the background variables (Shaughnessy & Zechmeister, 1997). The data was collected from the managers and employees of a South African multi-national organisation. The research procedure is depicted in Figure 1.4. Each step mentioned in this process will be discussed and described through the rest of the study.

### 1.9.3 Measuring instruments

The measuring instruments utilised during this study were standardised questionnaires. It is beneficial to use self-administered questionnaires due to the fact that it allows for standardisation in the study and minimal interference from the researcher which could result in a bias effect (O'Neil, cited in Cuff 2011). The rationale for using questionnaires is to obtain a quantitative measure on how the constructs under investigation interact with each other.

The questionnaires fit into the research process as set out below.



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**Figure 1-4: The research process**



### 1.9.3.1 Human Capital Index of Talent Management Practices

An adapted version of The Human Capital Index of Talent Management Practices was used to measure the perceptions of the talent mindset of the organisation. The respondents were required to indicate the current talent practices in the organisation on a five-point scale ranging from “strongly disagree” to “strongly agree”. The Index consist of 28 items and measure 8 dimensions: Executive commitment, Talent alignment, Talent review process, Talent acquisition, Talent responsibility, Talent resources, Talent culture and Talent results. Acceptable internal consistencies have been found for this measure in previous South African studies (Barkhuizen, Stanz & Du Plessis, 2011 & Barkhuizen, Veldsman & Stanz, 2012).

### 1.9.3.2 EnergyScapes Profile (ESP)

The EnergyScapes Profile measures Organisational Energy with the aim of measuring the individual experience of Organisational Energy on seven specific dimensions or performance

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areas (Cuff, 2011). An adapted version of the ESP was used to measure the employees' perceptions of Organisational Energy. The questionnaire consists of 35 items and measures the dimensions of Inspiration, Integration, Meaning, Community, Control, Activity and Existence. Responses are measured on a 7-point Likert Scale ranging from "strongly disagree" to "strongly agree." Acceptable internal consistencies were found for the longer version of this measurement in the South African context (Derman et al., 2011).

### 1.9.3.3 Shirom-Melamed Vigour Measure (SMVM)

The third questionnaire aims at measuring individual vigour at work by assessing the respondents reported levels of physical strength, cognitive liveliness and emotional energy. The questionnaire consists of twelve items: five questions measure physical strength, three measure cognitive liveliness and four questions measure emotional energy. This questionnaire was used to measure the employees level of work wellness. A Likert Scale of 7 rating points is used ranging from "strongly disagree" to "strongly agree." Acceptable internal consistencies were found for this measure in the South African context (Louw & Viviers, 2010).

Information regarding the biographical background of the respondents was also gathered by means of a biographical questionnaire. The information included gender, marital status, marital/relationship satisfaction, language, race, age, division/department, geographical region, job level, tenure, basis of employment and hours worked in a week.

## 1.10 DATA ANALYSES

The data analysis for this research was conducted via SPSS (SPSS Inc., 2011) and descriptive statistics (*i.e.* mean, standard deviation and kurtosis) were used to analyse the data (Kerlinger & Lee, 2000). Factor analysis and Cronbach alpha coefficients were used to assess the reliability and validity of the measuring instruments (Cohen, 1988). Confirmatory factor analysis was used to assess the structure of the measuring instruments (in this instance the Talent Mindset Index, EnergyScapes Profile (ESP) and Shirom-Melamed Vigour Measure

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(SMVM). Multiple regression analysis was used to analyse the relationship between the dependent and independent variables (Hair, Anderson, Tatham, & Black, 1998).

Confirmatory factor analysis was performed on all the measurements in this research. Confirmatory factor analysis is a sophisticated technique used in the advance stages of the research process to test a theory about latent processes. In order to do so variables are carefully and specifically chosen to reveal underlying processes (Tabachnick & Fidell, 2001). Goodness-of-fit indices were used to summarise the degree of correspondence between the implied and observed covariance matrices. These included the  $\chi^2$  Goodness-of-Fit Statistic,  $\chi^2 / \text{Degrees of Freedom Ratio}$  (CMIN/DF), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI) the Root Mean Square Error of Approximation, the Bentler-Binnett non-normed fit index (NNFI) and the Standard mean-square residual (SMSR).

Multiple regression analysis was used to analyse the relationship between the dependent and independent variables (Hair, Anderson, Tatham, & Black, 1998). MANOVA (multivariate analysis of variance) were used to analyse the significance in differences between talent mindset, organisational energy, work wellness and the demographic variables (Kerlinger & Lee, 2000). T-tests were used to determine differences between the groups in the sample. MANOVA tests whether mean differences among groups on a combination of dependent variables are likely to have occurred by chance (Tabachnick, & Fidell, 2001). In MANOVA a new dependent variable that maximises group differences was created from the set of dependent variables. When an effect was significant in MANOVA, ANOVA was performed to discover which dependent variables were affected. One-way analysis was then performed on the newly created dependent variable.

### 1.11 CHAPTER LAYOUT

This study consists of six interdependent chapters. Thus far the researcher has presented an introduction to the problem, the problem statement and the motivation and value of the study.

## CHAPTER 1: INTRODUCTION TO THE STUDY

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These concepts have been accompanied by a short background of the research methodology all of which forms chapter 1. Chapter 1 lays the foundation for chapter 2.

**Chapter 2** explores and discusses the literature review. This chapter documents existing literature on the topics of talent mindset, organisational energy and work wellness.

**Chapter 3** provides a more detailed discussion on the research design, the research approach, and the research method.

**Chapter 4** covers the results on the findings of the study, which includes the processing and analysis of the data in figures and tables.

**Chapter 5** interprets and discusses the empirical results of the study.

**Chapter 6** follows with the conclusions, limitations and recommendations. Focuses for possible future research are provided and a summary of the study concludes the research.

### 1.12 CONCLUSION

The above mentioned background and problem statement indicate that there is a possibility that a relationship can exist between the constructs talent mindset, organisational energy and work wellness. All organisations strive at obtaining the right talent to achieve their organisational goals but having the right people might not be enough. The level of energy needs to be optimal at certain points in order to generate the desired levels of performance and in the midst of this the employee needs need to be looked after in order to ensure that they are willing and able to commit to the task at hand. As mentioned before, understanding these relationships can improve the performance and effectiveness of the organisation as a whole, as well as the overall well-being of the workforce within the organisation.

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The foundation for the rest of the study is now in place after providing the reader with the necessary background, the motivation for the study, the problem statement, the value of the study, the research questions and objectives, the research methodology as well as the chapter outline of the entire study.

The next Chapter will address the Literature Review for this study.

## CHAPTER 2: LITERATURE REVIEW

### Chapter 2:LITERATURE REVIEW

#### 2.1 INTRODUCTION

Chapter 2 aims at exploring literature and various kinds of research conducted on the constructs talent mindset, organisational energy and work wellness. For the purpose of addressing the problem stated in chapter 1 holistically, the literature review in this chapter first addresses the topic of talent mindset (with reference to talent management). Second this chapter will focus on organisational energy and thirdly work wellness. This Chapter concludes with a discussion on the interrelationships between Talent Mindset, Organisational Energy and Work Wellness.

Figure 2-1: Chapter 2 in Context



## CHAPTER 2: LITERATURE REVIEW

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### 2.2 TALENT MINDSET

*“In order that people may be happy in their work, these three things are needed: They must be for it. They must not do too much of it. And they must have a sense of success in it.”*

- John Ruskin

#### 2.2.1 Introduction

South Africa needs to compete globally, but due to the occurrence of the "brain drain" phenomenon, there is a great loss of intellectual and technical skills that have an impact on the economic and social growth of the country (Du Preez, cited in Kerr-Philips & Thomas, 2009). The authors further mentioned that South Africa is experiencing a general skills crisis, especially when it comes to the retention of its organisations' top talent. Kerr-Philips and Thomas (2009) gathered statistics that indicate that between 1997 and 2001, South Africa lost more or less 310 000 citizens of which 50 000 were professionals.

Besides the known shortage of accountants at senior level, of the 22 000 shortfall by Kater (2011), Seggie (2012) found that there is an additional shortage of 7 000 to 9 000 professionals in the entry to mid-level position (Seggie, 2012). This author further mentions that the public sector is probably the worst affected as it is experiencing an immense shortage of financially skilled professionals.

Zimmerman, (cited in Seggie, 2012), shared the following statistics: “The turnover in the public sector is averaging 14.6 months in finances, with a 34% vacancy rate in financial position; that is not taking into account the competency levels of those already in the public sector who are not moving out.” Findings like the afore mentioned are one of many sources indicating the need and importance to understand how talent is managed within organisations and what leadership's mindset is regarding attracting, developing and retaining talented employees.

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### 2.2.2 Defining Talent, Talent Management and Talent Mindset

Talent can be defined as "a recurring pattern of thought, feeling or behaviour that can be productively applied" (Buckingham & Coffman, 1999). These authors continue to explain that the emphasis lies on the fact that these thoughts, feelings and behaviours must occur frequently, therefore stating that an individual's talents are the behaviours that he or she will often show. As people we view our environment through "mental filters" that allows us to take notice of some stimuli and to let others pass us by. That which we choose to see and remember instinctively is our talents (Buckingham & Coffman, 1999).

The unresolved issues around the definition and academic boundaries of the concept talent management have been one of the main challenges that have been experienced in an attempt to establish its academic merit. These issues complicate the attempt to define the concept, to explain the scope of practice and to understand the overall goals of talent management (Scullion, Collings & Caliguri, 2010). Having said this, many researchers have attempted to define talent management in such a manner that the importance of the construct could be enhanced and be better understood. Some of these definitions will be used and explored to convey the meaning that managing talent effectively and efficiently might have for organisations.

McArdle and Ramerman (2008) define talent management as a construct that revolves around the concept of a leadership mindset. The latter source further reveals that it is a culture that contributes to and unleashes passion, commitment, and performance of people, which in turn contribute to the organisation achieving its mission, vision, and business goals. In other words, talent management is about an individual's behaviour, thoughts and actions that constantly form the culture of the organisation (Morton, 2004).

Lewis and Heckman (2006) identify three streams of thinking, which explain and categorise the meaning of talent management. The first stream is mostly limited to Human Resource (HR) practices, which include recruitment, leadership development, succession planning and all the



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elements relating to these topics. The second stream builds more on previous research conducted on manpower planning and succession planning literature and therefore focuses on the development of what they call “talent pools” and it emphasises expressing employee’s needs and managing the growth and development of employees by means of moving them through positions. Lastly, the third stream focuses on managing talented employees. As per Smart (1999), this means that organisations should fill themselves with “A performers” or “top grading” employees and constantly move poor performers out of the organisation (Scullion et al., 2010).

Collings and Mellahi (2010) do not fully agree with the latter statement as it goes against their definition of identifying the key positions rather than the talented employees. They are of the opinion that you cannot fill an organisation with only “A performers” as it will result in devoting too much time and money in roles that are not that key to the success of the organisation. These authors added a fourth stream by identifying the key positions in the organisation that have the ability to drastically influence the competitive advantage of the organisation.

Considering these four streams Collings and Mellahi (2010), explain that the “talent management strategy of an organisation is viewed as the activities and processes that include the identification of key positions that in their own way contribute to the organisation’s sustainable competitive advantage, and develop a talent pool that consists of high performing employees that fill these key roles, while also developing the HR architecture in such a manner that it facilitates filling these positions with competent employees and ensure their continued commitment to the organisation”. Note however that the positions referred to in this definition do not only apply to top positions or management positions, but they include positions across all the functions within the organisation (Collings & Mellahi, 2010).

Lockwood (2006) explains talent management as the implementation of various incorporated strategies or systems that are created to enhance the level of organisational productivity by

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developing improved processes to attract, develop, retain and to utilise talented people with the required skills and capacity to meet the needs of the organisation.

Scullion et al. (2010) define global talent management as “all the organisation’s activities that are included with the purpose of attracting, selecting, developing and retaining the best employees in the most strategic roles, which are those that are necessary to achieve organisational strategic priorities on a global scale”. Leaders with a talent mindset define talent as “Individuals who have the capability to make a significant difference to the current future performance of the company.” This definition takes into consideration short and long-term views and is not related to a specific title or position (Morton, 2004). Welby-Cooke, (2010) concludes by stating that, having the right match between a specific role in an organisation and a person with talent is the solution to outstanding organisational performance.

The definition of mindset is said to be: “a habitual or characteristic mental attitude that determines how you will interpret and respond to situations” (Welby-Cooke, 2010). This definition introduces the need to make mention of “mental models” that is often found to go hand in hand with understanding the concept of mindset. Senge (1990) explains mental models as the “deeply ingrained assumptions, generalisations, or even pictures and images that influences how we understand the world and how we take action”. In other words, people make use of mental models to conceptualise information given to them, to understand it and attach meaning to it (Chinastaff, cited in Welby-Cooke, 2010). Duffy (cited in Welby-Cooke, 2010), found that mindsets are based on mental models but that mindsets can oppose new information whereas mental models changed “through the introduction of new knowledge that individuals accept as true”. However, an individual’s mindset is not only influenced by their experiences and the organisational culture but it also consists of a variety of factors that includes their upbringing, educational background, the culture they have and the community they function in (Prior, 2009).

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The crown of talent in an organisation contributes to the level of energy within the organisation, which in turn adds value for the customers, thus excelling in the market in relation to its competitors. It is important to keep in mind that organisations need and want talented employees that can contribute to the goals of the business strategy and to change along with the strategy as the organisation matures (Stanz et al. 2012). The latter will cause the perception, understanding and mindset of talent to change in order to be aligned with the new strategy. Therefore it can clearly be stated that there is not necessarily a single consistent or concise definition of talent (Ashton & Morton, 2005). “As the drivers of talent change so will the definitions of talent”. Thus talent can be seen as a “strategic differentiator” for a business (Ashton & Morton, 2005).

### 2.2.3 The Emerging Importance of Talent Mindset

To capture the essence of the above mentioned definitions it can be said that mindsets can be changed by introducing the desired information to change the mental picture that has been crafted to influence one’s reality about a situation. This is important and meaningful in understanding the changes in mindsets with specific reference to people in the workplace.

Welby-Cooke (2010) presented a brief overview of the change in talent mindsets over the years. Various researchers found significant shifts in mindset that contributed to the overall understanding of people and the importance of focussing on the human element in work. Robert Owen for example found that taking care of the wellness of employees will be beneficial to both employees and management whereas Fredrick Taylor in addition focused on “scientific management” that captured the thoughts of managing employees like managing machines, meaning that leaders should focus on managing and developing their employees rather than trying to do the work themselves. Mary Follett and Chester Barnard, brought the importance of social aspects in the workplace by emphasising the role of motivation, leadership, power, relationships and authority. In essence the above research and perspectives all indicated a move from pure operations to being more people orientated.

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The emphasis in managing people has shifted strongly to talent management in more recent times due to the movement away from the custom human resource related sources on competitive advantage and strategic human resource management to focussing more on the management of talent that is more applicable to the energetic competitive environment found in organisations today (Collings and Mellahi, 2009). Johnson (cited in Welby-Cooke, 2010) indicated a shift in the “old way of thinking versus the new way of thinking” about talent. The author states that talent originally was thought of as:

- Appointing a diverse work force.
- Employees need to do what they were employed to do;
- Employees that perform will be given the opportunity to do alternative work if he or she requests it;
- If a number of people retire from a big department in the organisation, there will be no one to steer the organisation.

Welby-Cooke (2010) states that, nowadays talent is thought of as:

- Drives employees develop according to their talents that are aligned with the company strategy;
- The environment is more flexible and change employees job descriptions to do other function as and when the need arise;
- “Alternative work arrangements” are encouraged in order for employees to be more exposed to various departments and functions within the organisation;
- People that retire are still use to fill roles as advisors or mentors to the remaining employees.

Finding and retaining highly qualified employees is becoming a central management challenge, and organisations cannot afford that their talented and most-valued employees leave when it is so

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difficult to replace them (Barkhuizen, 2010). Given the strategic importance of talented employees for the sustainability and competitiveness of organisations, a war for talented was consequently declared. According to Michaels, Handfield-Jones and Axelrod (2001), the war for talent exists because of The shift from the industrial age to the information age; a greater demand for high level managerial talent; an increase in the number of people moving between companies and the fact that having excellent talent management is now a competitive advantage (Louw & Viviers, 2010). Other reasons for the talent war in South Africa includes amongst others factors as globalisation and increasing competitiveness across markets, the aging work force, a decline in younger workers entering, uncompetitive remuneration packages a decline in the quality workforce in developing countries and employment equity initiatives (see Welby-Cooke, 2010).

McArdle and Ramerman (2008) state that it is important to know what the leaders of an organisation believe about managing talent, because it is the foundation on which strategic decisions are made. Therefore, effective talent management is needed to give people a meaning and purpose to stay in an organisation and to support an endearing competitive position. Burke and Cooper (2006) are of the opinion that organisations are at the “tipping point” with regards to the way in which they view the importance of employees as a key element in the organisation’s success and actually acting on this realisation (Burke, 2001). Organisations need to involve and engage their employees, they need to manage and develop their talent and keep up with changes by continuously adapting to it in order to survive (Burke, 2001).

What leaders in organisations believe about talent management, in other words, their talent mindset, is the basis on which strategic decisions are made (Morton, 2004). Williams (2009) view is that a leader’s “mindset” is able to determine success. People basically have two mindsets: A person with a “fixed” mindset will believe that their talents and abilities are set in stone. In other words, you either “have it or you don’t”. These kinds of people are driven by having to prove themselves repeatedly and trying to look successful at any cost. The downside of this mindset is that it actually leads to stagnation and a decline in performance. People with a “growth” mindset know that their talents and abilities are created and built over time, so they

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tend to seize every opportunity for growth and success. For leaders to have a talent mindset, they must have the conviction that talent is crucial to the organisation, that it differentiates organisational culture and breeds advantage (Dweck, 2007).

If the core of talent management were to be explored it is found to actually be a leadership mindset. Talent management is an organisation's ability to not only draw the required talent but to maintain and develop people to form a sustainable succession and leadership pool that will ensure and support on-going business success. The mindset of leaders will form the culture of the organisation that releases and aligns the commitment, enthusiasm and performance of employees at their highest level and exists to work towards achieving the organisation's mission, vision and goals (McArdle & Ramerman, 2008). In other words, talent management is behaviour of individuals that over time institutionalise the organisational culture. Therefore, talent management is not only about things "to do" but rather something "to be", thus a way of working and achieving both short and long-term success (Morton, 2008).

Organisations are facing a new reality that they can no longer avoid. This reality includes the facts that:

- Organisations need employees;
- Talented employees are the source of competitive advantage;
- Better talent makes a difference;
- Talented people are scarce; and
- People are mobile and their commitment is short term (Schiuma et al., 2007).

In the past, talent management was said to be an HR mindset but in fact it is embedded throughout the entire organisation, guided by leaders and modelled by managers (Morton, 2004). It is therefore a mindset that needs to run through the entire organisation. Having effective talent management policies and practices not only demonstrates dedication from the organisation to

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their employees, but it leads to more engaged employees, which inevitably leads to lower staff turnover (Lockwood, 2006).

Embracing a talent mindset is the starting point. When leaders realise and believe that talent is their responsibility, everything else seems to fall into place. According to Johnson (2004) leaders who have this mindset believe that:

- The organisation will perform better than their competitors if they have more talented employees on all levels of the organisation;
- Better talent is an essential source that contributes to competitive advantage;
- Better talent carries a bigger weight than all the other performance levers.

Overall, having a talent mindset is seen to be the catalyst that activates the other talent-building imperatives and leaders with this kind of mindset make talent a core part of their everyday job. They will commit to making the effort to reinforce their talent pool and helping others in the organisation strengthen theirs and they do this with passion, courage, and determination (Michaels, Handfield-Jones & Axelrod, 2001).

McArdle and Ramerman, (2008) state that the concept “talent management” makes some important assumption, for instance:

- People are seen and treated as precious assets.
- Employees’ talents are a vital part of their value contribution to the organisation.
- Having the right combination of talent is significant to the success of the organisation.
- Developing people unleashes more talent.

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As described in the study of Collings and Mellahi (2009) on talent management systems, they found that these systems are implemented to obtain the desired behaviours amongst the talented employees within the organisation in order to contribute to attaining the strategic objectives of the organisation. Therefore the focus should first be on individual performance that is linked with the goals of the organisation. The authors further explain that talent management is about identifying the position that will contribute to the organisation's sustainable competitive advantage and developing a talent pool that can fill these roles. If organisations were to practice these two processes they would achieve improved performance (Collings & Mellahi, 2009).

For the organisation to manage talent successfully, it needs to embrace a talent mindset, compile a winning employee value proposition, redesign its recruiting strategy and make development a standard internal practice (Burke & Cooper, 2008). They further state that leaders must sincerely believe that performance and competitiveness are achieved with better talent, thus to be successful the organisation must have great talent. In other words, leaders must have a talent mindset. It should be clear to talented employees why they would join and stay with a particular organisation. Leaders can ensure the latter by providing challenges, opportunities for development, great leadership, good pay and an open performance-orientated culture. Talented employees are critical to the success of the organisation, therefore it is important to strengthen the organisation's talent pool (Burke, 2001).

According to Politis (2004) employees must be given the opportunity to unleash their creative potential by providing them with sufficient resources to carry out their work, intellectual challenging work to do, high levels of autonomy and control over their own work and giving them intrinsic task motivation. Leaders are well aware of the fact that a clear strategy and having the right employees, will contribute to the organisation's success. However, the problem comes in when talent management needs to become a strategic priority (McArdle & Ramerman, 2008). When organisations look outside to appoint talented candidates, questions are raised around the quality of the internal talent pool and the investments made in developing employees (McArdle & Ramerman, 2008).



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Development should form a major part of the organisation's initiatives by providing coaching and mentoring. Performance should be reviewed to identify high, middle and low performers in order to invest differentially in these employees. Leaders must have high standards for talent and spend lots of time when making decisions about people so that they can be held accountable for the talent pools that they developed (Burke & Cooper, 2008). Talent management should be escalated from the leadership level of the organisation in order to make it sustainable, because this is where senior leaders take the lead by being committed to their own development and continuous learning. Getting commitment to talent management and development at high levels is a powerful way to achieve strategic goals by setting strategic clarity that requires setting priorities, making commitments and following through with them. Evidence of successful talent management is seen and experienced in the character portrayed by the people who stay with the organisation in order to truly engage and make a significant long-term impact (McArdle & Ramerman, 2008).

Lockwood (2006) describes how leaders work hard along with top management to attract, hire, develop and retain talented individuals, seeing as the scarcity of skills create both socio-economic and cultural challenges as talent moves across borders. Forward-looking organisations must therefore re-think how they address and deal with talent management in order to best harness talent and find a favourable position within the marketplace to excel. Added to the latter statement is the value that employee engagement, organisational culture and leadership development add to retaining talent in the long run (Lockwood, 2006).

### **2.2.4 Talent Management Practices**

For organisations to manage talent effectively, specific best practices should be put into place in order for leaders and managers to improve on the implementation of talent management programmes as well as to improve the impact these programmes will have on employee performance and retention (Leonard, 2009).

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According to research of Du Plessis (2011) and Nagel (2012), they found that some of the well-known practices that contribute to effective talent management practices in organisations are:

- The Talent Management Strategy (Ashton & Morton, 2005; Cantrell & Benton, 2007; Guthridge et al., 2006; Reindl, 2007; Ludike, 2011).
- The organisation's Talent Review Process. Workforce Planning; metrics and Review Process (Human Capital Institute Africa & Hewitt's Human Capital Consulting, 2008; Michaels, n.d.; Hult et al., 2005; HCI, 2012; Welby-Cook, 2010).
- Talent Acquisition (Human Capital Institute, 2008a; Michaels, n.d.; Welby-Cook, 2010; Benschop, 2003).
- Talent Engagement (Bhatnagar, 2008; Human Capital Institute, 2008b; Barkham, 2005).
- Talent Development (Cappelli, 2008; Galagan, 2008; Sharma & Bhatnagar, 2009; Welby-Cook, 2010; Avison, 2005; Miller et al., 2006).
- Talent Deployment (Galagan, 2008).
- Performance Management (Galagan, 2008; Handfield-Jones et al., 2001; Welby-Cook, 2010; Mapesela & Hay, 2006; Greenbank, 2006; Mott-Stenerson, 2005; Bitzer, 2008).
- Talent Retention (Galagan, 2008; Welby-Cook, 2010; Ackers & Gill, 2005)
- Leadership or High Potential Development (Welby-Cook, 2010).
- Culture (Welby-Cook, 2010).

Taking this list of practices into consideration the first step in talent management is to strategise, in other words, to think strategically about talent. As early as 2004, Creelman (2004) indicated that the following questions should be kept in mind:

- What kind of people would the organisation like to employ?
- What kind of capabilities does the organisation need to execute its strategy?
- Are employees being deployed well and with purpose?

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- Are the right employees being deployed for the right purpose and for the right assignment in order to maximise the organisation's capital in reaching its business objectives (Creelman, 2004).

Once the above-mentioned questions have been answered it is possible to identify and deploy outstanding talent (Duttagupta, 2008). Attracting and retaining the desired employees is becoming the first step in any successful talent management strategy (Botha, Bussin & De Swardt, 2011). These authors further agree that job seeking employees all wonder what type of organisation they would like to work for and how to choose the one organisation or the next.

Duttagupta (2008) adds that effective recruitment leads to effective retention of employees. This includes “the identification of key positions and turnover risks associated with these positions and competency based or behavioural based selection criteria that support the retention strategy and business drivers” (Duttagupta, 2008). Organisations must ensure that their human resource department attracts the attention of the desired employees (Tarique & Schuler, 2010). This is normally done by making use of various, different sources (Creelman, 2004).

Some important attraction and retention factors are; effective performance management, managing diversity, leaders' management style, stretch assignments, work-life balance, recognition and non-monitory reward, high job involvement, job security and stability, working conditions and environment, flexibility in pay and employment practices, autonomy, personal development and a caring environment (Munsamy & Bosch Venter, 2009). Table 2.1 captures four of the most dominant attracting and retaining factors as identified by Munsamy et al. (2009).

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**Table 2-1: Factors that Attract and Retain employees**

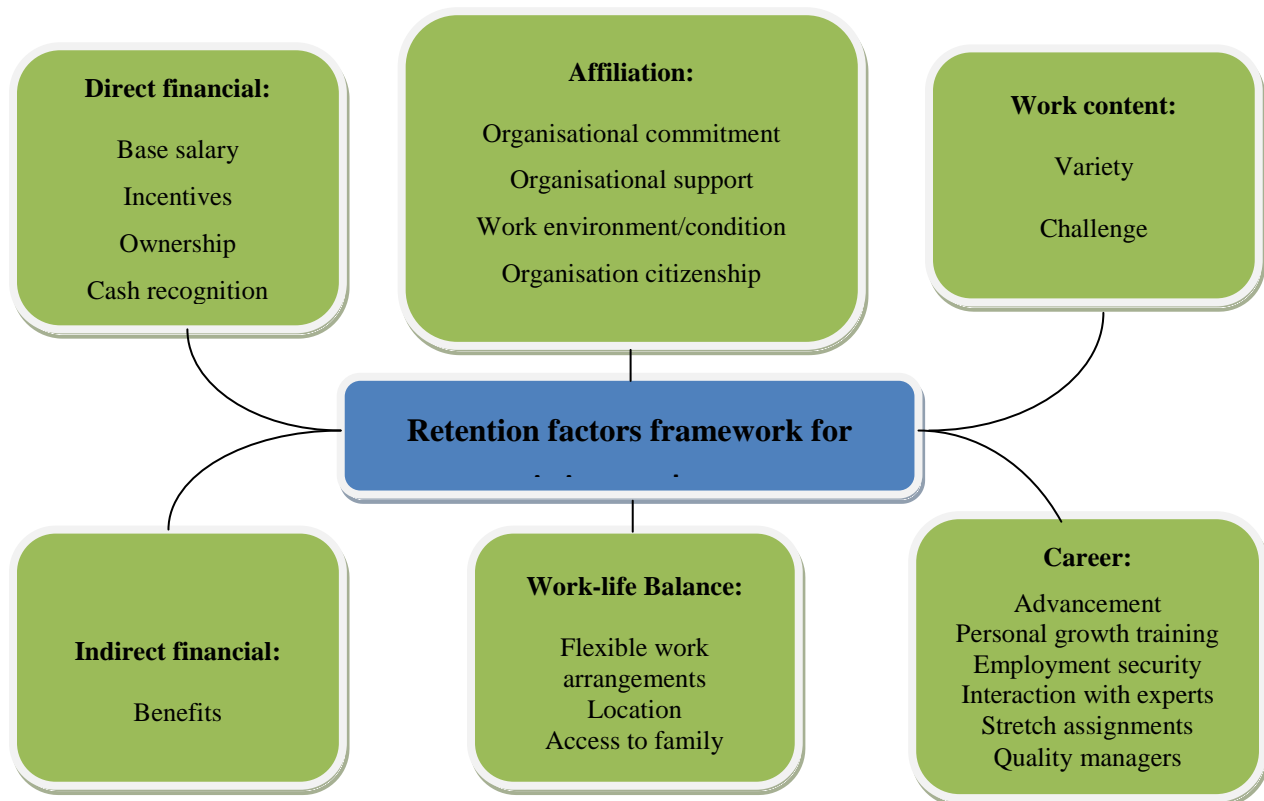
Compensation and Benefits	Work Environment
<p>Compensation and benefits must be market-related, and mechanisms should also be in place to reward and retain top performers.</p>	<p>The work environment must be challenging and offer real learning and growth. Job profiles should be flexible to make positions more attractive, for example by removing bureaucratic work from these jobs. Catering for internal mobility, vertically and horizontally, together with recognition, role clarity and relevant responsibility are key to the attraction and retention of high-value employees.</p>
<p>The focus here is on the notion of a flexible and stress-free work environment by making provision for childcare facilities and access to families. Location is therefore important, as is the amount of travel away from home, recreational facilities in distant locations and hours of work, leave time, overtime and flexitime.</p>	<p>Issues here include the prestige and reputation of the organisation and the work. Creating an attractive image and place to work requires a more proactive marketing and communication strategy, the publication of success stories, and an emphasis on learning and innovation and on the importance of the work. Access to leading-edge technology is an important pull factor for high-end, ambitious employees.</p>

**Source: Adapted from Munsamy and Bosch Venter (2009)**

Although it is important for organisation to attract and retain new talent, organisations should still put great emphasis on retaining the existing talent within the organisation (Munsamy & Bosch Venter, 2009). Figure 2.2 indicates the elements that can assist organisation to retain current talent by focussing on these particular elements.

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**Figure 2-2: Retention Factors of Employees in the Maintenance Phase of their Careers**



**Source: Adapted from Munsamy and Bosch Venter (2009)**

Barkhuizen and Strauss (2012) conducted a study in the Siyanda District in the Northern Cape Province of South Africa to investigate the factors that attract and retain of quality teachers to rural areas. The author focused on the factors that attract and retain teachers in rural schools, as well as the factors that lead them to leave these schools. The results showed that the main talent attraction factors are being familiar with the area and having family in the area. The main talent retention factors were the type of people and learners living in the area. Interesting about the results is that it is nothing that the schools can implement as it is contributions from the community.

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Talent Alignment is also an important part of effectively managing Talent in Organisations. Organisations that constantly invest in education, training and mentoring can easily align a multifaceted workforce with its goals. Employees that form part of a workforce like the latter, develop loyalty to the fundamental cultural values of the organisation and actively support adherence to those values, all of which contributes to the level of devotion and engagement the employee will have in order to go the extra mile for the organisation (Christian, 2003).

Therefore the selected employees need to be inducted into the organisation with care and most often by means of a structured programme seeing as they join the talent pool with their own unique set of expectations of the business (Duttagupta, 2008). It does not take long before every employee becomes part of the everyday activities and processes of the organisation and it is seldom a priority for management to focus on the on-going work of engaging, developing and managing talent (Tarique & Schuler, 2010). Engaging talent means using it wisely and implementing it so that its output is in line with the organisation's goals and so that it adds maximum value by making use of its strengths. This all takes into account being able to deploy outstanding talent. For all of this to happen, leaders should establish a talent mindset, which means they should show competence in coaching, mentoring, empowering and sponsoring (Duttagupta, 2008).

Schmidt and Martin (2010) identified ten critical components that should form part of any talent development programme:

- Candidates should be explicitly test in three dimension namely; ability, engagement and aspiration;
- Put more emphasises on the future competencies needed rather than focussing on the current performance when selecting employees to take part in the development plan;
- Manage the quality and quantity of high potential employees at a corporate level as part of the portfolio of scares growth assets;

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- Place young leaders in intense assignments with specific described development challenges instead of making use of business-unit rotations;
- Create individual development plans that can link personal objectives to the company's plans for growth;
- Top talent should be re-evaluated annually in order to determine if changes should be made to the level of ability, engagement or aspirations;
- Offer significant and differentiated compensation and recognition packages to performing employees;
- Have regular conversations between employees that perform and programme managers in order to monitor the star employees' development and satisfaction;
- Communicate individual messages for emerging leaders emphasising how their development fits into the company's plans.

DiRomualdo (2006) explains that having a discussion between an experienced person and one that is on the rise, one speed up knowledge transfer and know-how and enhances the individual's development. The author continues to say that Mentors (also known as sponsors) commit themselves to being well-informed about their activities, well-being, progress, accomplishments, personal concerns and ambitions (DiRomualdo, 2006). By coaching employees, leaders seek to help people to see and do things more effectively whereas mentoring is more about developing and growing employees for future roles. During both processes, employees are empowered by leaders who "let go" so that they can get the opportunity to "get going" (Duttagupta, 2008). Having said that, leaders should keep in mind that people tend to leave companies voluntarily due to a lack of opportunities, regarding both personal growth and job challenges (Munsamy & Bosch Venter, 2009).

High achieving employees are looking for work that is personally interesting, challenging and stimulating. Their work should have some sense of personal involvement and significant meaning (Christian, 2003). The author continues that these employees enjoy having their efforts recognised and appreciated and even more so if the work that they do have some level of positive

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influence on others. Lastly, performing employees prefer to be independent, creative and to have control over their outputs (Christian, 2003).

Employees are constantly questioning the employer value proposition (EVP) which is the benefit the employee perceives to experience by working as an employee of an organisation or for a specific employer (Munsamy et al., 2009). The author explains further by stating that employees try to determine whether there is a balance between what they provide for the employer versus what the employer is giving to the employee in return. It is therefore fundamental that an employees' job and working environment meets his or her expectations (Munsamy et al., 2009).

Employees should therefore be fully engaged by giving them the accountability in important areas of the organisation where they can make a contribution. When talented people have confidence in managers who value their contribution they will give their best (DiRomualdo, 2006). Along with this, employees should be rewarded in a sufficient and flexible manner, as this will create the opportunity for the organisation to reward the employees for their outstanding contributions without going against the structured reward system.

In addition to this list of retention challenges, Netswera, Rankhumise and Mavundla (2005) listed discriminatory practices, economic relevance and sense of purpose, salaries and other benefits (Moore et al., 2007), work environment, management and governance, staff development and promotion (Greenbank, 2006), the institutional track record and growth potential, as well as the external environment to be important talent retention elements which might be valuable inputs when developing retention strategies" (Nagel, 2012). Organisations that actively strive to support diversity and continuously invest in the development and well-being of their employees, create a climate that stimulates high performance and a climate that nurtures creativity, innovation and achievement, sets an organisation apart as the employer of choice that is sought after by your top performers (Christian, 2003).



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These practices all link up to the elements of the chosen measuring instrument namely, the talent mindset index, which was used in this study to gather information on the participants' perception of the talent mindset of the organisation. These elements include strategy, executive commitment, the talent review process, talent acquisition, alignment, responsibility, resources, culture and results.

### **2.2.5 Talent Mindset and Biographical Variables**

Given the significance of talent mindset to both the individual and the organisation it is important to investigate the influence of biographical variables on the construct. One recent South African research focused on the relationships between talent management practices, perceived organisational and supervisor support and Generation Y's intention to quit the organisations (Du Plessis, Barkhuizen & Stanz, 2010). Results of this research showed that the manner in which talent management practices are applied the organisations is a statistically significant predictor of generation Y's intention to quit the organisation. In this research, respondents perceived that talent management practices are only fairly applied in the organisation, which may explain why they are most likely to quit the organisation.

Another South African research focused on the relationship between Talent Management and Professional Employee's Intention to Quit in an Electricity Supply Company (Barkhuizen & Veldsman, 2012). Findings in this research showed that significant differences exist between Middle Management, Supervisory Staff and Operation Staff in terms of their perceptions of the Talent Mindset of the organisation. Middle Management perceived that the leaders of the company do not apply Talent Management Practices as effectively compared to the rest of the groups. Middle management was also more likely to quit the organisation because of a low Talent Mindset compared to the other two groups.

Another study among academics in South African higher education institutions showed that academics also differed significantly in their perceptions as to how the Talent Mindset of

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Leaders creates a demanding and enabling working environment (Nagel, 2012). The results showed that the academics differed significantly in terms of their perceptions of Talent Demands and Talent Enablers. The results showed that Coloured and White ethnic groups experience a higher level of talent demands than the Black ethnic groups. The effect was large. The results showed that Associate Professors experienced a higher level of talent demands than Junior Lecturers. The effect for Talent Demands was medium. Others Results showed that academics experience more Talent Demands if they are working for the Higher Educational Institute (HEI) between eleven and twenty years than less than ten years. The effect was small. Finally the results showed that academics between the ages of thirty and forty experience higher levels of Talent Demands than those aged between twenty and twenty-nine. The effect for Talent demands was medium.

In sum, from the above discussion it is evident that studying talent mindset and the impact thereof on organisational energy and individual well-being is important, as organisations are dynamic with all the different people working in them. Organisations should always aim at creating environments that were people feel like they are being challenged, valued, respected and rewarded for the work that they do. Leaders should not only be aware of the various leadership aspects of their work, but also take responsibility for the mechanisms by which they influence their followers. Leaders should therefore know and understand how their own mindset towards talent can contribute positively on the level of organisational energy all well-being experienced by employees.

## 2.3 ORGANISATIONAL ENERGY

*“Each of us embodies the boundless energies of life. We are creating, systems-seeking, self-organising, meaning-seeking beings. We are identities in motion, searching for the relationships that will evoke more from us. We bring these desires to our organisations, seeking from them places where we can explore possibilities. Our energy courses through our organisations. The energy is the best hope we have for creating organisations that feel alive”*

- Wheatley & Kellner-Rogers, 1996, p. 92

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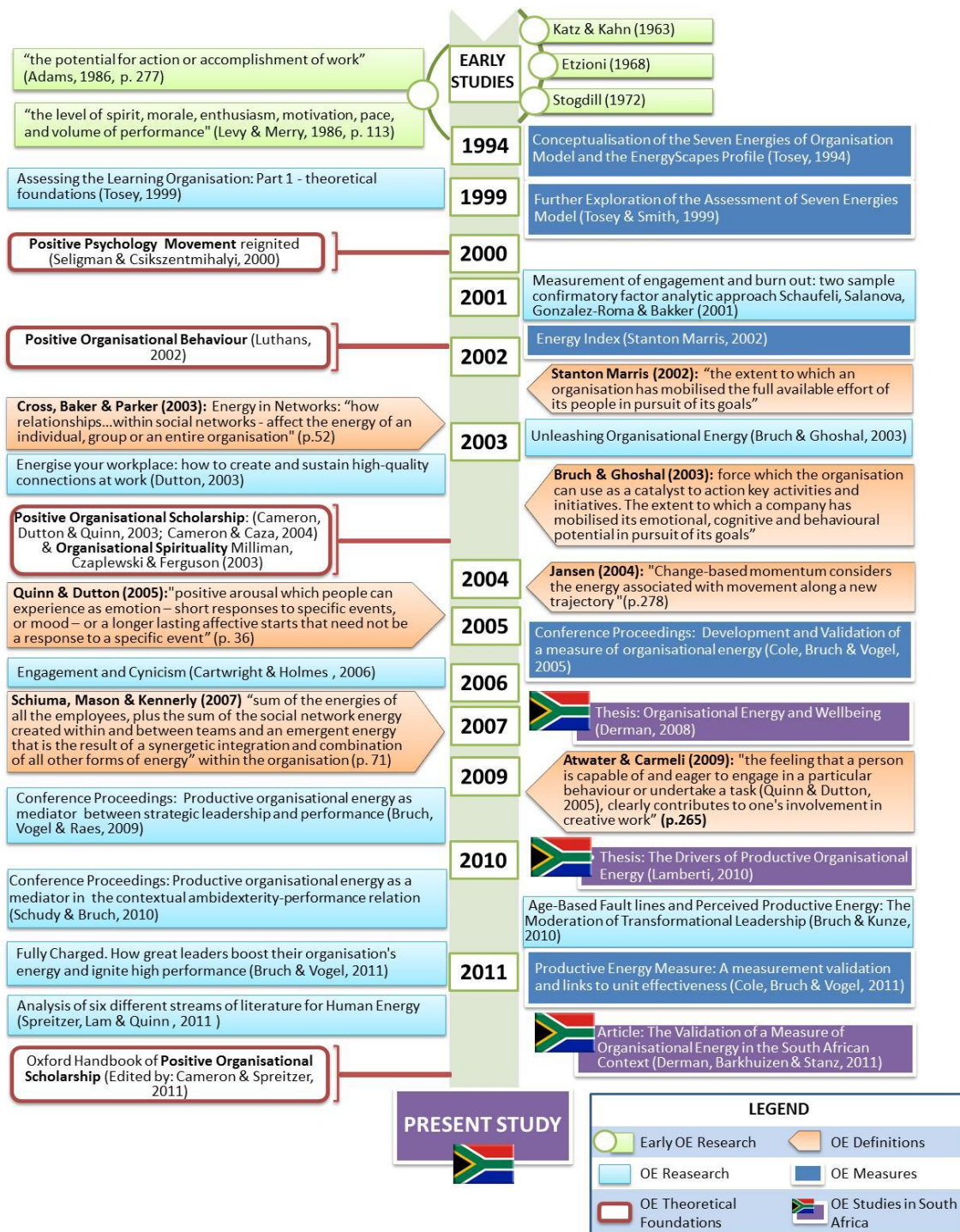
### 2.3.1 Background

Society has always been intrigued to find out why it is that some organisations manage to be highly innovative, grow rapidly and deal successfully with fundamental changes, while other organisations become stagnant, have problems with innovation and cannot deal with change (Derman et al., 2011). Findings show that one of the key causes is the varying level of organisational energy found in the different organisations (Bruch & Vogel, 2005). Energy, in the context of this study, is a very difficult concept to explain due to the modern frame of reference that is linked to energy. Modern day life does not consider energy on any other level than the physical. However, energy plays a dynamic role on all dimensions of life and it takes on many forms all of which are aimed at making something happen (Derman, 2008).

Cuff (2011) developed an interesting timeline (Figure 2.3) indicating the research development progress of organisational energy over the last two decades. Studies on organisational energy started as early as the 1960's although it was not yet given the formal name of organisational energy as of yet. According to Bruch and Vogel (cited in Derman et al., 2011), Adams (1984) was one of the first authors to discuss energy in the organisational context. Adams (1984) defines energy as “the potential for action or accomplishment of work”.

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Figure 2-3: Illustrative Timeline on research conducted on Organisational Energy



Source: Cuff (2011)

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Looking at the explanation given by Seligman and Csikszentmihalyi (2000), the paradigm of positive energy is thought to be a fine starting point to investigate the presence of energy in our everyday lives. Positive psychology is a fairly new area of psychology that changes the way in which we look at individuals and their everyday life. Positive psychologists study the strengths and qualities that enable individuals and communities to thrive with what they have and in what they do (Schiuma et al., 2007).

Several well know humanistic psychologists such as Abraham Maslow, Carl Rogers, and Erich Fromm had already developed theories and practices decades ago that involved human happiness, but only recently have the theories of human flourishing (that were developed by these humanistic psychologists) found empirical support from studies by positive psychologists (Seligman & Csikszentmihalyi, 2000).

For the last five decades management theory and practice have been characterised by a technical and analytical approach that did not leave much room or recognition for the softer matters like emotions and feelings. This notion is however changing with both academics and management admitting the value and powerful role that emotions play in contributing to the shape organisational behaviour takes. Having said this, it is not just a case of leadership making people happy in the hope that they will perform better, there actually needs to be a link between employees' emotions and their performance (Bruch and Ghoshal, 2003). A strategic approach to talent management is the first connection point in addressing the emotional side of employees' performance.

### **2.3.2 The Construct of Organisational Energy**

In order to fully grasp the meaning of organisational energy, one needs to start with the concept of energy. Energy is often explained as a physical entity that can vary between energising and de-energising, which in turn means that it can be created and destroyed (Schiuma et al., 2007). Organisational energy, as defined by Symons (2007), is the degree to which an organisation has

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managed to mobilise the full available effort of its employees in pursuit of its goals. Loehr and Schwartz (2003) describe energy as the capacity to do work, in other words, it allows individuals to perform physical, mental and emotional tasks seeing as all tasks used some level of energy. For the purpose of this research study the definition as per Tosey and Smith (1999) will be used which states that: “energy is seen as a human consciousness rather than a purely physical phenomenon”.

Organisational energy is the force that organisations use to pursue their work and it is decisive for the organisation’s capabilities, its growth, change and innovation. The level or degree of energy shows the extent to which organisations utilise their emotional, mental and behavioural potential in order to reach their goals. Although energy is not a substance that can be touched, organisations express their level of energy through intensity, vigour, pace in progress of work, change and innovation (Bruch, cited in Bruch & Ghoshal, 2003).

Some organisations have the ability to generate successful projects time and again. The obvious contributors to these successes are superior management processes and organisational structures that organisations use to bring their inventions to the market, but a critical and equally important factor that often distinguishes innovative organisations, is energy (Linder, Cross & Parker, 2006). Managing energy is unfortunately not as easy as plugging in an appliance and switching it on. One seldom finds something innovative happening without someone becoming excited about a concept and firing up others who are supportive and enthusiastic about the plan as well. “No matter how good or technically right the idea might be, if you cannot generate energy for it, nothing of substance is going to happen” (Linder et al., 2006).

Therefore it is vital for leaders to know and understand what elements in the organisation raise the level of energy and what exhaust it. People with high levels of energy generally keep up with planned physical and emotional drills that contribute to their level of engagement. It is

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important to know what leads to these high levels of energy and then to regularly participate in these activities (Weinzweig, 2012).

There is no prescribed, sufficient level of energy per organisation and no energy level per organisation is the same especially when you look at both the intensity and quality of energy. Intensity and quality are two independent dimensions that can be used to describe two differing states of organisational energy. Bruch and Ghoshal (2003) explain that intensity can be described as the strength of organisational energy that can be observed in the level of activity, the amount of interaction, the extent of alertness and the extent of emotional excitement. These authors further state that the symptoms of low levels of energy are much easier to observe: apathy and inertia; tiredness; flexibility and cynicism. Looking at organisational energy from a qualitative perspective, it is characterised by either positive or negative energy, where positive energy is for example, enthusiasm, joy and satisfaction and negative energy is for example, fear, frustration and sorrow. The role of intensity and quality are actually far more insignificant, because an organisation's energy state is determined when and where these two concepts cross each other (Bruch & Ghoshal, 2003).

A “high energy” team will typically be characterised by the free flow of ideas and they will build on one another's work. One also finds individuals who energise the progress of projects within groups or those who are described as the “energy-sappers”, who are more often than not ignored (Cross et al., 2003). People who have a high energy in their daily existence have more than just a physical strength or mental power. “It is a much more elusive characteristic that drives motivation, powers teamwork, fosters creativity and gives organisations their competitive edge” (Schiuma et al., 2007).

These “de-energisers” will be avoided even if they have the capability to help solving a problem (Cross et al., 2003). These authors further state that these individuals wear out the people that they work with as well as affect the productivity of people they might never get into contact

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with. On the other hand, energising conversations are characterised by the fact that it is possible for one to be mentally engaged whilst being enthusiastic about it and that the people taking part in the conversation is willing to make an effort and commit to the possibilities that might come from the discussions held (Cross et al., 2003).

Organisational energy is both invisible and powerful and can only be seen in effect, in other words, as the force with which an organisation functions. Organisational energy is made out of three interrelated dimensions, namely the organisation's emotional, cognitive and physical state. Although it is challenging to monitor and measure organisational energy, it is quite clear and visible when used. It drives the force, rhythm and continuous effort of an organisation throughout the work that is performed (Bruch & Ghoshal, 2003).

Linder et al. (2006) found that although leaders and managers recognise the role of energy, they still often struggle with how to best drive excitement and eagerness in their organisations. Any good leader will glow with positive energy that allows others to feed off and flow over to the entire group (Weinzweig, 2012). Therefore, Linder et al. (2006) suggests that one should start by looking at the day-to-day interactions that can either energise or drain employees throughout the day. Energy can be assessed through what is typically known as an organisational network lens. In layman's terms, people that energise and de-energise their co-workers, teams and organisations do so by means of their interaction with them (Linder et al., 2006).

Hamilton (2008) identified five principles of organisational energy that by implementing these principles it will create energy:

- *Building organisational trust:* "Trust creates initiative, loyalty and accountability". Not having trust between leaders and employees can lead to rumours and gossip which moves the attention and focus of energy from the task at hand.



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- *Create a vision and an action plan:* Having a vision and plan in place gives employees a sense of purpose and a feeling that they are part of something bigger. Keeping the goal in mind makes it easier to apply their energy to the right tasks.
- *Empower the team:* Empowering employees helps leaders to extend their level of authority to other levels of the organisation. Once employees have a clear understanding of what is expected from them, leaders should encourage the employees to take action by providing the necessary resources and to invest in the development of their skills to improve their performance.
- *Alignment:* Every function in the organisation needs to support each other. The level of energy will not be maintained if for instance employees have the right skill and attitude to perform the function but not the necessary systems to support them. Alignment creates a high performing organisation that thrives on positive energy.
- *Effective communication:* Communication is the medium that holds all efforts together, without effective communication key messages do not reach all the people which leads to the de-energizing of employees and overall disengagement (Hamilton, 2008).

### 2.3.3 Theoretical Foundations of Organisational Energy

To date, a true theoretical perspective on organisational energy is lacking. Speitzer and Sonenshein (cited in Cuff, 2011) found “six streams of literature” that can explain the origin of individual and organisational level energy namely from different theoretical perspectives:

- *Ego-depletion theory:* This theory looks at the relationship between self-control and individual energy that comes into play in the workplace when and individual are faced with challenges and the amount of energy he or she uses to overcome these challenges.
- *Attention-restoration theory:* The centre point of this theory is on “mental tasks” and the energy that are used to perform these tasks.

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- *Self-determination theory*: Although individuals can devour physiological energy by means of their physical activities, they can experience a sense of energy by participating in actions that addresses their psychological needs.
- *Conservation of resources theory*: This theory encourages individual to apply their energy to their “physical, emotional and cognitive behaviours” in order to contribute to the organisations’ “competitive advantage”. This theory speaks to the efficient use of resources that can have a direct influence on the energy level of the individuals.
- *Interactional ritual chain theory*: The interaction between an individual and his or her actions are being investigated to determine how the interaction with positive and negative elements can influence the generation of energy or the decrease of energy (Cuff, 2011).

These six streams are summarised briefly in Table 2-2: Summary of Six Streams of Human Energy Identified by Spreitzer (2011)

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**Table 2-2: Summary of Six Streams of Human Energy Identified by Spreitzer (2011)**

Theory	Nature of Energy as Defined by the Theory	Key Characteristics and Insights
<b>Ego-Depletion Theory</b>	<ul style="list-style-type: none"> <li>• Energy is finite, a limited resource (Gailliot, <i>et al.</i>, 2007)</li> <li>• Energy is a biological construct generated by creating and breaking down chemical bonds in the human body (Muraven &amp; Baumeister, 2000).</li> <li>• If there is no opportunity to rest and replenish energy, performance on subsequent self-control tasks is negatively impacted (Gailliot, <i>et al.</i>, 2007; Muraven &amp; Baumeister, 2000).</li> </ul>	<ul style="list-style-type: none"> <li>• Energy is depleted by activities which required individuals to exert control over themselves (Muraven &amp; Baumeister, 2000).</li> <li>• Individuals expend large amounts of energy when engaging in self-regulation activities, for example suppressing thoughts, regulating emotions, coping with stress (Gailliot <i>et al.</i>, 2007; Muraven &amp; Baumeister, 2000).</li> <li>• Regular observance of self-regulation activities results in less energy being expended on self-regulation (Baumeister, Gailliot, DeWall &amp; Oaten, 2006, as cited in Spreitzer, <i>et al.</i>, 2011; Gailliot, <i>et al.</i>, 2007).</li> </ul>
<b>Attention Restoration</b>	<ul style="list-style-type: none"> <li>• Energy is conceptualised as “directed attention”: the ability of individuals to focus their mental attention or concentration on cognitive and physical tasks (Kaplan, 1993, as cited in Spreitzer <i>et al.</i>, 2011).</li> <li>• Energy is finite and can be depleted.</li> </ul>	<ul style="list-style-type: none"> <li>• Energy is depleted over time by inhibiting distractions, e.g. stress, unrelated thoughts, processing information and problem-solving (Kaplan, 2001).</li> <li>• Restoration of attention energy can be achieved by consuming glucose, being away from a demanding work environment, and engaging in preferred activities (Kaplan, 2001).</li> </ul>
<b>Self-Determination Theory</b>	<ul style="list-style-type: none"> <li>• Energy is conceptualised as “subjective vitality”: feelings of enthusiasm, aliveness and positive energy (Ryan &amp; Frederick, 1997).</li> <li>• Intrinsic motivation results in individuals experiencing more vitality and needing less regulation of behaviours and activities (Gagne &amp; Deci, 2005; Ryan &amp; Deci, 2000, as cited in Spreitzer <i>et al.</i>, 2011).</li> </ul>	<ul style="list-style-type: none"> <li>• Social setting can contribute to vitality by satisfying psychological needs of autonomy and affiliation (Ryan &amp; Frederick, 1997).</li> <li>• Individuals can still feel energised despite diminishing levels of physical energy, indicating that the energy or vitality experienced by individuals is more than physical energy (Spreitzer, <i>et al.</i>, 2011).</li> </ul>

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Theory	Nature of Energy as Defined by the Theory	Key Characteristics and Insights
<b>Energetic Arousal</b>	<ul style="list-style-type: none"> <li>• Energy is conceptualised as “energetic arousal”: the individual’s experience of vitality, interest and excitement which goes together with the activation of the physical body (Thayer, 1989, as cited in Spreitzer, <i>et al.</i>, 2011).</li> <li>• Energy is mental and physical</li> </ul>	<ul style="list-style-type: none"> <li>• The physiological reactions resulting from energetic (positive) or tense (negative) arousal impact on the individual’s emotions, behaviours and outputs (Spreitzer, <i>et al.</i>, 2011).</li> <li>• Energetic arousal associated with positive individual outcomes in the organisational context (Spreitzer, <i>et al.</i>, 2011).</li> </ul>
<b>Conservation of Resources</b>	<ul style="list-style-type: none"> <li>• Energy is conceptualised as an “intrinsic energetic resource” of vigour.</li> <li>• Defined as an individual possessing physical presence, cognitive alertness and emotional energy (Hobfall &amp; Shirom, 2001, as cited in Spreitzer <i>et al.</i>, 2011).</li> <li>• Energy is split into physical, cognitive and emotional energy</li> <li>• Energy is a valuable resource</li> <li>• Linked to vigour (Shirom, 2003).</li> </ul>	<ul style="list-style-type: none"> <li>• Resources must be conserved or replenished to maintain psychological well-being (Shirom, 2003; Hobfall &amp; Shirom, 2001, as cited in Spreitzer, <i>et al.</i>, 2011).</li> <li>• Vigour can be predicted by job resources and job demands (Shirom, 2003; Schaufeli, Gonzalez-Roma, Salanova, &amp; Bakker, 2002)</li> <li>• Recovery experiences that replace diminished energy have a positive impact on future functioning in a job, and on well-being in general (Spreitzer, <i>et al.</i>, 2011).</li> </ul>
<b>Interaction Ritual Chain Theory</b>	<ul style="list-style-type: none"> <li>• Emotional energy is conceptualised as the activation that people feel in their everyday experience (Collins, 1993).</li> <li>• Ranges from passion, excitement and self-assurance to indifference, depression and anxiety (Collins, 1993).</li> <li>• Emotional energy can be used as a means to describe the creation of social structures (Collins, 2004, as cited in Spreitzer, <i>et al.</i>, 2011).</li> </ul>	<ul style="list-style-type: none"> <li>• Individuals tend to have enough energy to accomplish their daily tasks (Collins, 1993).</li> <li>• Individuals tend to notice deviations in the experience of more or less energy (Spreitzer, <i>et al.</i>, 2011)</li> <li>• Successful interactions between individuals, who have similar expectations about the boundaries, focus and response to the interaction can lead to emotional energy outcome. Positive energy outcome motivates repetition of successful interactions (Collins, 1993; Spreitzer, <i>et al.</i>, 2011).</li> </ul>

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Understanding where the construct of individual energy comes from provides a basis for understanding and moving the attention to organisational energy.

### 2.3.4 Organisational Energies

Energy is a finite resource, thus the manner in which individuals live their lives will have a huge impact on how energised they feel (Gardiner, 2008). The energies model developed by Tosey and Llewelyn (2002) was explored in an attempt to understand the characteristics of organisational energy by means of seven energies namely inspiration, integration, meaning, community, control, activity and existence.

The above-mentioned model of Tosey and Llewelyn (2002) is based on the ancient chakra frame-work. These authors' aim was to approach the human experience holistically, therefore they used the chakra system, which explains the multiple dimensions and facets of human experience like the "rational and the irrational, material and spiritual, emotional and intuitive as well as the aesthetic and pragmatic" (Tosey & Llewelyn, 2002, p. 54).

Tosey and Llewelyn (2002) explain chakras as the Sanskrit word for "wheel". They continue by explaining that the system in its simplest form consists of seven wheel-like centres of energy that are located in the body. Each one of these centres is alleged to have a physical existence, and energy flows around it that can be sensed. The chakras have conceptual significance that is associated with different qualities of experience and consciousness. Although the chakras represent levels of vibration where the "higher charkas" represents higher frequencies, it is not a rigidly hierarchical system. Therefore, the root charka is not less meaningful or less spiritually significant than the crown charka. The same is true for activities within the organisation *i.e.* a task may be mundane but it may still have spiritual aspects. This framework makes it possible to understand people and organisations as flows of energy (Tosey & Llewelyn, 2002, p. 55).

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This energies model of Tosey and Llewelyn (2002) assists people to “create a language through which participants can identify and discuss their self-experience, and can (so far as they choose to) inquire into their organisation’s energies”. Hence the purpose of the model is to equip individuals with the ability to identify and compare their experience, their perception and their reality. These energies of organisations are described in a more heuristic manner due to the fact that the model is designed to guide the exploration of an individuals’ experience of organisations and not as a representation of what organisations are really like. It can be said to be “a synchronous arrangement showing the multiple ‘currents’ of energy of which human experience and organisational life consists of” (Tosey & Llewelyn, 2002).

According to Tosey’s model, the extent to which energy is manifested or blocked is the important matter at hand. The reason being that if energy is blocked in any of the seven dimensions, it provides useful information on how to manage the “health” of the organisation (Tosey & Llewelyn, 2002).

The core features of this model include:

- The idea that organisations are energy systems (this statement seems to have potential connections with the complexity theory);
- The holistic view of the human experience; and
- The principle that all dimensions of the human experience are present in organisational life (Tosey & Llewelyn, cited in Derman, 2008).

Smit and Tosey (1999) describe and define energy “as a property of the field”. In other words, it is something that is created by and represents the quality of the relationship between the individuals and the context, like the organisation in which people work (Tosey & Smit 1999). However, Tosey advises against using “energy” as a concept to explain what causes events in organisations. He states that the experience of energy “is an obvious, available and reliable ‘trace’ of the underlying processes, or implicate order of organising, which become explicate as events, procedures, structures and so on evolve” (cited in Derman, 2008).

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Tosey sees energy as an “*indicator* of implicate order and (through the information it supplies) an *influence* on, but *not* a cause of, action” (Tosey, 1994). He actually compares energy to the Gestalt notion of the ‘field’ as something that is created by the relationships between people and the context in which they meet. He highlights the fact that we can be aware of this ‘field’ or energy with our senses; although as mentioned earlier, Western society either does not accept this information as valid or place no importance on it (cited in Derman, 2008).

The seven energies will now be explained and discussed below.

### 2.3.4.1 The Energy of Inspiration

The energy of inspiration is identified as the crown chakra that manifests as an alignment with a higher purpose that requires inspiration and vision from leadership (Tosey & Llewelyn, 2002 and Derman et al., 2011). The qualities of this energy include spirituality and a sense of being of service to others. This type of energy enables employees to perform energetically, creatively and enthusiastically due to the fact that they believe they are adding to something bigger with a more important purpose (Butts, cited in Derman, 2008).

A positive corporate culture is not only created by means of establishing a valuable mission statement, but there also needs to be a clear corporate vision (Derman et al., 2011). Sadri and Lees, cited in Derman (2008) are of opinion that when corporate visions are communicated clearly by top leaders that have strong values, are dynamic and have charismatic personalities, the impact thereof will be more effective. Senge, Scharmer, Jaworski and Flowers (2005) also mention that if visions are not clear enough, there will be no buy-in from employees (Derman et al., 2011). Richards (2006) concludes that organisational visions and missions will never “live” in organisations if energy shifts are not managed efficiently (Derman et al., 2011).

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Conn (2010) stated that the crown chakra is the centre of spirituality, enlightenment, dynamic thought and energy. Thus, when there is an imbalance here the individual may have feelings of constant frustration, no joy and destructiveness (Conn, 2010).

### **2.3.4.2 The Energy of Integration**

The energy of integration refers to the charka that is identified by the brow or third eye and manifests in a sense of synergy and strategic insight as well as a great awareness of male and female energies that includes the integration of differences or diversity. The qualities identified with this energy are integrity and wisdom (Tosey & Llewelyn, 2002). Global competition and mergers and acquisitions force organisations to expand geographically, thereby exposing them to various nationalities and cultures and resulting in the need for integration. Ali, Pascoe and Warne (2002) add that when people are willing to share with each other and open up to each other, then the integration between organisational subcultures as well as adapting to change can be achieved (Derman, 2008).

Souza-Poza, Nystrom and Wiebe (2001) are of opinion that businesses realise that in order for them to have a significant competitive advantage, they need to effectively motivate and influence the behaviour of their employees (Derman et al., 2011). There is a definite overflow between the energies of inspiration and integration.

### **2.3.4.3 The Energy of Meaning**

The energy of meaning has to do with our beliefs and values. This includes the way in which people choose to communicate with others and express themselves. It can therefore be said that the ideal qualities of this energy will be truth and honesty (Tosey & Llewelyn, 2002). Conn (n.d.) explains that the throat chakra is the centre of communication, sound and expression of creativity through thoughts, speech and writing and that the possibility of change, transformation and healing are all found in this chakra. Feelings associated with an imbalance of this chakra are holding back, feeling timid, being quiet, feeling weak or battling to express thoughts. When there is a balance, there are feelings of balance, centeredness and



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musically or artistically inspired actions are expressed and a person becomes well-spoken (Conn, 2010). Tosey (1994) explains that in relation to this energy, the approach that organisational cultures will take is one of exploring truths, beliefs, values, metaphors and symbols that are ways in which meaning and significance are created and maintained (Derman et al., 2011).

Cartwright and Holmes (2006) believe that one of the biggest reasons why people make career changes is the endless search to do something meaningful and to have a career that fits in with their personal values. This occurrence originates from the continuous changes that take place within organisations. Whether it is mergers or acquisitions, or downscaling and re-engineering, employees are increasingly left feeling frustrated and disenchanted with their work. More often than not, they are seeking a greater sense of significance and purpose in their work (Derman, 2008). As per Small's (2006) statement, people that can establish meaning and purpose at a personal level and in their individual work situation can act against the negative aspects of corporate life (Derman et al., 2011).

### **2.3.4.4 The Energy of Community**

The energy of community is also known as the "heart" chakra, because it is the central energy and is believed to be highly influential in the way that it functions as a whole and facilitates the flow of energy within a system. The qualities linked with this energy are love and harmony which promote health throughout the system (Tosey, 1994 and Tosey & Llewelyn, 2002).

This chakra is the centre of love, compassion and spirituality. It gives direction to people's ability to love themselves and others, in other words to giving and receiving love. When imbalances occur people may experience self-pity, be paranoid, unable to make decisions, afraid of letting go or getting hurt and not worthy to be loved. On the other hand, when the energy is in balance, individuals will experience feelings of compassion, friendliness, empathy and a desire to nurture others and see the good in all people (Conn, 2010).

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Individuals within an organisation work together towards a common goal and prefer an environment where everyone is happy and can get along with one another. If there is no community amongst co-workers, it is difficult to maintain trust and respect and it is even harder to reinforce performance. When there is trust within an organisation, employees tend to show more commitment to the task at hand (Derman et al., 2011).

### 2.3.4.5 The Energy of Control

The energy of control refers to the experience of clarity. It is therefore associated with structure, processes, systems, form, design, logic, guidance, confidence and the balance between chaos and order (Tosey & Llewellyn, cited in Derman, 2008). This energy is known as the solar plexus chakra and the ideal qualities in this case are human will or consciousness that shapes destiny and aesthetic order or design (Tosey & Llewellyn, 2002). This chakra is the centre of power, the place of ego, passions, impulses, anger and strength (Conn, 2010). The author further states that; when this chakra is unbalanced, individuals may lack confidence, be confused, worry about what others think and feel that others control their lives and therefore they may show signs of depression. When this chakra is fully functioning and in balance, people feel cheerful, outgoing, have self-respect, are expressive, enjoy taking on new challenges and have a strong sense of personal power (Conn, 2010).

It is relatively easy to compare the energies of existence and activity, but with the concept of energy as explained in the words of Tosey (1994), there is a need to look at other “qualities of consciousness, starting with the emergence of conscious intent; control, in a wide sense, since there are many ways in which thought creates forms, designs, plans and rules which structure events -clarity and direction which guide the energy of activity” (Derman et al., 2011).

Traditionally management has always focused on controlling employees and aligning their interest with managements’ interests, and today still, as stated by Small (2006), it is believed that “organisations survive, prosper and deliver by exercising ‘command and control’, the liberal use of ‘power’ and ‘authority’, and supporting the idea of the ‘chain of command’”.

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The problem is, however that controlling behaviour will lead to the limitation of personal freedom and that results in limited innovation and as found by Weymes (2005), creativity is a key driver for organisations to attain a competitive advantage (Derman et al., 2011).

As Tosey (1994) explains, the energy of control does not assume that control in itself is a “good thing” or that control is only about rationality and rules. It is all about managing the balance of order and chaos, and how control is manifested and experienced in relation to this (Derman et al., 2011). Garg and Rastogi (2006) have conducted research on motivating employees via job design and find that giving employees a greater sense of control over their own destiny motivates them, which in turn leads to high productivity (Derman, 2008). It can therefore be said that control should relate more to creating an environment in which employees are able to make a contribution. It requires a balancing act between the need for systems and procedures and the need to create an environment that encourages creativity (Derman et al., 2011).

### **2.3.4.6 The Energy of Activity**

The energy of activity is expressed as being excited. It has to do with the unblocking, unleashing and releasing of energy that can be associated with doing, movement, entrepreneurial activity, generativity, being emotionally charged, achievement and effectiveness. The ideal quality that stands out with this energy is creation and productivity (Tosey & Llewellyn, cited in Derman 2008).

This energy is all about the need to be innovative and creative, being institutive and having a sense of being self-worthy characterised by emotions like friendliness. When this chakra is blocked, individuals will experience explosive emotions; they may feel manipulative and display a lack of energy (Conn, 2010). Organisations are constantly in the process of changing in order to survive and as per the research of Martins and Terblanche (2003) creativity and innovation play a significant role in the survival of an organisation (Derman, 2008). Along with that, an organisation’s culture also has an influence on the degree to

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which creativity and innovation are stimulated (Derman et al., 2011). Only once individuals have the opportunity to express their freedom and feel that their actions make a difference, will creativity be unleashed (Weymes, 2005). The challenges for organisations remain to create an environment where trust, creativity and innovation can flourish while still meeting the specific performance criteria (Derman et al., 2011).

### 2.3.4.7 The Energy of Existence

The energy of existence is where transitions like births and deaths are managed and therefore has an association with life and death, beginnings and endings, rites of passage *etcetera* (Tosey, cited in Derman et al., 2011). To bring this closer to the world of work, it deals with resources and the “bottom line” which is an indicator of an organisation’s ability to continue existing. The ideal qualities include the element of power, existence and being (Tosey & Llewelyn, 2002).

The basic needs of this energy are survival, security, safety and are the centre of manifestations. This means that, in order to make things happen, this chakra provides the energy to succeed. When this chakra is blocked, individuals are left feeling fearful, anxious, and insecure and frustrated (Conn, n.d.). In the words of De Jong (2006), “the successful business of the future is one that continuously innovates, *i.e.* is able to demonstrate flexibility and to pro-actively anticipate business opportunities” which indicates that organisational change becomes a shared responsibility (Derman, 2008). Organisations require employee participation and involvement in order to innovate and change. The latter two processes will only be achieved by having the energies of inspiration and integration (Derman et al., 2011).

To summarise, although the seven energies are not mutually exclusive, they move continuously, thus having an impact on each other. Having said this, each energy has a distinctive characteristic that allows us to identify it and identify its unique effect and contribution to organisational functioning. All the energies exist in an organisation at any given time, but the manner in which they flow or are blocked, is of paramount importance.

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Organisations experience the seven energies differently and they will even be experienced differently in the same organisation, at different times (Derman et al., 2011).

### 2.3.5 Alternative Perspectives on Organisational Energy

#### 2.3.5.1 Organisational Energy Zones

The research conducted by Bruch and Ghoshal (2003) was used as the main source of information on organisational energy zones, due to the lack of other research conducted in this field. These authors explain that the state of energy can fall into one of four categories or zones namely, the comfort zone, the resignation zone, the aggression zone and the passion zone. Most organisations are characterised by one zone at any given time, but different parts of the organisation can be linked to different energy zones (Bruch & Ghoshal, 2003).

- *Comfort zone:* Organisations that falls into the comfort zone have low liveliness and a relatively high level of satisfaction. They have low but positive emotions such as calm and contentedness; they lack the liveliness, attentiveness and emotional tension that are needed to implement changes to strategic direction or important changes (Bruch & Ghoshal, 2003).
- *Resignation zone:* Organisations that are in this state of energy show weak and negative emotions that include frustrations, disappointment and sorrow. People in these organisations have the tendency to feel emotionally distant from the organisation's goals and they lack excitement or hope (Bruch & Ghoshal, 2003).
- *Aggression zone:* In this zone, organisations experience internal tension that stems from strong negative emotions. This tension is the drive behind the extremely competitive spirit, which derives from high levels of activity and alertness that focus efforts toward achieving the organisation's goals (Bruch & Ghoshal, 2003).

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- *Passion zone*: This is the zone in which organisations flourish on strong positive emotions like the pride and joy that employees experience in their work. Employees direct their attention, excitement and enthusiasm towards shared organisational priorities (Bruch & Ghoshal, 2003).

Bruch and Ghoshal (2003) find two zones in which organisations are more likely to find success, these are the aggression zone (reacts to danger) or the passion zone (reacts to an exciting objective). Both these zones are characterised by high levels of energy. Looking at the remaining two zones, organisations in the comfort zone are riskily fixated on past successes while those in the resignation zone have almost given up.

**Figure 2-4: The Energy Zones**



**Source: Bruch and Ghoshal (2003)**

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Weak emotions, whether they are positive or negative, do not encourage people to act. Therefore it is found that organisations that operate in the comfort and resignation zones function at low levels of “attention, emotion and activity”. On the other hand, one finds organisations that fall into the aggression and passion zones and displays higher levels of focused emotional tension, collective excitement and action taking (Bruch & Ghoshal, 2003).

Bruch and Ghoshal (2003) mention further that organisations that display high levels of energy, act with a sense of urgency that makes them more productive. They have the ability to process information and mobilise resources quickly due to the fact that they are constantly alert. They also show the tendency to strive for “larger-than-life” goals. Low-energy organisations prefer to avoid the surprises, expectations and risks on which high-energy organisations thrive and rather stick to standardisation and institutionalisation.

Weighing high energy organisations up against low energy organisations shows that high energy organisations assist in aligning employees’ perceptions, emotions and activities, where low-energy organisations suffer from conflicting priorities and a lack of cooperation. With the latter-mentioned in mind, high-energy organisations on the other hand combine and channel their forces and shared goals so that it creates a foundation for organisational cohesion (Bruch & Ghoshal, 2003).

It is one thing knowing and understanding the existing level of energy within a team, but it needs to be channelled in the right direction in order for it to be meaningful and useful. Having said that, the ability of leaders to harness energy, will differentiate high performing teams from those who perform less (Symons, 2007).

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### 2.3.6 Creating Energy within Organisations

Organisations often neglect to reflect on how they generate or disperse the collective energies of their workforce, with the result that they miss out on the potential enthusiasm and productivity which is generated by the creation of energising approaches to working (Gardiner, 2008). Energy is more than just the visible behaviour during an interaction; it includes the characteristics of the individuals involved in the interaction and the relationship between these parties, therefore managers should show respect, trust and consideration to their employees on a daily basis (Nelson, 2002).

Having said that, Cross et al. (2003) find that there is no single way to create an energised, enthusiastic workforce. Energy is created during interaction, but there should be balanced reach between the various dimensions in order to create optimal energy. People are energised by having interactions during which compelling visions are created. For energy to be created, leaders should present opportunities with clear visions on how to take on these opportunities. If individuals value these opportunities they will focus their time and effort on them, which in turn will generate energy. Goals should be realistic and achievable; otherwise energy levels will decrease as individuals feel that they have exhausted their time by committing to a particular project. This is where energisers and de-energisers are differentiated from each other. Energisers will ensure that realistic opportunities are shared and that it will not only lead to people being positive and energised by participating, but that they will believe that they are taking part in building something. De-energisers will choose to see every challenge as an obstacle, which will cause them to share only negative experiences (Cross et al. 2003).

Leaders should be able to anticipate the organisation's future needs. By planning strategically, organisations can save huge amounts of time, energy and money. For leaders to manage the talent pool they need to ensure that the employees know what is expected from them in their various functions and believe that they have the skills to excel (Kaye, 2005). Employees must know and feel that their work is structured into manageable goals in order for them to experience a sense of achievement and completion; otherwise it will create a sense of being overwhelmed which is de-energising (Gardiner, 2008).



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If people are participating in interactions in which they can contribute meaningfully, they will be energised. Energisers will typically engage with others and present them with opportunities to communicate their ideas and views on decisions that need to be made. De-energisers on the other hand do exactly the opposite by shutting others out of conversations, making it impossible for them to engage in the discussion at hand (Cross et al., 2003).

Research has shown that employees who feel that they have no control over a situation tend to stress more than those who feel they do. Leaders need to be more flexible in their thinking and give their employees a voice by involving them in decision-making. Energisers draw others to contribute and come up with new ideas (Gardiner, 2008). Employees will also show more enthusiasm if they are included in decisions that will have an impact on their work. Involving employees allows them to see the bigger picture and enables them to contribute in a meaningful manner (Kaye, 2005).

Gardiner (2008) suggests that when leaders take the time to think decisions through thoroughly and communicate them to employees in such a manner that they have a clear understanding of the decisions, these employees will tend to be more energised. Therefore, decisions in general should not be irrational or communicated poorly, because they will only lead to employees feeling drained. Hence leaders should preserve energy by not rushing into decisions (Gardiner, 2008). This does not imply that all decisions or contributions made should just be accepted, but rather that effective contributions should be acknowledged and ineffective contributions rejected without discouraging the person making the contribution (Cross et al., 2003). Encouraging employees to participate and including them in the process will also contribute to retaining the needed talented employees.

Cross et al. (2003) continue by explaining that the latter supports the fact that when people are fully engaged and taking part in an interaction, they will be energised. The energy in conversations will increase as people make meaningful contributions and learn from each other. Body language can also be an indication of a lack of attention especially in the case

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when people try to do too many things at the same time. On the other hand it can also contribute to increased energy levels by means of different important gestures. Energisers typically find it easy to interact and to focus on the people that are involved in a particular conversation (Cross et al, 2003).

Although energisers are driven by their goals, they are open to various means of reaching them, enabling them to show progress in different ways as they can use their initiative to get a project or idea to work and move along (Cross et al., 2003). Cross, *et al.* explains further that de-energiser also have goals but that they are very fixed on how to achieve these. They tend to cause confusion by being too unfocussed and constantly bringing up unresolved problems after which no one knows which direction to take. It is not that important for individuals to have solutions after having an interaction, however they should know what would be expected from them next, in order to make progress (Cross et al., 2003).

People will not always like what they are doing or the leaders that they have to work with, but if they experience a feeling of hope, the interaction between them will be filled with energy. Hope gives people a sense of belief that the work that they are doing will make a valuable contribution and that they will be able to reach their potential. Infinite possibilities excite them and they stop looking at potential pitfalls. Organisational energy is a construct that consists of various levels including individual energy, group energy and the composition of the organisation (Spreitzer & Sonenshein, cited in Cuff, 2011). Energising individuals, teams and the whole organisation, are the three areas where managers can have the greatest impact (Nelson, 2002). In this regard it is important that managers should focus on obtaining the loyalty and commitment for employees, provide training to up skill employees, creating a good work environment and have some form of social time where employees can converse with each other in a more informal non-work related manner (Gardiner, 2008).

Organisational energy plays a role in performance, morals, innovation and learning. By linking relationships, leaders can view where energy is being shaped and where it is drained.

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In order to manage energy, a complex dynamic system should be created that involves its own internal feedback system. Most successful and innovative projects generate employee energy as they consume it. People energise and de-energise each other by the way that they interact (Linder et al., 2006).

In the work of Linder et al. (2006) they mention that different stages of the innovation process require different styles of energy management, which implies that leaders should know when and understand how to utilise different energising mechanisms. Innovative initiatives include different types of activities, for instance; once a problem has been identified and converted into a challenge it needs to be shared with the rest of the employees in order for all to share and suggest their creative solutions (Baumgartner, cited in Robertson & Cooper, 2012). Therefore new ideas and possibilities are being explored, proposed and put together.

This is normally when de-energising behaviours can easily break down the ideas. Leaders of the organisation clear the employees' paths from obstacles by protecting their ideas. Moving on from generating ideas to selecting from, them is all about timing. Investors need to know when the organisation as well as its customers will be ready or open to new ideas. If the time is right, the idea will have gathered enough energy and drive to see it through the challenges along the way (Linder et al., 2006).

Ideas should be chosen in such a way that pursuing them will not kill organisational energy, after all, innovation aims to grow profitability and not to maximise energy. Whether it is new flavours of packages or an entire new product, innovation is a critical part of an organisation's day-to-day business (Strotmeyer, 2010). This phase requires transparency and fairness seeing as its aim is more on not destroying energy than building momentum. During this phase those whose projects get funded will be tremendously energised, while those who did not receive any resources will feel discouraged (Linder et al., 2006). Leaders should

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constantly strive for the next new creation and at the same time keep thinking “freshly” to keep the levels of engagement and energy high (Strotmeyer, 2010).

Either way, it is important that energy is maintained throughout the selecting projects and Linder, et al. (2006), suggest three techniques to do so:

- Chose projects purely based on merit instead of political strength. Communicate the decisions clearly and explicitly so that everyone can understand the rationale behind the decision.
- Do not just kill off struggling projects, but rather let them show their merit at their own pace.
- Do not disregard bad ideas as they might become tomorrow’s breakthroughs. If ideas are branded as bad ones during the selection process, it makes it difficult to use them again when needed. A more “energy-aware” approach would be to retain ideas for when things might change in the future.

Once the projects have been selected a transition to the development stage has been made, leaders should be energised enough so that they can describe the vision and organise the charge while at the same time, keeping their supporters engaged and enthusiastic. Workshops are the ideal tool to make these transformations possible (Strotmeyer, 2010).

When the developments starts the teams build momentum, organisations becoming invested and investments getting harder to stop. During development is when things are getting done and time is invested in making things work – this in itself energises practical people. During the innovation process, de-energisers can destroy parts of an idea, while other parts can only succeed if leaders give de-energisers the opportunity to be heard. By listening to them they can make sure that boundless enthusiasm can be controlled by introducing realism, they ensure that the new idea has been explored from all angles and they make sure that everyone’s inputs and opinions are heard and considered (Linder et al., 2006).

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Commercialising the project is the phase in the innovation process that consumes the most energy. During this phase organisations need to divide their energy between focussing on new innovations and establishing them without compromising their levels of productivity toward everyday operations. When leaders reassure employees of the outcomes, energy is sustained during these challenging times. The kind of support given to employees by the leadership of the organisation is essential in preventing the occurrence of any doubt of the importance of the role they play or the level of commitment of the organisation. Doubt could easily cause a drastic decrease in the level of energy.

Moving from the development stage to commercialisation rarely takes place without any hurdles, the reason being, that developers are still working on perfecting the last changes while the sales team are learning about the new product in order to sell it. This handoff needs to happen with care and lots of involvement of all parties. Take in to consideration that the developers of the product might not be ready to handover their work and that the sales team might already be focussed on another project (Linder et al., 2006).

While all of the above mentioned is taking place leadership needs to view the motion from an energy perspective when there is a shift in the strategic focus. If you look at the holistic picture of managing energy, it needs to be done on a daily basis, because organisations should know how energy can be provided by external sources (Linder et al., 2006).

It cannot be assumed that managers understand how to create more energy by them, so they must be shown how to do it so that the energy at the top does not get depleted (Baldwin, cited in Robertson & Cooper, 2012). According to Linder et al. (2006) measuring the level of energy will be the first step to take. Any interactions that create energy should be visible to both the core as well as non-essential role players in the energy network of the organisation. The network lens can also point out where there is a shortage of energy as well as the hidden obstacles that can counter new innovations. Leaders can establish which efforts are powered with energy and which is not, by identifying the engaged employees on particular projects.

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An environment, in which the leaders are energised, creates an optimistic atmosphere in which employees feel comfortable to share their ideas, thoughts and questions. This kind of freedom and trust creates the foundation upon which energising interaction can be made known. This is where energising contexts can be honest and transparent which stand in direct contrast to “de-energising” ones that are deconstructive and keep people from relying on others. People need to act with integrity, in other words, their words and actions must bring the same message across. Optimism amongst people is the one value that gives liveliness and trust more credibility. It is a natural instinct to rather see the obstacles, barriers, risk *etcetera* than the opportunity that lies within a new idea, but as mentioned before, energisers see realistic possibilities where de-energisers see roadblocks (Linder et al., 2006).

Often leaders experience themselves to be “de-energisers”, which can be a problem seeing as they are the feeding source of energy (Linder et al., 2006). Their behaviours have a great influence on people in the sense that they are like role models to others in the way that they listen and communicate, provide perspectives and encourage others while setting high standards and expectations (Tough, cited in Robertson & Cooper, 2012).

Leaders need to learn and know how to develop and apply the energy that is needed during each phase of the innovation process so that they can take specific action to move their organisation towards its optimum performance status. This is accomplished by driving innovation while simultaneously contributing to the well-being and growth of employees (Linder et al., 2006).

### **2.3.7 Challenges to Managing Energy**

Not all leaders have the opportunity to create a strategy for energy, because when a threat and fighting for survival are at hand, there is little time to be concerned with the vision. Strategy choices are rarely built around external factors like competition or the market climate and internal factors are far more significant. The following three internal factors normally come into play: Top management style; the organisations’ existing energy state; and its organisational heritage (Burch & Ghoshal, 2003).

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- *Senior managers' behaviour or style:* The organisation is more likely to succeed when the strategy matches up with the leader's natural style. Managers tend to create more cynicism rather than energy when they try to present a cross-purpose to their true nature.
- *Existing energy state of the organisation:* It is much easier creating energy during times of experiencing a perceived threat than when an organisation is in a relative state of satisfaction, the reason being, it is harder to create excitement and sustain energy in these organisations in the latter case and to move people from the comfort zone. In contrast, organisations trapped in the resignation zone already perceive a discrepancy between the reality and the ideal. The best option here would be to “win the princess” seeing that it is easier to transform buried desire into productive energy. Organisations that are experiencing low levels of negative energy will find it more difficult to slay dragons, because they are at risk of moving further into despair and passivity and in the worst case scenario even being paralysed (Burch & Ghoshal, 2003).
- *The history of the organisation:* Organisational energy has the potential to create the necessary combination of “cognitive, emotional and action-taking capabilities” and aligning them so that business goals are reached. Without high energy levels an organisation cannot achieve the essential productivity improvements and it will not be possible to grow at the pace needed to create new important innovations (Burch & Ghoshal, 2003).

The way in which leaders choose to unleash organisation energy will have an influence on the kind of performance that they seek (Burch & Ghoshal, 2003).

- *Focussing energy:* This is when already existing activities, alertness and emotional involvement are aligned in a positive manner. Leaders do however use the strategy of ‘dismantling corrosive energy’ when energy is not being used to productively achieve organisational goals but rather has a destructive internal focus (Burch, n.d.).

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- *Managing energy within the organisation:* The aim for management is to avoid energy traps but to maintain enthusiasm of productive energy in a suitable way (Burch, n.d.).

Symons (2007) defines organisational energy as the extent to which an organisation mobilises the maximum available effort of employees in pursuit of reaching its goals. One of the differentiating factors between performing and non-performing organisations is leaders' ability to harness energy within the organisation (Symons, 2007). Leaders can either boost and focus or dampen and distort the energy of employees around them, by simple actions like the words they choose to use and their behaviour. During a study conducted by Symons (2007), the participants were asked to think of a time that they felt full of energy while being at work and from the descriptions they gave it were found that the common underlying driver for most of them was their leaders, but more specifically what they said and did:

- Where they focus their attention, measurements, rewards and control.
- Their reaction to critical incidents.
- How they coach their employees and the way in which they act as role-models (Symons, 2007).

The ironic side to this is that when leaders were asked how they spend their time, their answers reflected that they typically spend 80% of their time on other issues relating to factors like systems procedures while only spending 20% on the things that really make a difference (Symons, 2007). A leader's primary objective should be to mobilise employees in order to reach organisational goals. Leaders need to understand the untapped potential in their teams in order to manage and focus them better (Symons, 2007).

Energy can be destroyed by:

- Complex bureaucracy; and
- "Rules" which frustrate, constrain and even divert energy, in other words, the policies and procedures that were created to introduce and improve efficiency became ends in



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themselves. If this is the case, then employees and leaders tend to forget what they are there to do in the first place (Symons, 2007).

The ideal opportunity for leaders to set the tone is to show how they go about dealing with a crisis, which is a powerful moment for them. They need to be in touch with their customers and employees all the time and enlightened leaders do not work in isolation; they need to be able to pick up on the early signs of what is happening on the horizon and they will only know about this when they are getting constant genuine feedback from employees, clients, competitors, partners and the marketplace. By having this information, leaders are able to act quickly to meet changing needs. Leaders make many claims on their employees' personal time and energy; therefore they need to choose carefully where they want to invest effort in order to get maximum impact. Leaders need to constantly know how their employees are doing and how they are feeling (Cross et al., 2003).

People's core source of energy is greatly impacted by the way that they feel, their degree of connection to the organisation's purpose, the content of their work, the support they get while performing it and the climate that their leader create. People do not only work at a particular organisation because of the income they receive or the opportunity to use their skills, but they also look for meaning and purpose in their work (Symons, 2007).

A study conducted by Marris (cited in Derman, 2008) finds that as long as talented people feel that they are making a difference, they will stay with an organisation. The key is the strong connection they can see between the work that they do and the positive impact it has. It is up to leaders to make this connection clear and to keep it alive for employees by painting a picture of the future and talking about it at every opportunity. The vision should be clear and provide direction to employees so that they will know where to direct their energy (Symons, 2007).

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Although energy comes from within or motivates one via his or her job, it is more valuable to look at how energy is generated in daily interactions with other people at work, in other words, how the relationship with colleagues within a social context affects the energy of an individual, group or entire organisation (Cross et al., 2003). Cross et al. (2003) further state that people who energise others are found to be higher performers. This statement is supported by several important factors which highlight the connection between performance and energy:

- Energisers motivate people to act within and outside organisations and they are more likely to have their ideas considered and implemented.
- Energisers get a lot from those around them. People tend to dedicate themselves fully to the interactions of an energiser, give their undivided attention to their problem solving sessions and devote time to an energiser's concerns. People that work with energisers will go the extra mile to introduce a valued customer to someone, reflect on a problem while commuting, and send extra e-mails to find the necessary information.
- Energisers attract other high performers to commit themselves to matters at hand. These kinds of reputations and relationships spread quickly through the organisation and people choose to place themselves in a position to work with these engaging individuals. The latter leads to the fact that people who are linked to energisers are better performers themselves.
- Energisers do not only affect performance, they have an impressive impact on what individuals and networks as a whole learn over a period of time. People use their social networks to gather information that will help them to get their work done so it makes sense that they would rather search for information from energisers rather than from de-energisers (Cross, Baker & Parker, 2003).

### 2.3.8 Energy Traps

As mentioned before, effective management of energy will contribute positively to the performance of the organisation but if energy remains unmanaged it can fall into one of three pathologies or trap as explained by Bruch and Ghoshal (2003). The organisation can fall into

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the acceleration trap which is normally organisations that are driven beyond their capabilities and then eventually leads to burnout. Employees are found to be working permanently with high commitment, high speed and with intensity. Employees start to show signs of tiredness and weariness followed by decreasing performance due to boosted pressure, and additional acceleration under increasing endeavours (Bruch, cited in Bruch & Ghoshal, 2003). The secret is for leaders not to drive organisations to their limits, but rather to focus on building energy as a capacity that can be used for possible intense action by using the built up capacity in phases (Bruch & Ghoshal, 2003).

Secondly, an organisation can fall into the inertia trap. This trap compromises the organisation's ability to leverage resources due to a long period of either success or poor performance. In other words, organisations that experience long periods of success with stable markets might feel that they have found the ideal system. But the fact of the matter is that the environment does not remain the same and when changes do occur, these organisations will find it hard to break their existing pattern of behaviour. The same is also true for organisations operating below their capacity for too long. They lose their elasticity and along with that they lose their confidence and become either reactive or passive (Bruch & Ghoshal, 2003).

Lastly, organisation should be aware of the corrosion trap. With this trap high and productive commitment might tip over into intensive negative, misguided or blocked energy (Bruch, cited in Bruch & Ghoshal, 2003). Organisations are faced with external threats while simultaneously experiencing internal friction. In other words, people do not work together to address the external challenges, and then they focus their energy to internal struggles (Bruch & Ghoshal, 2003).

The above mentioned points are a brief indication of what could possibly go wrong when the existence of energy is ignored or not managed effectively.

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### 2.3.9 Organisational Energy and Biographical Variables

To date very little information is available on the relationship between organisational energy and biographical variables. A recent study by Cuff and Barkhuizen (2012) showed that employees differed in their perceptions of organisational energy based on their job level. Post-hoc comparisons indicated that the mean score for the Top Management job level was significantly different from Senior Management and Staff job levels. Individuals with Jobs on Top Management level experienced higher levels of organisational energy than those on Senior Management and Staff levels.

In the same study using a measure of productive organisational energy, Cuff and Barkhuizen (2012) found that that the respondents differed significantly in their perceptions of productive organisational energy based on their job level, home language and years in current job. Individuals with jobs on Top Management level experienced higher levels of Affective energy than those with jobs on senior management, middle management, supervisory and staff levels. Individuals with jobs on top management level also experienced higher levels of Cognitive energy than those with jobs on senior management, middle management and staff levels. In addition, individuals with jobs on top management level experienced higher scores on the Behavioural energy than on senior management, middle management and staff levels. However, effect sizes were small. Individuals with Afrikaans as their first language experienced higher levels of Behavioural energy of the PEM than individuals with an African language as their first language. However, effect sizes were small. Individuals who have been in their current job for between 21 and 30 years experienced higher levels of Affective energy than those who had been in their current job for between 11 and 10 years or between 11 and 20 years. However, effect sizes were small.

In sum, from the above discussion it is clear that leaders and employees play an important role in contributing towards creating energy within the organisation (Post, 2009). In order for leaders to renew energy, rather than just using it all the time, they need to find ways to sustain rather than just use people. If work can give employees energy, their careers will be sustainable. The author further explains: “Envision a workplace that gives you as much or

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more than you contribute. You go to work, into the current of the environment, start your tasks, feel more and more energised all day, go home and have enough energy to enjoy your personal life. You even have enough energy to make significant contributions to your community since your work does not totally consume you. Then the next day, you go back to work and plug in again”.

Drained or burned-out employees are not happy, they are often unhealthy and in turn they also drain the organisation. Therefore, leaders should create a work environment that creates, rather than waste energy. In order for employees to be productive they need positive energy, of which there are two main types, namely stored (potential) energy and useable (kinetic) energy (Post, 2009).

The goal of organisations should be to maintain a balance between these energies by creating an environment that uses and restores employee energy appropriately. This does not imply that there will always be a balance, because there will be times when employees will have to go the extra mile. It is however up to leaders to ensure sufficient time for the renewal that follows (Post, 2009). In these unsure economic times, people world-wide increasingly suffer from stress in the workplace and energy is lost through insecurity, fear and an increased workload. Leaders should commit themselves to renewing employees’ energy, because sustaining people rebuilds hope (Post, 2009).

Bruch, Menges, Cole and Vogel (2009) found that productive organisational energy mediates the relationship between high performance work systems and firm performance. The concept of productive organisational energy was introduced by Cole, Bruch and Vogel (2005), where productive organisational energy is explained as a “multi-dimensional phenomenon, which reflects employees’ joint experience of positive affect (*i.e.* emotional energy), their shared cognitive activation in the pursuit of common goals (*i.e.* cognitive energy), and their collective efforts to achieve such goals (*i.e.* behavioural energy)” (Bruch, Menges, Cole &

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Vogel, 2009). The aim of this study is to determine whether the perceptions of organisational energy enhance the work wellness of employees.

### 2.4 WORK WELLNESS

*"But I like to think that a lot of managers and executives trying to solve problems miss the forest for the trees by forgetting to look at their people -- not at how much more they can get from their people or how they can more effectively manage their people. I think they need to look a little more closely at what it's like for their people to come to work there every day."*

- Gordon Bethune, Continental  
Airlines

#### 2.4.1 Introduction

As mentioned earlier in this chapter, the paradigm of positive psychology is gaining more attention in that “studying human strength and optimal functioning” is making the role of work wellness in the workplace more popular (Derman, 2008). Organisations are becoming more attentive to conditions relating to wellness within the organisation and the pressures from society to include a wellness dimension into the list of responsibilities of the employers (Sieberhagen, Pienaar & Els, 2011). These authors further explain that introducing wellness into organisations is to promote the well-being of employees and to create a “healthy and supportive workplace”.

Employee wellbeing is an unavoidable topic on the list of leadership responsibility (Birch, 2012) and has become a well-known expression in the workplace (Tinline, 2012). Whether the wellness strategy is to improve the levels of individual wellbeing, to improve performance or to provide assistance to employees to manage their own level of wellbeing, the fact remains that organisations can no longer avoid the importance of having “happy and healthy” employees (Birch, 2012).

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Problems that individuals within organisations perceive and experience from a physical, emotional, intellectual, social and spiritual perspective are presently areas of concern to organisations that needs to be addressed due to the continuing neglect thereof (De la Rey, 2006).

There is a lot of uncertainty about the future and leaders try to determine whether they are equipped to respond to the challenges of the future, if they have the right talent in place, can they maintain a functional level of energy and how would their organisations be able to create and maintain a feeling of wellness for their employees in uncertain times (Ryan, 2009).

Dornan (2010) indicates that wellness plays an extremely powerful role in “employee engagement, organisational productivity, talent retention and creativity and innovation” and that organisations have the ability to advance their effectiveness significantly by addressing wellness as a strategic element and by incorporating it into a broader organisational effectiveness framework. Currently there is however a noticeable breach between aspiring to incorporate wellness strategically and actually achieving this attempt (Friery, 2012).

As mentioned in Chapter 1, the construct vigour was used as the main source to investigate the role and contribution of wellness to the performance of the individual and the overall well-being of the employee. The construct of vigour is quite historic in that it was already found in for example the Taoist culture of China that refers to Chi and Jing to demonstrate their feelings of having internal energy and power which individuals can explore, depending on the lives they lead and their habits (Shirom & Shruga, 2009). The theory of vigour originates from the work of Hobfoll’s Conservation of Resources (COR) Theory which states that “people are motivated to obtain, retain and protect their resources, which can either be material social or energetic” (Shirom & Sharaga, 2009).

The reason for studying vigour in a scientific manner is an attempt to answer one of the great organisational battles, which is the ability to engage employees and to make them want to

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work for an organisation. Most people long to feel energetic on a daily basis and see it as a scientific part of their effective experiences (Shirom & Shraga, 2009). An example of this, as found by Hansen et al., Reed & Ones all cited in Shirom (2009), is that the major reason for people to participate in physical activities is to experience vigour.

The term well-being or wellness has become something that organisations are trying to comprehend, determine and see how they can move forwards with it by implementing various programmes and initiatives (Tinline, 2012). If the leadership of organisations are prepared to invest some of their resources in work wellness, then implementing strategies and interventions to promote health and wellness will with certainty contribute to achieving organisational excellence (De la Rey, 2006). Having said this it is important to keep in mind that wellness is a large shift from the conventional remedial focus on health to a “positive holistic experience of well-being” (Tinline, 2012).

This section will explain the role and importance of work wellness within the organisation by exploring definitions for vigour and wellness.

### **2.4.2 Defining and Understanding Work Wellness**

Many researchers have established different definitions and meanings for work wellness by looking at definitions of vigour and well-being, and their studies have contributed to a more comprehensive understanding of the construct work wellness. For the purpose of this study, understanding work wellness means having to investigate the construct vigour and its three dimensions.

Kahn (1990) explained that “people employ and express themselves physically, cognitively as well as emotionally while performing their roles”. The concept is expanded by Burke and Cooper (2008) who states that employees who associates a positive experience with their work, find it to be meaningful or if they feel that their workload is manageable they are inclined to be more engaged. In conjunction to the latter, is the explanation provided by



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Schaufeli and Bakker (2003), that suggests that being engaged comprises of three dimensions namely: vigour, dedication and absorption whereas vigour refers to the high levels of energy, motivation to invest effort at work, and resilience, which is conceptualised as the ability to withstand difficulties and persisting despite obstacles.

Shirom proposed a definition of vigour that focus on the core positive effect of vigour which is that vigour represents the positive affective response that an individual experience due to a continuous interaction with meaningful aspects in their job and the environment in which they find themselves that consists of the interconnected feelings of physical strength, emotional energy and cognitive liveliness (Shirom, cited in Louw & Viviers, 2010). In simple terms, vigour basically represents one's affective experience of being energetic physically (having physical strength), mentally (feeling cognitive liveliness), and interpersonally (possessing emotional energy relative to significant others) (Bakker & Leiter, 2010). In addition to that, the individual's level of vigour is a gage of his or her level of optimal psychological functioning (Shirom, 2009).

As mentioned earlier, Shirom (2005) found the foundation of his definition in Hobfall's (1989) theory of Conservation of Resource (cited in Derman, 2008). The theory is based on the idea that people are motivated to get, retain and protect their resources which can either be internal (self-esteem, personal characteristics and attributes) or external (employment, social status and friendship) (Shirom, 2005).

Shirom (2005) focused on physical strength, emotional energy and cognitive liveliness as the three dimensions of vigour for the following reasons:

- All three these dimensions consist of a set of resources and values and if the one were to develop it is said that one of the other dimensions will also develop.
- These dimensions do not overlap with any other behavioural science concept.

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- Understanding of vigour distinguishes it from elements like engagement, job involvement or flexibility (Shirom, 2005).

Shirom (cited in Derman, 2008) further looks at understanding the meaning of emotions in order to grasp positive events that will lead to people experiencing a vigorous feeling. The author defines emotion as a “highly structured response to specific types of events or environmental interactions that gives rise to a characteristic adaptive behaviour, that is relevant to the needs, goals, or survival of the organism” (Shirom, 2005, p. 4).

Lazarus (1977) explains in his cognitive theory of emotions that “cognitions and emotions are separate functions but are experienced on a practical level as one and the same thing, each affecting the other” (cited in Derman, 2008, p. 108). Shirom (2005) is of opinion that the purpose of emotions is to stimulate an action that people need to survive.

Vigour is a positive affect that can be associated with managerial effectiveness and positively contributes to the work environment. Seeing that positive affective states indicate mental well-being, an individual’s level of vigour can indicate the psychological level he or she is functioning at (Shirom, 2005). The latter is the reason for using vigour as the measure for wellness.

The study that Shirom (2005) conducted on vigour in the work place differs from the concept of vigour as understood in clinical psychological studies (cited in Derman, 2008). The author explains that Shirom (2005) differs in his approach due to the fact that he believes that researchers only define vigour by recognising one form of energy namely physical strength. Shirom (2005) however sees vigour as a personal resource that consists of a mixture of physical strength, emotional energy and cognitive liveliness. Vigour in the work place is an emotion experienced as a result of an individual receiving appraisal for the work he or she does which contributes to the individual’s mental well-being (Shirom, 2005).

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Shirom's approach is supported by other theories for instance, Katwyk, Fox, Spector and Kelloway stated that positive affects indicate the mental well-being of an individual, whereas Ashby, Isen and Turken (1990) found that: "positive affect broadens the scope of cognition and enables flexible and creative thinking" and the latter improves flexibility that produces positive emotion well-being (cited in Derman, 2008). Shirom (2005) summarised that vigour encourages people to act in a certain manner that will contribute to a specific thought-action that can lead to creative solutions for problems in the workplace.

Rothard's (2001) definition of engagement supports the approach of Shirom by suggesting engagement as a "psychological presence" but elaborates that it consists of two vital components, namely attention and absorption, where attention refers to "cognitive ability" and the amount of time someone will spend thinking about a particular role. Absorption on the other hand means "being engrossed in a role and the intensity of an individual's focus on that role". Employee engagement is said to be the commitment that employees have towards their work and organisation due to the pride that have for what they do and the satisfaction they get out of doing it (Dornan, 2010).

Most definitions of wellness are thought narrowly to only consist of physical and psychological health and therefore in the workplace, wellness is considered a non-core HR or welfare responsibility with a focus on reactive illness management (Dornan, 2010). The latter author went and redefined wellness in order to position the concept to be recognised as a strategic element. Wellness can thus be defined as: "a state of being that is shaped by engagement and other workplace factors as much as physical and psychological health – and making wellness central to a business strategy opens an important new avenue to increasing organisational effectiveness".

Myers and Sweeney (cited in De la Rey, 2006) contributed to the definition of wellness by suggesting that is an approach to life with the goal to obtain the most favourable health condition and well-being by integrating the body, mind and spirit in order to live a full life.

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The conceptualisation of vigour and engagement by these definitions suggests a link between vigour and job performance and an inclusive view of the employee as a whole thus providing a more comprehensive explanation of work wellness (Rich, Lepine & Crawford, 2010).

### 2.4.3 The importance of work wellness

Psychoanalytical thoughts of psychologists like Jung, Freud and Perls, highlighted the fact that psychic energy can either be generated or lost depending on the way it has been utilised. Looking at the scientific approach of positivism, the conceptualisation of vigour is viewed as an inherently measurable construct defined as “a sense of possessing physical strength, emotional energy and cognitive liveliness” (Shirom 2004). Explaining it in terms of the work environment, it represents a significant, positive emotional response that individuals have in conjunction with their continuous contact with various elements in their direct environment and the organisation in its entirety (Shirom & Sharaga, 2009).

Organisations will have to find new ways and approaches to renew the current social contract before it is too late. The employees with wants and needs and the ability and choice to source other careers will do so in order to fulfil their individual passions. Nowadays employees are increasingly putting their lives ahead of their work, which has changed the “work-life balance” more to a “life-work balance. In order to connect with employees in an organisation it means knowing and understanding their needs and expectations. The concern around ensuring that employees are experiencing wellness is due to the quality of their contribution to the organisation’s overall success (Johnson, 2004). Dornan (2010) found that better performing organisations tend to promote wellness more than the organisations that perform below average, reason being that wellness is associated to perceptions created of performance.

Often leaders of an organisation go through the exercise to analyse the organisations culture and climate in order to indicate and measure staff morale. These types of diagnostics provide means to interact and to get involved in changing the organisational culture to its optimal

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state. The problem is however that it does not automatically assist leaders in understanding the need that employees have to manage and maintain their wellness which leads to the underutilisation of employees' potential and a decrease in motivation (Da le Rey, 2006).

Energy in the sense of physical energy is the effort that the individual puts into doing their work. If individuals experience a strong sense of energy at work, they will direct their motivational resources towards their work performance (Baker et al., 2003; Cross et al, 2003; Quinn & Dutton, 2005). In conjunction to the latter, Shirom (2005) explains further that vigour is a work related on-going emotional experience that is a result of the individual's appraisal of their job and the working environment and what this means to them. If employees do however realise that their efforts are not fully appreciated and used, there will be a decline in their efforts (De la Rey, 2006).

Employees want more flexibility. The familiar yet newly experienced concept of work-life balance is here to stay. Employers are approaching a "disconnection disease" among employees, meaning that instead of having employees worrying about the effect their personal lives might have on their work, they are concerned about how their work might affect their personal lives. Any aspect of an individual's work that might have a negative effect on his or her personal life creates potential personal disconnection. The increase in employer demands leads to an increase in personal disconnection. This is not to say that all employees are trying to move away from the corporate world, it is more about the employer taking into consideration that there comes a time in any individual's career when he or she will have reached his or her career goals and then start focussing on future goals (Johnson, 2004).

If the latter statement is neglected, personal disengagement will occur. This is when individuals will free themselves from the role that they are performing and they tend to remove themselves from the situation and become defensively in a physical, cognitive or emotional manner (Kahn, 1990) and they will no longer be experiencing feelings of vigour.

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If the leaders of the organisation do not make the effort to know and understand the motivations of their employees, they will never succeed in meeting their needs or get the best out of them. A good starting point is to assess employee-employer wants. This entails determination of what the organisation and its employees want to achieve and then assessing if there are any common aims for them to build on. The list in Table 2.3 identifies the common wants of employees and employers.

**Table 2-3: Employees’ and Employers’ wants**

People want to...	Organisations want to...
<ul style="list-style-type: none"> <li>• Enjoy their lives and work while achieving success and excelling in what they do</li> </ul>	<ul style="list-style-type: none"> <li>• Engage the people that they serve and enable, encourage and reward outstanding performance</li> </ul>
<ul style="list-style-type: none"> <li>• Do work that they care about on their own terms; create and deliver financial and human value</li> </ul>	<ul style="list-style-type: none"> <li>• Provide enriching products and services; create and deliver financial and human value to all the stakeholders with whom they interact</li> </ul>
<ul style="list-style-type: none"> <li>• Create and express a unique professional identity as “themselves”</li> </ul>	<ul style="list-style-type: none"> <li>• Create and build a distinctive corporate brand</li> </ul>
<ul style="list-style-type: none"> <li>• Find the right organisation and the role that suits them best</li> </ul>	<ul style="list-style-type: none"> <li>• Find the best people and match them to the right roles</li> </ul>
<ul style="list-style-type: none"> <li>• Use their skills, stretch themselves and develop new abilities in their personal and professional lives</li> </ul>	<ul style="list-style-type: none"> <li>• Use the skills of their people, improve effectiveness and drive value growth</li> </ul>
<ul style="list-style-type: none"> <li>• Make a valued and recognised contribution to organisations who understand their lifestyle/work style needs</li> </ul>	<ul style="list-style-type: none"> <li>• Enable and reward contribution to corporate purpose</li> </ul>

**Source: Adapted from Johnson (2004)**

Dorman (2010) confirmed that organisations that promote wellness are more productive, their employees are more engaged with their work, they are more creative and innovative and the organisation is more likely to retain talent. All four these elements are extremely important for the performance of an organisation and the link between wellness and these elements gives a solid case for including wellness as a key strategic imperative (Dorman, 2010). People are complex beings. They have emotions, they get sick, they have hopes and fears,

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and they sometimes cry or suffer from burnout (Johnson, 2004). This is known to leadership of organisation but even though studies indicates the real importance of wellness to organisational effectiveness, it also reveals that many organisations neglect to address wellness completely, not even to mention that it needs to be a high priority (Dornan, 2010).

Robertson and Cooper (2012) designed a model that indicates the elements of the “working life” that influences employees’ state of wellness. Figure 2.5 clearly shows these six essential elements that can be used to provide the “best psychological working environment for employees”. The authors suggest that these six essentials can be applied to break down tasks that will be easier to achieve and measure.

**Figure 2-5: Six essentials of Workplace Well-being**



**Source: Robertson and Cooper (2012)**

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### 2.4.4 Drivers of work wellness

Previous research consistently and noticeably shows that work wellness is mainly driven by job resources, particularly in the midst of elevated job demands. Schaufeli and Bakker (2004) state that job resources are those “physical, psychological, social, or organisational aspects of the job that either reduces job demands and the associated physiological and psychological costs”. They can also be functional in achieving work goals and stimulate personal growth, learning and development (Schaufeli & Bakker, 2004).

For the amount of time that individuals spent at work it is important that they enjoy where they can apply their skills and make a positive contribution (Anderson, 2009). Job satisfaction is one of the many job antecedents that contribute to wellness and the following elements can contribute to feeling satisfied at your job:

- *Job compatibility*: People should have the skills and competence to perform their work while enjoying doing so. When employees lack the desire or the ability to do their jobs, dissatisfaction will follow.
- *Fair compensation and benefits*: Job satisfaction does not only depend on incentives, however when employees are not compensated fairly, their morale tends to decrease.
- *Community*: People desire to feel part of something more superior, and this longing can be transferred to the individual’s job. If employees see that their organisation contributes to the greater community in a positive way, it can increase the level of satisfaction experienced by the individuals.
- *Enjoyable colleagues and/or clients*: People will stay with companies because of the fact that they enjoy working with their colleagues and the clients.
- *Recognition*: Although it is rewarding to do a good job, employees still need their employers to give recognition for the work that they do.
- *Respect*: Respect for each other in the workplace contributes towards job satisfaction, particularly if the work environment is harmonious.



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- Room to grow: For employees to experience job satisfaction they need to have opportunities to learn new skills and take on new responsibilities.
- Work/life balance: Employees who enjoy their work are often found in organisations to be the one's encouraging a healthy work/life balance.
- Open communication: Honest communication from leaders to employees with regards to general company matters or constructive feedback from managers are essential to employees experiencing job satisfaction (Anderson 2009).

Bakker and Demerouti (2008) explain that “resources that contribute to wellness can be located at an organisational level (*i.e.* salary and career opportunities), interpersonal relations (*i.e.* supervisor and co-worker support), at an organisation of work level (*i.e.* role clarity) are at a task level (*i.e.* task significance and autonomy)”. Kahn (1990) also assumes that it is individuals’ perceptions along with their individual characteristics that initiate the psychological conditions that directly influence their willingness to engaged in the given work roles (Rich, Lepine and Crawford, 2010). This statement is similar to that of Hackman and Oldham’s (1980) who found that job characteristics have an impact on important psychological conditions that have an influence on people’s internal motivation to do their work (Rich et al., 2010).

Job satisfaction on the other hand as explained by Locke (1997) as the positive emotional state that an individual are functioning in due to his or her evaluation received for a job well done and experienced gained. Job satisfaction can be influenced by an individual’s positive perceptions of his or her job description, managers and co-workers, as well as by differences in individual personality. Lastly, intrinsic motivation, which is the desire to exert effort on a task without any external constraints or contingencies, is promoted by both work context and individual differences, which promote feelings of competence, autonomy and relatedness. All three these concepts focus on a different aspect of the self in an attempt to explain why individuals choose to invest themselves in their work role or not (Rich et al., 2010).

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Shirom (Bakker & Leiter 2010) also introduced work-related predictors that can contribute to the experience of vigour. The following features are likely to contribute to individuals feeling invigorated:

- *Job characteristics*: Different combinations of work characteristics like job significance, job identity, skill variety, task autonomy or perceived control and feedback from supervisors predicts vigour relative to other affective attitudinal and behavioural outcomes.
- *Job-related interactions with others*: The way that people influence each other's mood states depends on the way that individuals interact with each other at work (Bakker & Leiter, 2010).
- *Leadership style*: Literature shows that leaders that are energised are likely to energise their followers. Avolio (cited in Bakker & Leiter, 2010), found that intellectual stimulation that encourages followers to think creatively is expected to have a positive influence on cognitive liveliness.
- *Group-level resources*: Brief and Weis (2002) found that groups tend to share emotions due to the common socialisation experiences and common organisational features, norms and regulations that govern the expression of emotions and task interdependence. Work teams that are characterised by mutual trust and social support tend to be more cohesive and goal directed which in turn lead to favourable employee morale and job-related well-being (Bakker & Leiter, 2010).
- *Organisational resources*: Employees that participate in decision making has the potential to increase their exposure to many sources of information that will enhance their ability to adjust more flexibly to the demands of the drivers role players and enhancing their capability to develop cognitive skills to find creative solutions that integrate these diverse viewpoints (Bakker & Leiter, 2010).

Form the research discussed in the literature review it is clear that the active promotion of wellness, offers organisations limitless opportunities to improve effectiveness however,

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wellness continuous to receive inadequate or misdirected attention in many organisations (Dornan, 2010).

### 2.4.5 Managing and implementing work wellness

There has been a shift in focus from the traditional way of managing negative work related stress to appreciating the positive well-being of employees (Tinline, 2012). Moods and emotions are constructs that are very often experienced in the workplace but due to a lack of understanding, it is being miss-managed or not managed at all and the level of vigour experienced by individuals decrease (Brief & Weis, 2002). Vigour, as explained before, reflects the individuals' feelings concerning the energy reservoir that they possess at work and it predicts job performance and organisational effectiveness due to the fact that it is closely related to the motivational processes at work (Bakker & Leiter, 2010).

Focussing on understanding the positive outcomes of managing wellness means that management know how to create and maintain positive stress and how to deal with negative pressures (Tinline, 2012). According to Custers and Aarts (cited in Bakker and Leiter, 2010), if an individual has a mental picture of a goal that is linked with a positive emotion, the individual will know that the goal is something he or she would like to pursue and that in itself will motivate the individual to act on the emotion in order to reach the goal. Caster and Scheier further states that vigour facilitates goal-directed or approach behaviour and can therefore be said to prompt individuals to engage with their work and work environment (Bakker and Leiter, 2010).

Coffman (2003) suggests that employees need to be challenged within their positions, in other words, their talents need to be explored and used. He further mentions that employees will grow when they are assisted by managers to expand their skills and knowledge that they will need to build on their talents and to turn them into strengths. It is also the role of leaders to help employees develop responsibility for their goals so that the employees can improve on

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their contributions to the company as well as improve the level of impact they will have (Coffman, 2003).

Shirom (cited in Bakker & Leiter, 2010), made the assumption that vigour can positively be related to organisational effectiveness and job performance due to the fact that several emotion theories have argued that certain affective states are associated with specific action tendencies and that vigour is expected to be associated with a positive action tendency. Frederickson (2002), argues that positive emotions are accompanied by augmented thought-action repertoires or urge an individual to think or act in a certain manner, thus vigour could generate a certain thought pattern and broaden and promote creative solutions for work-related problems (Bakker and Leiter, 2010). Based on the latter it can be said that vigour is expected to be positively related to job performance and organisational effectiveness.

Work motivation is often viewed as the energy forces that are within an individual that determine the form, direction and intensity of the work-related behaviour. Motivational processes in organisations therefore consist partly of individuals' decisions as to where they decide to allocate their energy for different activities. Vigour could be regarded as a precursor of motivation at work. It can be said that there is a certain threshold for vigour as a prerequisite to any motivational process in the organisation (Bakker & Leiter, 2010).

In the work of Attridge (2009), the phrase “psychological recession” was highlighted. This concept (as introduced by Judith Bardwick, cited in Attridge, 2009) is useful when trying to explain how an individual's experiences can shape his or her attitudes in general. Attridge (2009) explains the latter further by means of the following example: if an employee fears the possibility of job loss, his or her initial reaction might be to work harder and for longer hours to show his or her value and worth to the employer. The downfall to this behaviour is the possibility of it leading to negative consequences like burnout, health problems, increased stress and ironically a decrease in performance (Attridge, 2009).

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The global tendency in organisations is to regard wellness as an HR issue with very little business importance and therefore it is understandable that studies show that “less than half of all employees worldwide work in organisations that actively promote wellness”. Even fewer employees work in organisations that see wellness as a strategic tool that can add to the overall performance of the organisation (Dornan, 2010).

A study that supports the latter statement was conducted by the Right Management (2009) and they found that when wellness is central to the strategic aims of the organisation:

- Organisational performance increased nearly twice as much.
- The number of engaged employees increased over 5 times.
- Creativity and innovation increased 3.5 times.

The contrary was also found that when wellness was not managed well:

- The number of engaged employees nearly doubled.
- Creativity and innovation decreased nearly 6 times.
- An organisation is nearly 3 times more likely to lose talent in the next 12 months (Right Management, 2009).

It can therefore easily be accepted that wellness plays a valuable role in the performance of the individuals within the organisation. It is however important that the senior leaders of an organisation agree with and accept the initiative and ensure that the wellness objectives are aligned with the organisational strategy (Ryan, 2009).

Vigour can therefore be positively associated with an improved state of physical health due to elevated levels of job performance. Research conducted by Bhoehm and Lyubomirsky (2008) and Tsai, Chen and Lui (2007), found that happy people are generally employees with

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high positive effect, display superior performance and perform pro-social behaviours at work such as supporting and helping others and in just being model employees in general. Linked to this, are the findings of Barsade (cited in Bakker & Leiter, 2010), that states that the transfer of positive moods between team members leads to greater cooperation between them and to better team performance.

“Rethinking, redesigning and rebuilding business strategies” to incorporate work wellness, provides organisations with a powerful device to meet challenge (Dornan, 2010). The actual influence that wellness initiatives can have, will only be experienced and seen once it is taken seriously enough to form part of the organisation’s core business strategy. The ultimate aim of promoting wellness in organisations is to promote individual behaviours that are vital to improving organisational effectiveness (Dornan, 2010).

Friery (2012) suggested five means of ensuring the long-term sustainability of wellness initiatives:

- Determine where the ownership of wellness lies. If it is with the employer it can lead to a less favourable outcome and decrease in sustainability.
- Employees’ personal goals should be encouraged and supported. Research has shown that people with goals are more likely to remain engaged with what they are doing. Therefore, employees should each have their individual development plan that is reviewed on a regular basis.
- In order for wellness to be implemented successfully, manager should be leading the employees effectively. These managers should ideally be characterised by fairness, ability to communicate effectively, be reliable, show respect towards others and empower those they lead. If these skills are lacking then it will not be possible to establish and maintain wellness within the organisation.

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- The implementation of a wellness initiative should be monitored before the decision can be made to continue to the next step. If the progress are not monitored the “well-meant” initiative will dissolve.
- Having a wellness agenda and plan in place does not mean people will all be well. The wellness initiative should include a network of sources to assist employees in time of need effectively and efficiently.

To summarise, the following South African empirical research have been conducted and formed part of the data used for the purpose of this study. Fourie, Rothmann and Vijver (2007) conducted a study to investigate the effects of job demands, job resources and a sense of coherence on the burnout and work engagement of non-professional counsellors in South African banks. The results showed that a good fit was found for a model in which sense of coherence was a positive predictor of perceived low job demands and high availability of job resources and work wellness (low burnout and high work engagement). These authors also found that non-professional counsellors with a stronger sense of coherence experienced more work wellness (low burnout and high work engagement) than those with a weaker level of coherence. The reason for the latter could be due to the stimuli from the environment that are perceived as making cognitive sense, as under control of both the counsellor and significant others, and as motivationally relevant and meaningful (Fourie, Rothmann & Vijver, 2007).

Rothmann and Joubert (2007) investigated the relationships between job demands, job resources, burnout, and engagement of management staff at a platinum mine in the North West Province. These authors found that exhaustion was predicted by workload, job insecurity and a lack of resources, while cynicism was predicted by lack of organisational support and advancement opportunities. The results also indicated that vigour was predicted by organisational support; dedication was predicted by organisational support and high workload and engagement was predicted by organisational support (Rothmann & Joubert, 2007).

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In the study of Jackson, Rothmann and Vijver (2006) a good fit was found for a model in which burnout (exhaustion and mental distance) mediated the relationship between job demands and ill-health, while work engagement (vigour and dedication) mediated the relationship between job resources and organizational commitment. In turn it was found that job resources contributed strongly to low burnout and high work engagement. These results of the study indicated that both positive and negative aspects of work-related well-being (i.e. burnout and work engagement) can be integrated into one model (Jackson, Rothmann & Vijver, 2006). This study was conducted with educators in South Africa.

The work of Naude and Rothmann (2006) aimed to assess the relationship between occupational stress, sense of coherence, burnout and work engagement. The results showed that occupational stress and a weak sense of coherence predicted emotional exhaustion and depersonalisation, whereas a sense of coherence predicted a personal accomplishment and work engagement. The authors did however find that a sense of coherence did not moderate the effects of occupational stress on emotional exhaustion, depersonalisation, personal accomplishment or work engagement. This study was conducted with emergency workers in Gauteng.

Lastly, the research of Bakker and Demerouti (2008) explained that work engagement can be defined as a state including vigour, dedication, and absorption and that job and personal resources are the main predictors of engagement. These authors found that engaged workers are more creative, more productive, and more willing to go the extra mile.

### **2.4.6 Work Wellness and Biographical Variables**

As mentioned previously in this Chapter, the concept of Vigour was used in this study to determine wellness levels of employees in this study. Studies in vigour showed that individuals seem to differ in their levels of vigour based on their gender, age, job level and qualification (see Barkhuizen, 2005; Schaufeli and Bakker, 2001; Schaufeli et al., 2002; Schaufeli & Bakker, 2003). The results of the studies showed that males, older employees,



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individuals employed at a higher level in the organisations and those with higher qualification levels appear to be more engaged in their jobs and experience higher levels of vigour.

From the literature review assumptions can be made about the possible relationships that can exist between talent mindset, organisational energy and work wellness. The research on talent management and talent mindset indicates that the manner in which leaders invest in and develop their employees, will contribute to their individual level of productivity that can in turn influence the overall level of organisational energy.

Research on organisational energy shows that various techniques can be used to increase the level of organisational energy and by doing the latter; employees experience a sense of well-being and satisfaction towards their daily activities in the workplace. Lastly, the literature on work wellness provides information that indicates that employees that experience a sense of well-being are more engaged with the work that they perform, which contributes to the level of productivity and energy within the organisation.

### **2.5 RELATING TALENT MINDSET, ORGANISATIONAL ENERGY AND WORK WELLNESS**

From the above discussions it is evident that studying talent mindset and the impact thereof on organisational energy and individual well-being is important, as organisations are dynamic with all the different people working in them. Having said this it is therefore important to develop work environments that are compassionate, filled with challenges that gets rewarded and where people feel passionate and energised by their work (Derman et al., 2011). In the words of Richards (2006): “the failure to manage energy shifts in a conscious and deliberate way is the primary reason that organisational visions and mission statements end up dry and lifeless”.

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Leaders should not only be aware of the various leadership aspects of their work, but also take responsibility for the mechanisms by which they influence their followers. Thus leaders question their own talent mindset and the impact thereof on organisational energy (Derman et al., 2011). The essence of leaders as per Bruch and Goshal (2003) and Bruch, Vogel and Raes (2010) is having the task of unleashing organisational energy and channelling it in such a manner that it will support the organisation's key strategic goals. Summarised in the words of Schiuma, Mason and Kennerly (2007) and Spreitzer et al. (2005), managing talent and organisational energy means managing the sources of energy and creating a flourishing work environment in which individuals can experience both a sense of vitality and a sense of being able to learn at work (Derman et al., 2011).

### **2.5.1 Relating Talent Mindset and Organisational Energy**

According to Schiuma et al (2007) leadership should define an appropriate vision and strategy for the organisation as it plays a fundamental role in shaping and creating an energetic organisation. Leadership in essence, is thus a task of unleashing organisational energy and channelling it in support of key strategic organisational goals (Bruch & Goshal, 2003; Bruch, Vogel & Raes, 2010). Leaders should not only be aware of the various leadership aspects of their work, but also take responsibility for the mechanisms by which they influence their followers. Thus leaders question their own talent mindset and the impact thereof on organisational energy (Derman et al., 2011). The essence of leaders as per Bruch and Goshal (2003) and Bruch, Vogel and Raes (2010) have the task of unleashing organisational energy and channelling it in such a manner that it will support the organisation's key strategic goals. Summarised in the words of Schiuma, Mason and Kennerly (2007) and Spreitzer et al. (2005), managing talent and organisational energy means managing the sources of energy and creating a flourishing work environment in which individuals can experience both a sense of vitality and a sense of being able to learn at work (Derman et al., 2011). Thus, the leaders' mindset towards talent can determine the effect it will have on the level of organisational energy.

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### 2.5.2 Relating Talent Mindset and Work Wellness

Schiuma et al. (2007), states that managing talent and organisational energy means managing the source of energy dynamics that creates a thriving work environment in which individuals can express a sense of liveliness while learning at work and contributing to their overall well-being. Keyes (in Spreitzer et al. 2005) further states that individuals who feel a sense of vitality and aliveness are more likely to be mentally and physically healthy. McArdle and Ramerman (2008) state that; effective talent management contributes to the employee's contentment to stay with an organisation which gives the organisation a further competitive advantage in the market for attracting the right talent. Various studies that were conducted in the financial sector (IBM and ACCA), indicated the urgency to focus more on the attraction, retention and development of talent to ensure that employees are engaged with their work and are experiencing a sense of well-being in their work place (Ringo et al, 2008 & Kater, 2011). Therefore, the mindset towards talent will influence the level of work wellness experienced by individuals.

### 2.5.3 Relating Organisational Energy and Work Wellness

Schiuma et al. (2007), states that managing talent and organisational energy means managing the source of energy dynamics that creates a thriving work environment in which individuals can express a sense of liveliness while learning at work and contributing to their overall well-being. Keyes (in Spreitzer et al. 2005) further states that individuals who feel a sense of vitality and aliveness are more likely to be mentally and physically healthy. According to Schiuma, Mason and Kennerly (2007) leaders have the task of unleashing organisational energy which in turn can have a significant impact on the well-being of employees (Derman, 2009). According to Schiuma et al. (2007) organisational energy can contribute to better health of employees. Captured in the words of Schiuma, Mason and Kennerly (2007) and Spreitzer et al. (2005), managing talent and organisational energy means managing the sources of energy and creating a flourishing work environment in which individuals can experience both a sense of vitality and a sense of being able to learn at work (Derman et al., 2011). Positive or high energy levels in the organisation will thus contribute to the level of wellness experienced by the individuals.

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### 2.5.4 The Mediating effect of Organisational Energy in Talent Mindset and Work wellness

Managing talent and organisational energy means managing the sources of energy dynamics and creating a thriving work environment in which individuals will experience both a sense of vitality and a sense of learning at work (Schiuma et al., 2007; Spreitzer et al. 2005). Individuals who feel a sense of vitality and aliveness are more likely to be mentally and physically healthy (Keyes cited in Spreitzer et al. 2005). Leaders thus influence on the organisational energy and the energy state of the organisation, affects the energy of the individuals (Bruch and Ghoshal, 2003). Employees will experience a sense of belonging and well-being which in turn will contribute again to the level of energy in the organisation.

## 2.6 CONCLUSION

The main challenge that organisations are facing today is to remain effective at all times. From all the definitions and findings discussed in this section, it is clear why the constructs talent mindset, organisational energy and work wellness have gained more attention and credibility during the last decade. This chapter provided an overview of the literature on talent mindset, organisational energy and work wellness. The main objectives of the literature study were to:

- Describe the concept of talent mindset;
- Describe the concept of organisational energy;
- Describe the concept work wellness ; and
- Describe the relationship between talent mindset, organisational energy and work wellness.

The literature review provided definitions and descriptions of talent mindset, organisational energy and work wellness, which allows these concepts to be operationalised and empirically tested. The review also discovered instruments to measure these phenomena in organisations,

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namely the EnergyScapes Profile (ESP), The Talent Mindset Index and the Shirom-Melamed Vigour measure (SMVM), all of which will be discussed in detail in Chapter 3.

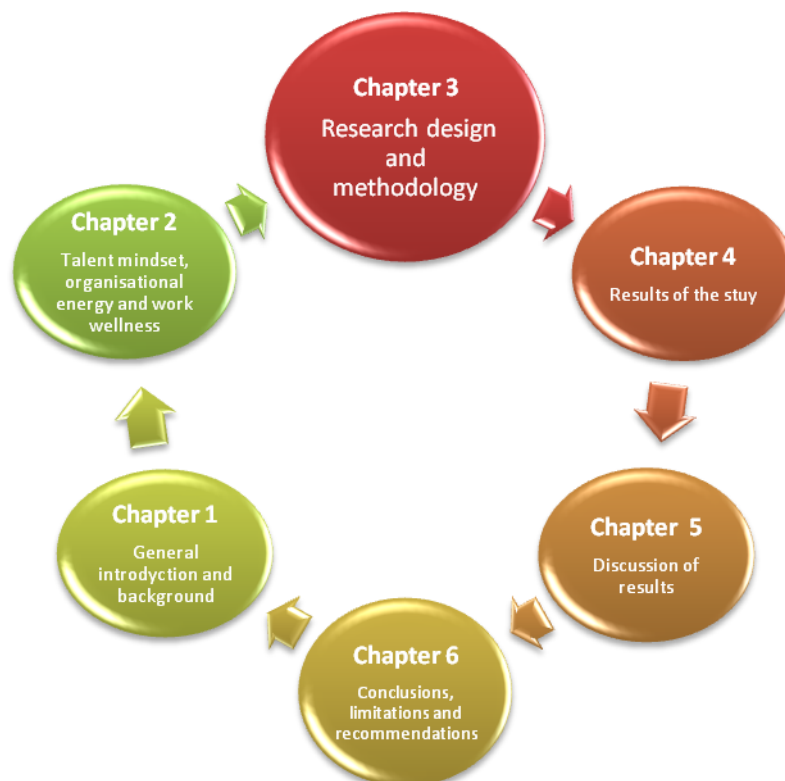
Now that the literature has laid the foundation for the study, the following chapter will explain the empirical methodology that was implemented to address the empirical research objectives.

## Chapter 3: RESEARCH DESIGN AND METHODS

### 3.1 INTRODUCTION

This chapter focuses on the research approach used for this study, detailing the research design, procedure, data gathering and data analysis. This section of the document also contains the description of the instruments used to measure various constructs applicable to the study. Finally, the chapter concludes with the ethical considerations addressed in the study. The planned research design, the research approach, the participants that were involved in the study, the questionnaires proposed for the empirical study and statistical procedures that were used, will be now be explained.

Figure 3-1: Chapter 3 in Context



### 3.2 RESEARCH DESIGN

“Science is an enterprise dedicated to ‘finding out’. No matter what you want to find out, though, it is likely there will be a great many ways of doing it” (Babbie, 2001). The research design addresses the planning of the scientific investigation, in other words, it is the process of designing a strategy for finding out something. This normally includes a plan and structure of the inquiry in order to obtain the answers to the research questions. The research design ensures that the answers that are obtained to the research questions are as valid, objective, accurate and economical as possible (Leedy & Ormrod, 2005). When the research design for this particular study was formulated, a design that would test the hypothesis and would satisfy the research questions was selected. This research design involves quantitative cross-sectional survey research design.

#### 3.2.1 Research Approach

The research approach for the study at hand as well as the characteristics thereof is set out in the sub-sections that follow.

##### 3.2.1.1 Quantitative Research

Cresswell (cited in Cuff, 2011) explains quantitative research as a consistent measurement of a phenomenon over time by different researchers and are usually done by means of a measurement device for example questionnaires. Bryman and Bell (cited in Cuff, 2011) add that the consistent measurement forms the foundation that is necessary for conducting the rigorous statistical analysis of the data which in turn is required to investigate the validity and reliability of the three measurement instruments in question. Quantitative measurement also allows the researcher to statistically analyse the degree of relationships or the differences between the constructs (Cuff, 2011).

## CHAPTER 3: RESEARCH DESIGN AND METHODS

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Saunders, Lewis and Thornhill (2007), describe quantitative research as a synonym for any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data.

There are two specific benefits of quantitative research:

- The results are statistically reliable; and
- The results can be projected to the population (McCullough, cited by Coetzee, 2006).

By following this paradigm, this study deals with concepts that have previously been studied by various researchers. The differentiating factor of this study however, is that the three constructs under investigation have not been linked to each other in a South African context. This study can therefore be said to be a formal study due to the fact that it entails a high degree of conceptualisation and crystallisation. It involves the measuring of talent mindset, organisational energy and work wellness. The data in the latter regard was collected by means of questionnaires, which thus makes this a survey research study.

### 3.2.1.2 Survey Research

Survey research studies populations by drawing samples from a population with the purpose of obtaining information in an attempt to determine the incidence, distribution and interrelations among sociological and psychological variables. Therefore, survey research can be described as field studies with a quantitative orientation. This type of research is characterised by its focus on people, in other words, the vital facts of people, their beliefs, opinions, attitudes, motivations and behaviour (Kerlinger, 2000).

The reason why this type of research was chosen is due to its strengths and advantages that contributed to the success of the study. The strengths and advantages that were perceived and acknowledged while conducting this type of research design used here, are set out below.



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### *Strengths and Advantages of Questionnaires*

- Questionnaires have the advantage of a wide scope, which means that a great amount of information can be obtained from large sample groups in a consistent manner to aid to quantitative analysis (Kerlinger & Lee, 2000).
- Results from the sample can be projected to the whole population, but it is critical that the correct sampling size be obtained to ensure that results can be further generalised. Surveys are very helpful in describing the characteristics of large populations (Babbie, 2001).
- There was an increased level of trust with the sample group, as anonymity was not negated by any supervision.
- Lastly the use of a self-administered questionnaire limited contamination of the data, because the researcher and sample individual had limited interactions.

#### **3.2.1.3 Explanatory Research**

Neuman (2003) explains explanatory research as the desire to know “why” and to explain issues that have already been encountered, but the problem has not yet been clearly defined. This type of research also assists in determining the best research design, data collection method and selection of subjects. The results produced assist in future decision-making within an organisation, because the research conducted can be seen as explanatory.

#### **3.2.1.4 Unit of Analysis**

Identifying the unit of analysis is an important step in the research design process. In this study the unit of analysis is people, specifically the individuals employed by a South African multi-national organisation specialising in finances.

#### **3.2.1.5 Correlation Research**

Correlation research is a form of analysis in which you correlate one variable with another in order to determine whether there is a relationship between the constructs without necessarily

## CHAPTER 3: RESEARCH DESIGN AND METHODS

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determining cause and effect. Correlation research is typically accomplished by using a variety of techniques which include the collection of empirical data. This form of research is often considered a type of observational research as nothing is manipulated by the experimenter or individual conducting the research (De Vos, Strydom, Fouche & Delport, 2002).

These authors further mention that it is important to note that correlation research cannot make cause and effect statements due to the fact that the researcher does not know the direction of the cause and there might be variables involved that the researcher is not aware of. In the case of this study, correlation research was conducted as exploratory research.

### 3.2.2 Research method

#### 3.2.2.1 Research Participants

Identifying a population and sampling group was conducted by deciding on suitable participants for the study. This process was done with great care as the results of any study cannot be more trustworthy than the quality of the population or the extent to which the sample is representative of that particular population (Leedy & Ormond, 2005). For this study a samples size of 485 was gathered from a multi-national company and qualifies as a good to very good sample as per the guidelines of Comrey and Lee (cited in Tabachnick & Fidell, 2001), that states that a sample size of 50 is very poor, a 100 is poor, 200 is fair, 300 is good, 500 is very good and a 1000 is excellent. These authors advise that as rule of thumb it is best to have at least 300 cases for factor analysis.

For this study 2000 questionnaires were distributed of which 485 were completed and returned thus indicating a response rate of 24.25%.

## CHAPTER 3: RESEARCH DESIGN AND METHODS

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The biographical characteristics of the respondents are explored in tables 3.1 to 3.9 below. These tables all indicate that there are significant differences in the sample size with regards to gender, race, age, language, marital status, job level, years spent in an organisation, region worked in and employment type.

Summarised in Table 3.1 is the gender of the participants that indicates that of the 485 participants 341 (70.3%) were female and 141 (29.1%) were male.

**Table 3-1: Frequency Distribution for Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Male</b>	141	29.1	29.3	29.3
<b>Female</b>	341	70.3	70.7	100.0
<b>Total</b>	482	99.4	100.0	
<b>Missing</b>	3	.6		
<b>Total</b>	485	100.0		

Table 3.2 indicates that the largest group of participants are white, 210 (43.3%), while the smallest group of participants were Indian providing 112 (23.1%) responses.

**Table 3-2: Frequency Distribution for Marital Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>White</b>	210	43.3	43.3	43.3
<b>Black</b>	133	27.4	27.4	70.7
<b>Indian</b>	30	6.2	6.2	76.9
<b>Coloured</b>	112	23.1	23.1	100.0
<b>Total</b>	485	100.0	100.0	

## CHAPTER 3: RESEARCH DESIGN AND METHODS

With regards to the age of the participants, the largest group of participants are in the age group between the ages of 20-29 with 217 (44.7%) responses. The smallest group of participants was in the age category 50 years plus (12.8%).

**Table 3-3: Frequency Distribution for Age**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>20-29 years</b>	217	44.7	47.0	47.0
<b>30 -39 years</b>	116	23.9	25.1	72.1
<b>40 – 49 years</b>	67	13.8	14.5	86.6
<b>50 years plus</b>	62	12.8	13.4	100.0
<b>Total</b>	462	95.3	100.0	
<b>Missing</b>	23	4.7		
<b>Total</b>	485	100.0		

Table 3.4 portrays the sample in terms of home languages. Almost half of the participants, 220 (45.4%), indicated that their home language is Afrikaans while 158 (32.6%) were English speaking and 106 (21.9%) spoke Indigenous (African) languages.

**Table 3-4: Frequency Distribution of Home Language**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Afrikaans</b>	220	45.4	45.5	45.5
<b>English</b>	158	32.6	32.6	78.1
<b>Indigenous</b>	106	21.9	21.9	100.0
<b>Total</b>	484	99.8	100.0	
<b>Missing</b>	1	.2		
<b>Total</b>	485	100.0		

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The frequency analysis in the marital status of the participants revealed a significant difference in the sample size of the groups. The two largest groups of participants are either married, 194 (40%) or single, 182 (37.5%) while the smallest group of participants are remarried (2 or 0.4%).

**Table 3-5: Frequency distribution of Marital Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Single</b>	182	37.5	37.6	37.6
<b>Engaged/in a relationship</b>	59	12.2	12.2	49.8
<b>Married</b>	194	40	40.1	89.9
<b>Divorced</b>	43	8.9	8.9	98.8
<b>Separate</b>	4	0.8	0.8	99.6
<b>Remarried</b>	2	0.4	0.4	100
<b>Total</b>	484	99.8	100	
<b>Missing</b>	1	0.2		
<b>Total</b>	485	100		

Table 3.6 portrays the sample in terms of the job level of the various participants. The largest group of participants are employed at the staff level with 389 responses (80.2%) followed by Management (19.2%).

**Table 3-6: Frequency Distribution for Job Level**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Management</b>	93	19.2	19.3	19.3
<b>Staff</b>	389	80.2	80.7	100.0
<b>Total</b>	482	99.4	100.0	
<b>Missing</b>	3	.6		
<b>Total</b>	485	100.0		

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Table 3.7 indicates that the largest group of participants have been employed for less than 10 years with 333 (68.7%) responses, while the smallest group of participants have been with the organisation between 31-40 years with 14 (2.9 %) responses.

**Table 3-7: Frequency Distribution of Years of Service**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>0 - 10 years</b>	333	68.7	71.8	71.8
<b>11 - 20 years</b>	81	16.7	17.5	89.2
<b>20 years plus</b>	50	10.3	10.8	100.0
<b>Total</b>	464	95.7	100.0	
<b>Missing</b>	21	4.3		
<b>Total</b>	485	100.0		

Captured in Table 3.8 are the regions of where the participants are currently working. This table indicates that the largest group of participants are employed in the Gauteng area with 313 (64.5%) responses. The smallest group of participants are employed in Mpumalanga with 1 (0.2%) response.

**Table 3-8: Frequency Distribution for Geographical Region**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Limpopo</b>	13	2.7	2.7	2.7
<b>Gauteng</b>	313	64.5	64.5	67.2
<b>Kwa-Zulu Natal</b>	69	14.2	14.2	81.4
<b>Mpumalanga</b>	1	0.2	0.2	81.6
<b>Western Cape</b>	29	6	6	87.6
<b>Northern Cape</b>	3	0.6	0.6	88.2
<b>Eastern Cape</b>	57	11.8	11.8	100
<b>Total</b>	485	100	100	

## CHAPTER 3: RESEARCH DESIGN AND METHODS

Lastly, Table 3.9 indicates that the largest group of participants are permanently employed by the organisation with 425 (87.6%) response and the smallest group of participants are represented by the both employees on a fixed term contract or employees getting paid per hour with 3 (0.6%) responses.

**Table 3-9: Frequency Distribution of the Number of Years of Service**

	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Limpopo</b>	13	2.7	2.7	2.7
<b>Gauteng</b>	313	64.5	64.5	67.2
<b>Kwa-Zulu Natal</b>	69	14.2	14.2	81.4
<b>Mpumalanga</b>	1	0.2	0.2	81.6
<b>Western Cape</b>	29	6	6	87.6
<b>Northern Cape</b>	3	0.6	0.6	88.2
<b>Eastern Cape</b>	57	11.8	11.8	100
<b>Total</b>	485	100	100	

The most significant findings resulting from the frequency analysis can be summarised as follows:

- 341 (70.3%) participants are female.
- The largest group of participants are white with 210 (43.3%) responses.
- The largest group of participants are in the age group between the ages of 20-29 with 217 (44.7%) responses.
- Almost half of the participants, 220 (45.4%), indicated that their home language is Afrikaans.
- The two largest groups of participants are either married, 194 (40%) or single, 182 (37.5%).
- The largest group of participants are employed at the staff level with 389 responses (80.2%).
- The largest group of participants have been employed for less than 10 years with 333 (68.7%) responses.

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- The largest group of participants are employed in the Gauteng area with 313 (64.5%) responses.

The largest group of participants are permanently employed by the organisation with 425 (87.6%) response.

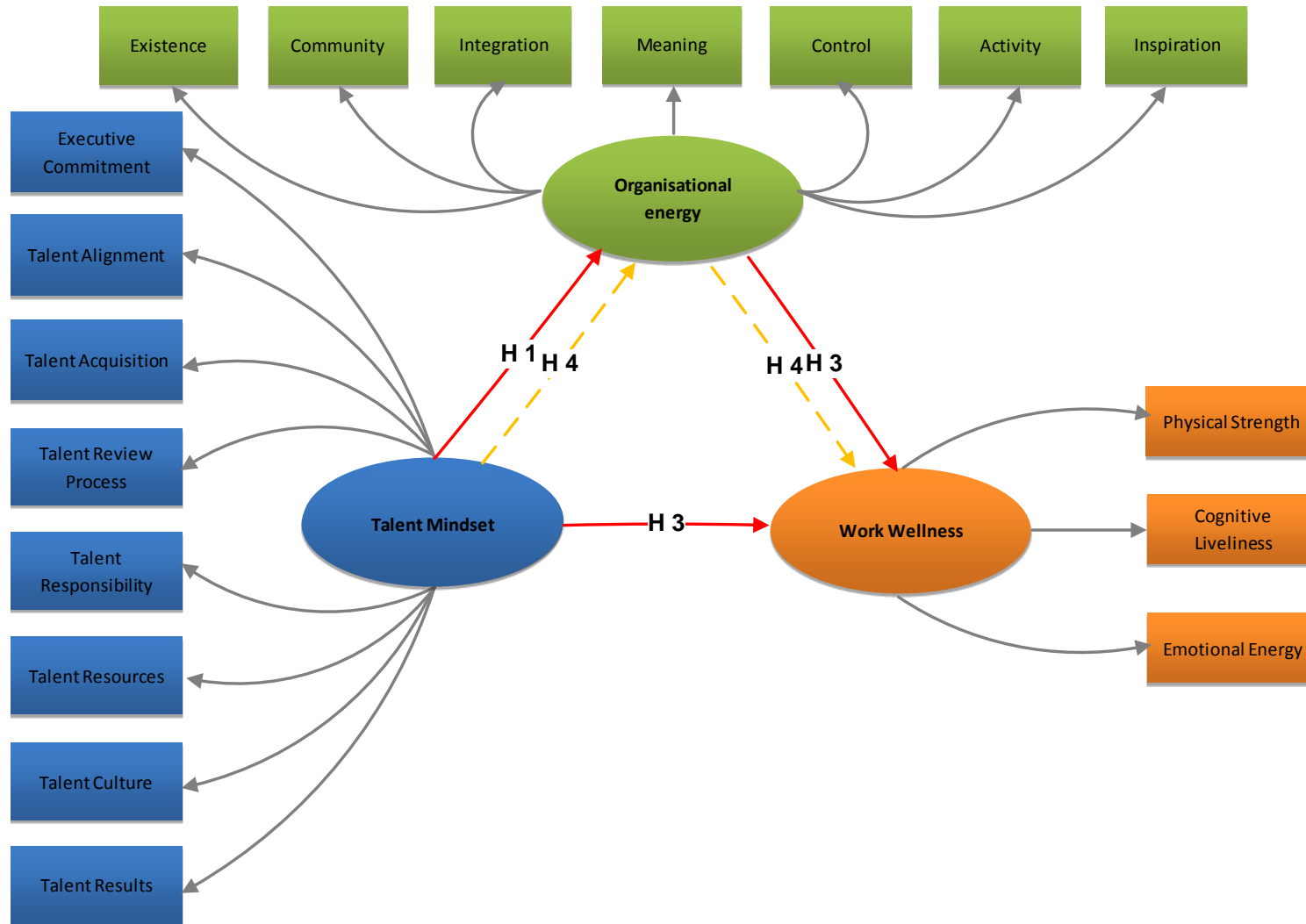
### 3.3 RESEARCH HYPOTHESES

For purposes of this research, seven main research hypotheses were formulated. Sub-hypotheses were formulated for each main hypothesis. For purposes of this research both null and alternative Hypotheses were set based on the inconclusive results from the literature and previous empirical studies. The hypothesised model of the interactive relationships between Talent Mindset, Organisational en Work Wellness is displayed in Figure 3.1 below. This model represents Hypotheses 1 to 4.



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Figure 3-2: Hypothesised Model of the Relationship between Talent Management, Organisational Energy and Work Wellness



## CHAPTER 3: RESEARCH DESIGN AND METHODS

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### 3.3.1 Hypothesis 1: Talent Mindset and Organisational Energy

**H<sub>a</sub> 1:** There is a positive relationship between Talent Mindset and Organisational Energy.

**H<sub>0</sub> 1:** There is no relationship between Talent Mindset and Organisational Energy.

#### 3.3.1.1 Sub-Hypotheses for Hypothesis 1

##### *Executive Commitment and Organisational Energy Dimensions*

**H<sub>0</sub> 1.1:** There is no significant relationship between Executive Commitment and Existence.

**H<sub>a</sub> 1.1:** There is a significant positive relationship between Executive Commitment and Existence.

**H<sub>0</sub> 1.2:** There is no significant relationship between Executive Commitment and Community.

**H<sub>a</sub> 1.2:** There is a significant positive relationship between Executive Commitment and Community.

**H<sub>0</sub> 1.3:** There is no significant relationship between Executive Commitment and Integration.

**H<sub>a</sub> 1.3:** There is a significant positive relationship between Executive Commitment and Integration.

**H<sub>0</sub> 1.4:** There is no significant relationship between Executive Commitment and Meaning.

**H<sub>a</sub> 1.4:** There is a significant positive relationship between Executive Commitment and Meaning.

**H<sub>0</sub> 1.5:** There is no significant relationship between Executive Commitment and Control.

**H<sub>a</sub> 1.5:** There is a significant positive relationship between Executive Commitment and Control.

**H<sub>0</sub> 1.6:** There is no significant relationship between Executive Commitment and Activity.

**H<sub>a</sub> 1.6:** There is a significant positive relationship between Executive Commitment and Activity.

**H<sub>0</sub> 1.7:** There is no significant relationship between Executive Commitment and Inspiration.

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**H<sub>a</sub> 1.7:** There is a significant positive relationship between Executive Commitment and Inspiration.

### *Talent Alignment and Organisational Energy Dimensions*

**H<sub>0</sub> 1.8:** There is no significant relationship between Talent Alignment and Existence.

**H<sub>a</sub> 1.8:** There is a significant positive relationship between Talent Alignment and Existence.

**H<sub>0</sub> 1.9:** There is no significant relationship between Talent Alignment and Community.

**H<sub>a</sub> 1.9:** There is a significant positive relationship between Talent Alignment and Community.

**H<sub>0</sub> 1.10:** There is no significant relationship between Talent Alignment and Integration.

**H<sub>a</sub> 1.10:** There is a significant positive relationship between Talent Alignment and Integration.

**H<sub>0</sub> 1.11:** There is no significant relationship between Talent Alignment and Meaning.

**H<sub>a</sub> 1.11:** There is a significant positive relationship between Talent Alignment and Meaning.

**H<sub>0</sub> 1.12:** There is no significant relationship between Talent Alignment and Control.

**H<sub>a</sub> 1.12:** There is a significant positive relationship between Talent Alignment and Control.

**H<sub>0</sub> 1.13:** There is no significant relationship between Talent Alignment and Activity.

**H<sub>a</sub> 1.13:** There is a significant positive relationship between Talent Alignment and Activity.

**H<sub>0</sub> 1.14:** There is no significant relationship between Talent Alignment and Inspiration.

**H<sub>a</sub> 1.14:** There is a significant positive relationship between Talent Alignment and Inspiration.

### *Talent Acquisition and Organisational Energy Dimensions*

**H<sub>0</sub> 1.15:** There is no significant relationship between Talent Acquisition and Existence.

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**H<sub>a</sub> 1.15:** There is a significant positive relationship between Talent Acquisition and Existence.

**H<sub>0</sub> 1.16:** There is no significant relationship between Talent Acquisition and Community.

**H<sub>a</sub> 1.16:** There is a significant positive relationship between Talent Acquisition and Community.

**H<sub>0</sub> 1.17:** There is no significant relationship between Talent Acquisition and Integration.

**H<sub>a</sub> 1.17:** There is a significant positive relationship between Talent Acquisition and Integration.

**H<sub>0</sub> 1.18:** There is no significant relationship between Talent Acquisition and Meaning.

**H<sub>a</sub> 1.18:** There is a significant positive relationship between Talent Acquisition and Meaning.

**H<sub>0</sub> 1.19:** There is no significant relationship between Talent Acquisition and Control.

**H<sub>a</sub> 1.19:** There is a significant positive relationship between Talent Acquisition and Control.

**H<sub>0</sub> 1.20:** There is no significant relationship between Talent Acquisition and Activity.

**H<sub>a</sub> 1.20:** There is a significant positive relationship between Talent Acquisition and Activity.

**H<sub>0</sub> 1.21:** There is no significant relationship between Talent Acquisition and Inspiration.

**H<sub>a</sub> 1.21:** There is a significant positive relationship between Talent Acquisition and Inspiration.

### *Talent Review Process and Organisational Energy Dimensions*

**H<sub>0</sub> 1.22:** There is no significant relationship between Talent Review Process and Existence.

**H<sub>a</sub> 1.22:** There is a significant positive relationship between Talent Review Process and Existence.

**H<sub>0</sub> 1.23:** There is no significant relationship between Talent Review Process and Community.

**H<sub>a</sub> 1.23:** There is a significant positive relationship between Talent Review Process and Community.

**H<sub>0</sub> 1.24:** There is no significant relationship between Talent Review Process and Integration.

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**H<sub>a</sub> 1.24:** There is a significant positive relationship between Talent Review Process and Integration.

**H<sub>0</sub> 1.25:** There is no significant relationship between Talent Review Process and Meaning.

**H<sub>a</sub> 1.25:** There is a significant positive relationship between Talent Review Process and Meaning.

**H<sub>0</sub> 1.26:** There is no significant relationship between Talent Review Process and Control.

**H<sub>a</sub> 1.26:** There is a significant positive relationship between Talent Review Process and Control.

**H<sub>0</sub> 1.27:** There is no significant relationship between Talent Review Process and Activity.

**H<sub>a</sub> 1.27:** There is a significant positive relationship between Talent Review Process and Activity.

**H<sub>0</sub> 1.28:** There is no significant relationship between Talent Review Process and Inspiration.

**H<sub>a</sub> 1.28:** There is a significant positive relationship between Talent Review Process and Inspiration.

### *Talent Responsibility and Organisational Energy Dimensions*

**H<sub>0</sub> 1.29:** There is no significant relationship between Talent Responsibility and Existence.

**H<sub>a</sub> 1.29:** There is a significant positive relationship between Talent Responsibility and Existence.

**H<sub>0</sub> 1.30:** There is no significant relationship between Talent Responsibility and Community.

**H<sub>a</sub> 1.30:** There is a significant positive relationship between Talent Responsibility and Community.

**H<sub>0</sub> 1.31:** There is no significant relationship between Talent Responsibility and Integration.

**H<sub>a</sub> 1.31:** There is a significant positive relationship between Talent Responsibility and Integration.

**H<sub>0</sub> 1.32:** There is no significant relationship between Talent Responsibility and Meaning.

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**H<sub>a</sub> 1.32:** There is a significant positive relationship between Talent Responsibility and Meaning.

**H<sub>0</sub> 1.33:** There is no significant relationship between Talent Responsibility and Control.

**H<sub>a</sub> 1.33:** There is a significant positive relationship between Talent Responsibility and Control.

**H<sub>0</sub> 1.34:** There is no significant relationship between Talent Responsibility and Activity.

**H<sub>a</sub> 1.34:** There is a significant positive relationship between Talent Responsibility and Activity.

**H<sub>0</sub> 1.35:** There is no significant relationship between Talent Responsibility and Inspiration.

**H<sub>a</sub> 1.35:** There is a significant positive relationship between Talent Responsibility and Inspiration.

### *Talent Resources and Organisational Energy Dimensions*

**H<sub>0</sub> 1.36:** There is no significant relationship between Talent Resources and Existence.

**H<sub>a</sub> 1.36:** There is a significant positive relationship between Talent Resources and Existence.

**H<sub>0</sub> 1.37:** There is no significant relationship between Talent Resources and Community.

**H<sub>a</sub> 1.37:** There is a significant positive relationship between Talent Resources and Community.

**H<sub>0</sub> 1.38:** There is no significant relationship between Talent Resources and Integration.

**H<sub>a</sub> 1.38:** There is a significant positive relationship between Talent Resources and Integration.

**H<sub>0</sub> 1.39:** There is no significant relationship between Talent Resources and Meaning.

**H<sub>a</sub> 1.39:** There is a significant positive relationship between Talent Resources and Meaning.

**H<sub>0</sub> 1.40:** There is no significant relationship between Talent Resources and Control.

**H<sub>a</sub> 1.40:** There is a significant positive relationship between Talent Resources and Control.

**H<sub>0</sub> 1.41:** There is no significant relationship between Talent Resources and Activity.

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**H<sub>a</sub> 1.41:** There is a significant positive relationship between Talent Resources and Activity.

**H<sub>0</sub> 1.42:** There is no significant relationship between Talent Resources and Inspiration.

**H<sub>a</sub> 1.42:** There is a significant positive relationship between Talent Resources and Inspiration.

### *Talent Culture and Organisational Energy Dimensions*

**H<sub>0</sub> 1.43:** There is no significant relationship between Talent Culture and Existence.

**H<sub>a</sub> 1.43:** There is a significant positive relationship between Talent Culture and Existence.

**H<sub>0</sub> 1.44:** There is no significant relationship between Talent Culture and Community.

**H<sub>a</sub> 1.44:** There is a significant positive relationship between Talent Culture and Community.

**H<sub>0</sub> 1.45:** There is no significant relationship between Talent Culture and Integration.

**H<sub>a</sub> 1.45:** There is a significant positive relationship between Talent Culture and Integration.

**H<sub>0</sub> 1.46:** There is no significant relationship between Talent Culture and Meaning.

**H<sub>a</sub> 1.46:** There is a significant positive relationship between Talent Culture and Meaning.

**H<sub>0</sub> 1.47:** There is no significant relationship between Talent Culture and Control.

**H<sub>a</sub> 1.47:** There is a significant positive relationship between Talent Culture and Control.

**H<sub>0</sub> 1.48:** There is no significant relationship between Talent Culture and Activity.

**H<sub>a</sub> 1.48:** There is a positive relationship between Talent Culture and Activity.

**H<sub>0</sub> 1.49:** There is no significant relationship between Talent Culture and Inspiration.

**H<sub>a</sub> 1.49:** There is a significant positive relationship between Talent Culture and Inspiration.

### *Talent Results and Organisational Energy Dimensions*

**H<sub>0</sub> 1.50:** There is no significant relationship between Talent Results and Existence.

**H<sub>a</sub> 1.50:** There is a significant positive relationship between Talent Results and Existence.

**H<sub>0</sub> 1.51:** There is no significant relationship between Talent Results and Community.

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**H<sub>a</sub> 1.51:** There is a significant positive relationship between Talent Results and Community.

**H<sub>0</sub> 1.52:** There is no significant relationship between Talent Results and Integration.

**H<sub>a</sub> 1.52:** There is a significant positive relationship between Talent Results and Integration.

**H<sub>0</sub> 1.53:** There is no significant relationship between Talent Results and Meaning.

**H<sub>a</sub> 1.53:** There is a significant positive relationship between Talent Results and Meaning.

**H<sub>0</sub> 1.54:** There is no significant relationship between Talent Results and Control.

**H<sub>a</sub> 1.54:** There is a significant positive relationship between Talent Results and Control.

**H<sub>0</sub> 1.55:** There is no significant relationship between Talent Results and Activity.

**H<sub>a</sub> 1.55:** There is a significant positive relationship between Talent Results and Activity.

**H<sub>0</sub> 1.56:** There is no significant relationship between Talent Results and Inspiration.

**H<sub>a</sub> 1.56:** There is a significant positive relationship between Talent Results and Inspiration.

### 3.3.2 Hypothesis 2: Talent Mindset and Work Wellness

**H<sub>0</sub> 2:** There is no significant relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 2:** There is a significant positive relationship between Talent Mindset and Work Wellness.

#### 3.3.2.1 Sub-Hypotheses for Talent Mindset and Work Wellness

##### *Executive Commitment and Work Wellness Dimensions*

**H<sub>0</sub> 2.1:** There is no significant relationship between Executive Commitment and Physical Strength.

**H<sub>a</sub> 2.1:** There is a significant positive relationship between Executive Commitment and Physical Strength.

**H<sub>0</sub> 2.2:** There is no significant relationship between Executive Commitment and Cognitive Liveliness.



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**H<sub>a</sub> 2.2:** There is a significant positive relationship between Executive Commitment and Cognitive Liveliness.

**H<sub>0</sub> 2.3:** There is no significant relationship between Executive Commitment and Emotional Energy.

**H<sub>a</sub> 2.3:** There is a significant positive relationship between Executive Commitment and Emotional Energy.

### *Talent Alignment and Work Wellness Dimensions*

**H<sub>0</sub> 2.4:** There is no significant relationship between Talent Alignment and Physical Strength.

**H<sub>a</sub> 2.4:** There is a significant positive relationship between Talent Alignment and Physical Strength.

**H<sub>0</sub> 2.5:** There is no significant relationship between Talent Alignment and Cognitive Liveliness.

**H<sub>a</sub> 2.5:** There is a significant positive relationship between Talent Alignment and Cognitive Liveliness.

**H<sub>0</sub> 2.6:** There is no significant relationship between Talent Alignment and Emotional Energy.

**H<sub>a</sub> 2.6:** There is a significant positive relationship between Talent Alignment and Emotional Energy.

### *Talent Acquisition and Work Wellness Dimensions*

**H<sub>0</sub> 2.7:** There is no significant relationship between Talent Acquisition and Physical Strength.

**H<sub>a</sub> 2.7:** There is a significant positive relationship between Talent Acquisition and Physical Strength.

**H<sub>0</sub> 2.8:** There is no significant relationship between Talent Acquisition and Cognitive Liveliness.

**H<sub>a</sub> 2.8:** There is a significant positive relationship between Talent Acquisition and Cognitive Liveliness.

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**H<sub>0</sub> 2.9:** There is no significant relationship between Talent Acquisition and Emotional Energy.

**H<sub>a</sub> 2.9:** There is a significant positive relationship between Talent Acquisition and Emotional Energy.

### *Talent Review Process and Work Wellness Dimensions*

**H<sub>0</sub> 2.10:** There is no significant relationship between Talent Review Process and Physical Strength.

**H<sub>a</sub> 2.10:** There is a significant positive relationship between Talent Review Process and Physical Strength.

**H<sub>0</sub> 2.11:** There is no significant relationship between Talent Review Process and Cognitive Liveliness.

**H<sub>a</sub> 2.11:** There is a significant positive relationship between Talent Review Process and Cognitive Liveliness.

**H<sub>0</sub> 2.12:** There is no significant relationship between Talent Review Process and Emotional Energy.

**H<sub>a</sub> 2.12:** There is a significant positive relationship between Talent Review Process and Emotional Energy.

### *Talent Responsibility and Work Wellness Dimensions*

**H<sub>0</sub> 2.13:** There is no significant relationship between Talent Responsibility and Physical Strength.

**H<sub>a</sub> 2.13:** There is a significant positive relationship between Talent Responsibility and Physical Strength.

**H<sub>0</sub> 2.14:** There is no significant relationship between Talent Responsibility and Cognitive Liveliness.

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**H<sub>a</sub> 2.14:** There is a significant positive relationship between Talent Responsibility and Cognitive Liveliness.

**H<sub>0</sub> 2.15:** There is no significant relationship between Talent Responsibility and Emotional Energy.

**H<sub>a</sub> 2.15:** There is a significant positive relationship between Talent Responsibility and Emotional Energy.

### *Talent Resources and Work Wellness Dimensions*

**H<sub>0</sub> 2.16:** There is no significant relationship between Talent Resources and Physical Strength.

**H<sub>a</sub> 2.16:** There is a significant positive relationship between Talent Resources and Physical Strength.

**H<sub>0</sub> 2.17:** There is no significant relationship between Talent Resources and Cognitive Liveliness.

**H<sub>a</sub> 2.17:** There is a significant positive relationship between Talent Resources and Cognitive Liveliness.

**H<sub>0</sub> 2.18:** There is no significant relationship between Talent Resources and Emotional Energy.

**H<sub>a</sub> 2.18:** There is a significant positive relationship between Talent Resources and Emotional Energy.

### *Talent Culture and Work Wellness Dimensions*

**H<sub>0</sub> 2.19:** There is no significant relationship between Talent Culture and Physical Strength.

**H<sub>a</sub> 2.19:** There is a significant positive relationship between Talent Culture and Physical Strength.

**H<sub>0</sub> 2.20:** There is no significant relationship between Talent Culture and Cognitive Liveliness.

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**H<sub>a</sub> 2.20:** There is a significant positive relationship between Talent Culture and Cognitive Liveliness.

**H<sub>0</sub> 2.21:** There is no significant relationship between Talent Culture and Emotional Energy.

**H<sub>a</sub> 2.21:** There is a significant positive relationship between Talent Culture and Emotional Energy.

### *Talent Results and Work Wellness Dimensions*

**H<sub>0</sub> 2.22:** There is no significant relationship between Talent Results and Physical Strength.

**H<sub>a</sub> 2.22:** There is a significant positive relationship between Talent Results and Physical Strength.

**H<sub>0</sub> 2.23:** There is no significant relationship between Talent Results and Cognitive Liveliness.

**H<sub>a</sub> 2.23:** There is a significant positive relationship between Talent Results and Cognitive Liveliness.

**H<sub>0</sub> 2.24:** There is no significant relationship between Talent Results and Emotional Energy.

**H<sub>a</sub> 2.24:** There is a significant positive relationship between Talent Results and Emotional Energy.

### **3.3.3 Hypothesis 3: Organisational Energy and Work Wellness**

**H<sub>0</sub> 3:** There is no significant relationship between Organisational Energy and Work Wellness.

**H<sub>a</sub> 3:** There is a significant positive relationship between Organisational Energy and Work Wellness.

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### 3.3.3.1 Sub-Hypotheses for Organisational Energy and Work Wellness

#### *Existence and Work Wellness Dimensions*

**H<sub>0</sub> 3.1:** There is no significant relationship between Existence and Physical Strength.

**H<sub>a</sub> 3.1:** There is a significant positive relationship between Existence and Physical Strength.

**H<sub>0</sub> 3.2:** There is no significant relationship between Existence and Cognitive Liveliness.

**H<sub>a</sub> 3.2:** There is a significant positive relationship between Existence and Cognitive Liveliness.

**H<sub>0</sub> 3.3:** There is no significant relationship between Existence and Emotional Energy.

**H<sub>a</sub> 3.3:** There is a significant positive relationship between Existence and Emotional Energy.

#### *Community and Work Wellness Dimensions*

**H<sub>0</sub> 3.4:** There is no significant relationship between Community and Physical Strength.

**H<sub>a</sub> 3.4:** There is a significant positive relationship between Community and Physical Strength.

**H<sub>0</sub> 3.5:** There is no significant relationship between Community and Cognitive Liveliness.

**H<sub>a</sub> 3.6:** There is a significant positive relationship between Community and Emotional Energy.

**H<sub>0</sub> 3.6:** There is no significant relationship between Community and Emotional Energy.

**H<sub>a</sub> 3.5:** There is a significant positive relationship between Community and Cognitive Liveliness.

#### *Integration and Work Wellness Dimensions*

**H<sub>0</sub> 3.7:** There is no significant relationship between Integration and Physical Strength.

**H<sub>a</sub> 3.7:** There is a significant positive relationship between Integration and Physical Strength.

**H<sub>0</sub> 3.8:** There is no significant relationship between Integration and Cognitive Liveliness.

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**H<sub>a</sub> 3.8:** There is a significant positive relationship between Integration and Cognitive Liveliness.

**H<sub>0</sub> 3.9:** There is no significant relationship between Integration and Emotional Energy.

**H<sub>a</sub> 3.9:** There is a significant positive relationship between Integration and Emotional Energy.

### *Meaning and Work Wellness Dimensions*

**H<sub>0</sub> 3.10:** There is no significant relationship between Meaning and Physical Strength.

**H<sub>a</sub> 3.10:** There is a significant positive relationship between Meaning and Physical Strength.

**H<sub>0</sub> 3.11:** There is no significant relationship between Meaning and Cognitive Liveliness.

**H<sub>a</sub> 3.11:** There is a significant positive relationship between Meaning and Cognitive Liveliness.

**H<sub>0</sub> 3.12:** There is no significant relationship between Meaning and Emotional Energy.

**H<sub>a</sub> 3.12:** There is a significant positive relationship between Meaning and Emotional Energy.

### *Control and Work Wellness Dimensions*

**H<sub>0</sub> 3.13:** There is no significant relationship between Control and Physical Strength.

**H<sub>a</sub> 3.13:** There is a significant positive relationship between Control and Physical Strength.

**H<sub>0</sub> 3.14:** There is no significant relationship between Control and Cognitive Liveliness.

**H<sub>a</sub> 3.14:** There is a significant positive relationship between Control and Cognitive Liveliness.

**H<sub>0</sub> 3.15:** There is no significant relationship between Control and Emotional Energy.

**H<sub>a</sub> 3.15:** There is a significant positive relationship between Control and Emotional Energy.

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### *Activity and Work Wellness Dimensions*

**H<sub>0</sub> 3.16:** There is no significant relationship between Activity and Physical Strength.

**H<sub>a</sub> 3.16:** There is a significant positive relationship between Activity and Physical Strength.

**H<sub>0</sub> 3.17:** There is no significant relationship between Activity and Cognitive Liveliness.

**H<sub>a</sub> 3.17:** There is a significant positive relationship between Activity and Cognitive Liveliness.

**H<sub>0</sub> 3.18:** There is no significant relationship between Activity and Emotional Energy.

**H<sub>a</sub> 3.18:** There is a significant positive relationship between Activity and Emotional Energy.

### *Inspiration and Work Wellness Dimensions*

**H<sub>0</sub> 3.19:** There is no significant relationship between Inspiration and Physical Strength.

**H<sub>a</sub> 3.19:** There is a significant positive relationship between Inspiration and Physical Strength.

**H<sub>0</sub> 3.20:** There is no significant relationship between Inspiration and Cognitive Liveliness.

**H<sub>a</sub> 3.20:** There is a significant positive relationship between Inspiration and Cognitive Liveliness.

**H<sub>0</sub> 3.21:** There is no significant relationship between Inspiration and Emotional Energy.

**H<sub>a</sub> 3.21:** There is a significant positive relationship between Inspiration and Emotional Energy.

### **3.3.4 Hypothesis 4: Talent Mindset, Organisational Energy and Work Wellness**

**H<sub>0</sub> 4: Organisational Energy does not mediate the relationship between Talent Mindset and Work Wellness.**

**H<sub>a</sub> 4: Organisational Energy mediates the relationship between Talent Mindset and Work Wellness.**

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### 3.3.5 Hypotheses 5: Talent Mindset and Biographical Variables

**H<sub>0</sub> 5:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 5:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

#### 3.3.5.1 Sub-hypotheses relating to Talent Mindset and Biographical Variables

**H<sub>0</sub> 5.1:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their gender.

**H<sub>a</sub> 5.1:** There is significant difference between the perceptions of Talent Mindset of the respondents based on their gender.

**H<sub>0</sub> 5.2:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their home language.

**H<sub>a</sub> 5.2:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their home language.

**H<sub>0</sub> 5.3:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their race.

**H<sub>a</sub> 5.3:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their race.

**H<sub>0</sub> 5.4:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their age.

**H<sub>a</sub> 5.4:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their age.



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**H<sub>0</sub> 5.5:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their Job level.

**H<sub>a</sub> 5.5:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their Job level.

**H<sub>0</sub> 5.6:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their basis of employment.

**H<sub>a</sub> 5.6:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their basis of employment.

**H<sub>0</sub> 5.7:** There is no significant difference between the perceptions of Talent Mindset of the respondents based on their employment in the organisation.

**H<sub>a</sub> 5.7:** There is a significant difference between the perceptions of Talent Mindset of the respondents based on their years of employment in the organisation.

### **3.3.6 Hypothesis 6: Organisational Energy and Background Variables**

**H<sub>0</sub> 6:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 6:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

#### **3.3.6.1 Sub-Hypotheses relating to Organisational Energy and Biographical variables**

**H<sub>0</sub> 6.1:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their gender.

**H<sub>a</sub> 6.1:** There is significant difference between the perceptions of Organisational Energy of the respondents based on their gender.

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**H<sub>0</sub> 6.2:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their home language.

**H<sub>a</sub> 6.2:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their home language.

**H<sub>0</sub> 6.3:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their race.

**H<sub>a</sub> 6.3:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their race.

**H<sub>0</sub> 6.4:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their age.

**H<sub>a</sub> 6.4:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their age.

**H<sub>0</sub> 6.5:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their Job level.

**H<sub>a</sub> 6.5:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their Job level.

**H<sub>0</sub> 6.6:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their basis of employment

**H<sub>a</sub> 6.6:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their basis of employment.

**H<sub>0</sub> 6.7:** There is no significant difference between the perceptions of Organisational Energy of the respondents based on their employment in the organisation.

**H<sub>a</sub> 6.7:** There is a significant difference between the perceptions of Organisational Energy of the respondents based on their years of employment in the organisation.

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### 3.3.7 Hypothesis 7: Work Wellness and Biographical Variables

**H<sub>0</sub> 7:** There is no significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 7:** There is a significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

#### 3.3.7.1 Sub-Hypotheses relating to Work Wellness and Biographical Variables

**H<sub>0</sub> 7.1:** There is no significant difference between the Work Wellness of the respondents based on their gender.

**H<sub>a</sub> 7.1:** There is significant difference between the Work Wellness of the respondents based on their gender.

**H<sub>0</sub> 7.2:** There is no significant difference between the Work Wellness of the respondents based on their home language.

**H<sub>a</sub> 7.2:** There is a significant difference between the Work Wellness of the respondents based on their home language.

**H<sub>0</sub> 7.3:** There is no significant difference between the Work Wellness of the respondents based on their race.

**H<sub>a</sub> 7.3:** There is a significant difference between the Work Wellness of the respondents based on their race.

**H<sub>0</sub> 7.4:** There is no significant difference between the Work Wellness of the respondents based on their age.

**H<sub>a</sub> 7.4:** There is a significant difference between the Work Wellness of the respondents based on their age.

**H<sub>0</sub> 7.5:** There is no significant difference between the Work Wellness of the respondents based on their Job level.

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**H<sub>a</sub> 7.5:** There is a significant difference between the Work Wellness of the respondents based on their Job level.

**H<sub>0</sub> 7.6:** There is no significant difference between the Work Wellness of the respondents based on their basis of employment.

**H<sub>a</sub> 7.6:** There is a significant difference between the Work Wellness of the respondents based on their basis of employment.

**H<sub>0</sub> 7.7:** There is no significant difference between the Work Wellness of the respondents based on their employment in the organisation.

**H<sub>a</sub> 7.7:** There is a significant difference between the Work Wellness of the respondents based on their years of employment in the organisation.

### 3.4 DATA COLLECTION

For this study, the data was collected via self-administered questionnaires, which were hard copies distributed by hand to all the participants. The surveys aimed at identifying the relationships between the various levels of talent mindset, organisational energy and work wellness within the organisation. Various dimensions and forms of energy were investigated along with the different forms of vigour, these being physical strength, cognitive liveliness and emotional energy.

The Talent Mindset Index (Human Capital Institute), EnergyScapes profile (ESP) and Shirom-Melamed Vigour measure (SMVM) scale was used in this research. All three of the instruments were circulated among the employees of a large South African multi-national organisation.

#### 3.4.1 Human Capital Index of Talent Management Practices

The Talent Mindset Index (adapted version) of the Human Capital Institute was used to measure the talent mindset in the organisation. The index consists of 28 items and measure 8 dimensions namely: executive commitment, talent alignment, talent review process, talent

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acquisition, talent responsibility, talent resources, talent culture and talent results. Respondents were first required to indicate the current talent practices in the organisation on a five-point scale ranging from “Strongly disagree (1)” to “strongly agree (5)”. The Talent Mindset Index has been validated in the South African context (see Du Plessis, 2011).

Table 3.10 below displays the examples of an item per Talent Mindset dimension.

**Table 3-10: Examples of Items per Talent Mindset Dimension**

Dimension	Example of Item
<b>Executive Commitment</b>	Executives spend at least 30% of their time strengthening talent pools and understand that this responsibility cannot be delegated
<b>Talent Alignment</b>	The organizations performance management, technology, and recognition systems helps to ensure that talent is focused on achieving the most important strategic and business goals
<b>Talent Acquisition</b>	The organisation’s employee value proposition is compelling and attracts top talent
<b>Talent Review Process:</b>	Talent is also assessed on expected future performance and contribution
<b>Talent Responsibility</b>	Employees clearly understand “who is responsible for talent in the organisation”
<b>Talent Resources</b>	Resources are properly allocated for talent development
<b>Talent Culture:</b>	The organisation’s culture encourages debate, ideas, risk and collaboration
<b>Talent Results:</b>	By focussing on talent and taking action, management believes that a significant improvement in the organisation’s business performance can be made within one year.

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### 3.4.2 EnergyScapes Profile (ESP)

The EnergyScapes Profile (Tosey, 1994; Tosey & Smith, 1999) was administered to measure organisational energy. The questionnaire consists of 35 items and measures seven dimensions. These dimensions are: inspiration, integration, meaning, community, control, activity and existence. Each dimension is measured with 15 items on a Likert ranging from "strongly disagree" (1) to "strongly agree" (7). Acceptable internal consistencies of above 0.95 were found for the seven dimensions in the South African context for the longer version of the ESP (Derman et al., 2011). The longer version of the EnergyScapes Profile as well as the shorter version was subjected to a pilot study where subject matter experts could comment on the applicability of the items. This ensured the face validity of the measure. The adapted version has yet to be validated in the South African context.

Table 3.11 below displays the examples of an item per Organisational Energy dimension.

**Table 3-11: Examples of Items per Organisational Energy Dimension**

Dimension	Example of Item
<b>Inspiration</b>	Encouragement to pursue ideals
<b>Integration</b>	People being able to 'walk their talk'
<b>Meaning</b>	Self-expression through work
<b>Community</b>	Closeness between colleagues
<b>Control</b>	Effective systems and procedures
<b>Activity</b>	People being dynamic
<b>Existence</b>	People are empowered

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### 3.4.3 Shirom-Melamed Vigour Measure (SMVM)

The Shirom-Melamed Vigour Measure (SMVM), developed by Shirom aims to measure individual vigour at work by assessing the respondents reported levels of physical strength, cognitive liveliness and emotional energy. The questionnaire consists of twelve items: five questions measure physical strength, three measure cognitive liveliness and four questions measure emotional energy. A Likert scale of 7 rating points are used Ranging from 1 = “Strongly disagree” to 7 = “Strongly agree”. During the validation phase of the SMVM an alpha of 0,94 was obtained with a sample of 2 743 employees (Shirom, 2003a). Armon, Shirom, Shapira and Melamed (2008) generated alpha coefficients between 0.92 and 0.98.

Table 3.12 below displays the examples of an item per Work Wellness dimension.

**Table 3-12: Examples of Items per Work Wellness Dimension**

Dimension	Example of Item
Physical Strength	I feel I have physical strength
Cognitive Liveliness	I feel I am able to contribute new ideas
Emotional Energy	I feel able to be sensitive to the needs of co-workers and customers

Biographical information that were gathered, included gender, age, home language, race or ethnicity, educational qualifications, organisational level, years in current organisation and tenure.

## 3.5 RESEARCH PROCEDURE

The head of HR from the chosen organisation was approached in order to obtain permission to conduct the study within the organisation. The participants were presented with a letter of consent to ensure them that the information gathered during the study would be treated with

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the deserved confidentiality, privacy and respect and that their participation in the study was not compulsory.

The hard copy questionnaires were distributed by hand to the respondents. The questionnaires were completed and the results were captured on a designated database. The participants were requested to complete the questionnaires within an agreed upon time frame as discussed with the head of HR. Once the time for completing the questionnaires was closed, the data was collected. The questionnaires were subjected to a pilot study prior to distribution.

### 3.6 DATA ANALYSES

The data analysis for this research was conducted via SPSS (SPSS Inc., 2011) and EQS (2011). The descriptive statistics (*i.e.* means, standard deviation and kurtosis) were used to analyse the data (Kerlinger & Lee, 2000). Factor analysis and Cronbach alpha coefficients were used to assess the reliability and validity of the measuring instruments (Cohen, 1988). Confirmatory factor analysis was used to assess the structure of the measuring instruments (in this instance the Talent mindset index (TMI), EnergyScapes profile (ESP) and Shirom-Melamed Vigour Measure (SMVM)).

Multiple regression analysis was used to analyse the relationship between the dependent and independent variables (Hair, Anderson, Tatham, & Black, 1998). MANOVA (multivariate analysis of variance) were used to analyse the significance in differences between talent mindset, organisational energy, work wellness and the demographic variables (Kerlinger & Lee, 2000). T-tests were used to determine differences between the groups in the sample. MANOVA tests whether mean differences among groups on a combination of dependent variables are likely to have occurred by chance (Tabachnick, & Fidell, 2001). In MANOVA a new dependent variable that maximises group differences was created from the set of dependent variables. When an effect was significant in MANOVA, ANOVA was performed to discover which dependent variables were affected. One-way analysis was then performed on the newly created dependent variable.



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In terms of statistical significance, a value at a 95% confidence interval level ( $p \leq 0.05$ ) was set (Steyn, 1999). Effect sizes indicated whether obtained results were important (while statistical significance may often show results which are of little practical relevance). A cut-off point of 0.50 (medium effect) (Cohen, 1988) was set for the practical significance of differences between means.

Confirmatory factor analysis was performed on all the measurements in this research. Confirmatory factor analysis is a sophisticated technique used in the advance stages of the research process to test a theory about latent processes. In order to do so, variables are carefully and specifically chosen to reveal underlying processes (Tabachnick & Fidell, 2001).

Goodness-of-fit indices were used to summarise the degree of correspondence between the implied and observed covariance matrices. These included the  $\chi^2$  Goodness-of-Fit Statistic,  $\chi^2$  / Degrees of Freedom Ratio (CMIN/DF), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI) the Root Mean Square Error of Approximation, the Bentler-Binnett non-normed fit index (NNFI) and the Standard mean-square residual (SMSR).

### 3.7 ETHICAL CONSIDERATIONS

Ethics can be defined as “a set of moral principles that are suggested by an individual or group, are subsequently widely accepted, and offer rules and behavioural expectations about the most correct conduct towards experimental subjects and respondents, employers, sponsors, other teachers, assistants and students” (de Vos, 1998).

Saunders et al. (2007) state that research ethics is the appropriateness of the researcher’s behaviour in relation to the rights of those who become the subject of a research project, or who are affected by it.

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- The study was subjected to approval by the University of Pretoria and the Ethical Committee at this institution.
- Permission to gather and use the data was obtained from the Human Resource Director of the retail company whose employees participated in the study.
- The respondents were not put at risk and voluntary participation was respected.
- The participants were assured of confidentiality and non-disclosure of their personal results to management and other parties.
- The questionnaires were designed as anonymous and were coded using individual numbers to ensure confidentiality of personal results.
- The research findings of the study were made available for participants and their company.
- Data will be kept for a minimum of 5 years.
- Results were made available for organisation and participant viewing.
- A conscious effort was made throughout to ensure accurate and reliable interpretations.
- The research adhered to the Department of Human Resource Managements code of ethics, guidelines and processes.

All the interpretations and information were discussed with the promoter in order to ensure the accuracy of the information.

### **3.7.1 Protection from Harm and Risk**

The researcher took all cautionary measures into consideration to ensure that participants were not exposed to any undue physical or psychological harm. The researcher had to remember at all times that the participants were doing the researcher a favour by participating and that any research might produce some degree of stress (Kerlinger & Lee, 2000).

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### 3.7.2 Informed Consent (voluntary participation)

Consent is strictly voluntary and if at any stage the participant had feelings of discomfort or the need to retract, he or she had the full right to end any further participation. A reasonable compromise was taken when informing participants about the research, keeping in mind that it is critical not to reveal too much information that might have an influence on the data and defeat the purpose of the study.

### 3.7.3 Right to Privacy

Any research study should respect the participant partaking in the process by respecting the individual's right to privacy. Privacy is normally that which is not intended for others to see or analyse or as per the definition of Singleton et al. (1998) "the right to privacy is the individual's right to decide when, where, to whom and to what extent his or her attitudes, beliefs and behaviour will be revealed (de Vos *et al.*, 2002).

All participation was kept strictly confidential without disclosing personal information. Along with that, all findings and reports were completed in an honest and truthful manner with no intention to manipulate or misrepresent data. Intentionally misleading information and fabrication of data is unethical.

### 3.7.4 Validity

The definition of validity can be split into two parts namely: that the instrument actually measures the concept in question, and the concept is measured accurately (de Vos *et al.*, 2002). In other words, a valid measuring instrument will do what it is intended to do and measure what it is supposed to measure (de Vos, 2002). Validity ensures the accuracy, meaningfulness and credibility of a research project as a whole by focussing on two very important areas namely:

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- Validity questions the controls enforced to ensure conclusions drawn are truly reflected by the data; and
- It questions if we can make a generalised conclusion about the population from the initial sample group drawn (Leedy & Ormrod, 2005).

The validity of the actual constructs and content was verified statistically. If there is any doubt about the validity of the study, it can hinder the researcher from concluding the study. One type of validity threat that was relevant to this study will be discussed below.

### 3.7.4.1 Content Validity

Content validity refers to the actual items of the questionnaire as well as the kind of material, content areas, or range of meanings that the item needs to cover. This was determined by conducting the statistical analysis. Further, the validity of the actual constructs and content was verified statistically.

### 3.7.5 Reliability

Reliability has been defined as the accuracy or precision of an instrument, thus the extent to which independent administrations of the same instrument produce the same results under comparable conditions (De Vos et al., 2002). Therefore, similar observations would be made or conclusions reached by other researchers or there is transparency in how sense is made from the raw data (Saunders et al., 2007).

Cronbach's correlation coefficient was used to test the reliability. Reliability, as stated by Neuman (2003), means that the same thing is repeated under the same condition and it will present the same results, therefore numerical results produced by an indicator do not vary because of characteristics of the measurement process or measurement instrument itself. Reliability thus refers to the accuracy of an instrument, and for meaningful interpretations to be made a test must be reliable (Kerlinger, 1992).

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The highest reason and purpose of reliability is purely based on the fact that decisions cannot be based on results that cannot be repeated (Cooper & Schindler, 2001). The result of the reliability analysis is a reliability coefficient ( $r$ ) where 0 indicates a completely unreliable test and 1 indicates a completely reliable test. Cronbach's alpha measures how well a set of items (or variables) measures a single unit-dimensional latent construct. The statistical program SPSS was used to determine Cronbach's correlation coefficient.

### 3.7.6 Generalisability

Saunders *et al.*, (2007) describes generalisation as “the making of more widely applicable propositions based upon the process of deduction from specific cases”. Generalisability demonstrates the applicability of one set of findings to another context and it is up to the researcher to make this transfer possible (de Vos *et al.*, 2002).

### 3.7.7 Researcher Bias

According to Leedy and Ormrod (2005), bias can be defined as any influence, condition, or set of conditions that individually or together distort data. The researcher applied a self-awareness and monitoring approach, as data could be prone to manipulation by various influences. It is important to eliminate any biases within a research study, and without acknowledging this critical area of research, questions on the quality of the research study may be raised and it may be under continuous dispute (de Vos *et al.*, 2002).

The researcher may have an influence when expressing his or her intentions to the participants by addressing what the main purpose of the research is and what he or she intends to do with the results. A measurement error may occur within the study, because quantitative data is being collected and there might also be deliberate distortions, where the data is recorded inaccurately on purpose (Saunders *et al.*, 2007). Therefore, the data obtained from the sample group may be recorded in such a manner to display it as favourable, which would have a detrimental effect on the outcome of the research study.

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In order to avoid any biases and errors, these factors were taken into account from the beginning of the study in order to eliminate any complications.

### 3.8 CONCLUSION

This chapter described and documented the research design, the research participants, the research process as well as the statistical procedures used in this study. The most appropriate methodology to use in this study was described as survey research and its use in the social sciences as the population is too big to test directly. The unit of analysis in this study is the organisation and random sampling was used. The survey consisted of three questionnaires, which were described and examples of the questions were provided.

The research design and methodology focussed on testing the research hypothesis and achieving the research objectives as defined and explained in chapter 1. A full description of the results of this study will be given in the next chapter.

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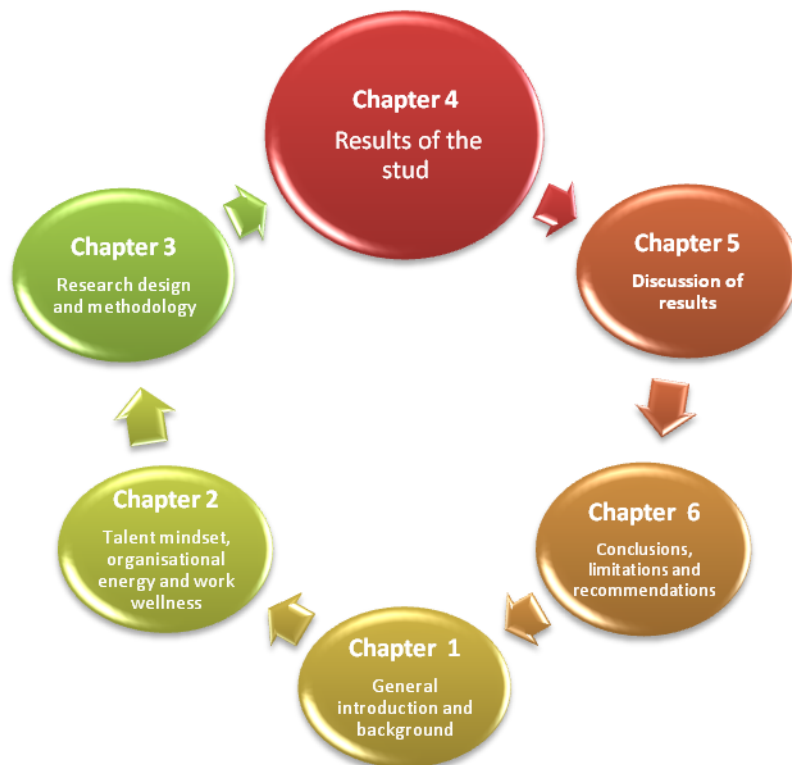
### Chapter 4: RESULTS

#### 4.1 INTRODUCTION

Chapter three presented information on the research design and methodology which included the paradigm, methods, participants, measuring instruments, research procedure and statistical methods that were applied during this study. For the purpose of this study seven hypotheses were formulised based on the findings of previous research and were empirically tested.

This chapter presents the results of the study by revealing the outcomes of the statistical analysis conducted.

Figure 4-1: Chapter 4 in Context



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The results of the study are presented in two separate phases where the first phase reveals the proof that the measuring instruments are reliable and valid for the purpose of this study and the second phase of the research will focus on the testing of the hypotheses.

### 4.2 PHASE ONE – RESULTS OF THE MEASUREMENTS

The results of the Talent Mindset Index (TMI), the EnergyScapes Profile (ESP) and the Shirom-Melamed Vigour Measure (SMVM) will be reported in the chapter starting with the TMI.

#### 4.2.1 Talent Mindset Index (TMI)

The reliability and validity of the measuring instruments were proven by means of the following:

- The Kaiser-Meyer-Olkin (KMO): This is the measure of Sampling Adequacy (MSA) and the Bartlett's Test of Sphericity determines content validity.
- Factor Analysis is used to discover and identify the dimensions.
- Reliability analysis is determined by using the Cronbach's Alpha Coefficient that gives a measure of the accuracy of the instruments and to determine how repeatable the results are.
- Conducting the item Reliability Analysis will give an indication of the content validity by determining item homogeneity.

To determine the sampling adequacy and sphericity of the item inter-correlation matrix, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) and Bartlett's Test of Sphericity were conducted on the item inter-correlation of the instrument. The Kaiser measure of sample adequacy is a ration of the sum of the squared correlation to the sum of squared partial correlations. If the partial correlations are small the value approaches 1,



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whereas values of 0.6 and above are required for a good factor analysis (Tabachnick & Fidell, 2001). Before the factor analysis can be carried out the KMO and Bartlett's Test of Sphericity are conducted.

Confirmatory factor analysis was performed on all the measurements in this research. Confirmatory factor analysis is a sophisticated technique used in the advance stages of the research process to test a theory about latent processes. In order to do so variables are carefully and specifically chosen to reveal underlying processes (Tabachnick & Fidell, 2001).

Goodness-of-fit indices were used to summarise the degree of correspondence between the implied and observed covariance matrices. These included the  $\chi^2$  Goodness-of-Fit Statistic,  $\chi^2 / \text{Degrees of Freedom Ratio}$  (CMIN/DF), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI) the Root Mean Square Error of Approximation, the Bentler-Binett non-normed fit index (NNFI) and the Standard mean-square residual (SMSR).

All the calculations for the study were done by means of the SPSS Windows program of SPSS International. The details of the results of the KMO and the factor analysis are revealed below.

The results of the KMO and Bartlett's Test for the TMI are reported in Table 4.1 below.

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### 4.2.1.1 Sampling Adequacy and Sphericity

In Table 4.1 the KMO for the TMI is reported.

**Table 4-1: KMO and Bartlett's test of Inter-correlation Matrix of the TMI**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.966
	Approx. Chi-Square	8321.156
Bartlett's Test of Sphericity	Df	378
	Sig.	.000

---

A MSA of 0.966 with a significance level of 0.000 was attained for this questionnaire. Also derived from Table 4.1 is that the matrix is suitable for further factor analysis.

### 4.2.1.2 Results of the Factor Analysis

Below in Table 4.2 the item descriptive statistics are provided as they were before the factor analysis was conducted. This gives specific reference to the number of valid cases for each variable, the means and standard deviations attained. The standard deviations for the TMI can be ascertained from the table below.

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**Table 4-2: Item Descriptive Statistics of the TMI**

	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Skewness</b>	<b>Kurtosis</b>
	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>
TMI1	485	3.33	.993	-.386	.092
TMI2	485	3.42	.986	-.543	.281
TMI3	485	3.26	1.103	-.417	-.459
TMI4	485	3.08	1.060	-.347	-.147
TMI5	485	2.97	.929	-.261	.035
TMI6	485	3.09	.939	-.381	.590
TMI7	485	3.22	1.011	-.569	.293
TMI8	485	3.19	1.054	-.355	-.264
TMI9	485	3.14	1.047	-.404	-.011
TMI10	485	3.08	.992	-.459	.224
TMI11	485	3.09	1.013	-.331	.143
TMI12	485	3.13	.923	-.431	.637
TMI13	485	3.39	.904	-.618	.687
TMI14	485	3.32	.922	-.708	.783
TMI15	485	3.20	.989	-.727	.951
TMI16	485	2.99	.937	-.365	.326
TMI17	485	3.13	.984	-.746	1.627
TMI18	485	3.25	.975	-.459	.242
TMI19	485	3.11	1.027	-.321	-.356
TMI20	485	3.12	1.011	-.334	-.136
TMI21	485	3.17	.981	-.551	.305
TMI22	485	3.05	1.019	-.267	-.124
TMI23	485	3.10	.961	-.334	.256
TMI24	485	3.25	1.011	-.523	.179
TMI25	485	3.15	.972	-.491	.487
TMI26	485	3.19	.917	-.518	.748
TMI27	485	3.05	.875	-.216	.651
TMI28	485	3.22	.934	-.443	.862

The implications of Table 4.2 are as follow:

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- A mean is the arithmetic average of a group of scores, and in this table it ranges from 2.97 to 3.42.
- A standard deviation can be defined as a statistical index that reflects the degree of distribution in a group of scores, in other words, if the scores are closely arranged around a central value, the standard deviation will be small. According to this table the standard deviation ranges between .875 and 1.103 and is therefore a small deviation.
- Skewness refers to the symmetry or asymmetry of a frequency distribution and could be positively or negatively skewed. The scores depicted in Table 4.2 ranges between -.216 and -.746. This indicates that the symmetry of the frequency distribution is not significantly, positively, skewed.
- Kurtosis refers to the degree of steepness of the middle part of the sample distribution. With the kurtosis scores between -.459 and .951, the distribution seems to be more flatten and thus have less of a kurtosis.

Next a confirmatory factor analyses was performed on the TMI. The TMI is based on a theoretical model and therefore a factor analysis was required to extract an empirical model from the obtained data. The Maximum-likelihood estimates for the eight dimensions underlying the TMI are depicted in Table 4.3 below. Latent variables were allowed to correlate with one another.

**Table 4-3: Maximum-likelihood Estimates of the Eight-factor model ( $N = 485$ )**

Fit indices	Eight-factor solution
<b>S-B <math>\chi^2</math></b>	490.3854
<b><i>Df</i></b>	322
<b>NNFI</b>	.960
<b>CFI</b>	.966
<b>RMSEA</b>	.033
<b>SRMR</b>	.035

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Table 4.3 indicates the goodness of fit statistics for the eight factor model of the TMI. The chi-square ratio for this sample was 1.52. The criterion for acceptance of ratios varies across researchers, ranging from less than 2 as suggested by Ullman (2001) to less than 5 as suggested by Schumacker and Lomax (2004), thus making this a good fit.

The model yielded a CFI value of .966 which is greater than the required .93 level to indicate a good model fit (Byrne, 1994). The model also yielded a NNFI value of .960 which according to Marsh, Balla and McDonald (1998) are considered acceptable if the value is over .90 or .95.

The RMSEA was estimated at .033. The RMSEA represents the square root of the average or mean of the co-variance residuals. According to Browne and Cudeck (1993) the RMSE should be less than .08 and ideally less than .05 (Stieger, 1990) or as per Hu and Bentler (1998) the upper confidence interval should not exceed .08. This RMSEA value confirmed the acceptable fit of the eight-factor measurement model to the data and is therefore a good model fit.

The model yielded a SRMR value of .035. The guidelines of Garson (cited in Olckers, 2011) suggested that SRMR values of less than .05 are widely considered a good fit. The chi-square/*df* ratio, NNFI, CFI, RMSEA and SRMR values therefore met the minimum recommended standards, indicating a reasonable model fit. Overall the above model shows a good fit for an eight factor model for the TMI.

### 4.2.1.3 Second Order Factor Analyses

A second order factor analysis was conducted on the Talent Mindset Index. Exploratory factor analysis using the Principal Component Method was performed on the eight factors as shown above. All eight dimensions loaded onto one factor and explained 67.424% of the variance. The factor loadings were acceptable. The results are reported in Table 4.4 and 4.5 below.

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**Table 4-4: Second Order Factor Analyses of Talent Mindset Index**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Executive Commitment	5.394	67.424	67.424	5.394	67.424	67.424
Talent Alignment	.631	7.886	75.311			
Talent Acquisition	.545	6.816	82.127			
Talent Review Process	.369	4.609	86.736			
Talent Responsibility	.340	4.253	90.988			
Talent Resources	.260	3.252	94.240			
Talent Culture	.239	2.993	97.233			
Talent Results	.221	2.767	100.000			

Extraction Method: Principal Component Analysis.

**Table 4-5: Second Order Factor Analyses**

Component Matrix <sup>a</sup>	
Executive Commitment	.851
Talent Alignment	.819
Talent Acquisition	.836
Talent Review Process	.866
Talent Responsibility	.667
Talent Resources	.840
Talent Culture	.855
Talent Results	.818

Next the reliabilities of the TMI and the subscales are reported.

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### 4.2.1.4 Reliability analysis

Conducting a reliability analysis determines the consistency in the measurement due to the fact that a scale should consistently reflect the construct it is measuring (Field 2005). In order to do so, the Cronbach's Alpha Coefficient is used to give a measure of the internal consistency reliability of the instruments and to determine whether the results are repeatable. A Cronbach Alpha Coefficient of 0.70 or higher is considered to be acceptable (Field, 2005).

Table 4.6 below shows the reliability analysis of the overall scale of the TMI.

**Table 4-6: Reliability analysis of the TMI**

		<i>N</i>	%	Cronbach's Alpha	N of Items
	Valid	485	100.0		
<b>Cases</b>	Excluded <sup>a</sup>	0	.0	.960	28
	Total	485	100.0		

Table 4.6 indicates a Cronbach's alpha coefficient of 0.960 for the 28 items of the overall scale of the TMI. This is considered an acceptable reliability for the TMI.

### 4.2.1.5 Item Reliability Analysis

Item analysis is a process which examines responses to individual test items (questions) in order to assess the quality of those items and of the instrument as a whole. Item analysis is especially valuable in improving items which will be used again in later tests, but it can also be used to eliminate ambiguous or misleading items in a single test administration (Anon, 2005).

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In Table 4.7 below is the result of the iterative item reliability analysis that was conducted on the TMI.

**Table 4-7: The Iterative Item Reliability Analysis of the TMI**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
TMI1	85.36	343.682	.553	.960
TMI2	85.27	342.911	.580	.960
TMI3	85.43	337.271	.655	.959
TMI4	85.61	337.710	.673	.959
TMI5	85.73	341.418	.663	.959
TMI6	85.60	340.071	.696	.959
TMI7	85.47	339.291	.664	.959
TMI8	85.51	336.883	.700	.959
TMI9	85.56	337.950	.675	.959
TMI10	85.61	338.168	.710	.958
TMI11	85.60	340.290	.635	.959
TMI12	85.56	340.577	.694	.959
TMI13	85.30	343.108	.631	.959
TMI14	85.37	342.482	.636	.959
TMI15	85.49	340.817	.637	.959
TMI16	85.71	341.236	.663	.959
TMI17	85.56	344.470	.537	.960
TMI18	85.45	342.165	.608	.959
TMI19	85.58	335.881	.747	.958
TMI20	85.57	337.952	.702	.959
TMI21	85.52	337.167	.748	.958
TMI22	85.65	336.576	.734	.958
TMI23	85.59	340.337	.671	.959
TMI24	85.45	336.694	.737	.958
TMI25	85.54	339.534	.686	.959
TMI26	85.50	340.552	.699	.959
TMI27	85.64	342.739	.665	.959
TMI28	85.48	340.448	.688	.959



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Concluded from Table 4.7, is that the Cronbach Alpha Coefficient ranged between 0.958 and 0.960 was achieved, indicating that the TMI is highly reliable. This indicates that the TMI has a high level of homogeneity between the items and can therefore be said to be capable of consistently reflecting the same underlying constructs.

### 4.2.1.6 Reliability Analysis of the Sub-scales

The reliability analysis of the sub-scales look at the results obtained from the iterative reliability analysis of each of the eight sub-scales of the TMI. The eight sub-scales that will be discussed next are: Executive Commitment, Talent Alignment, Talent Acquisition, Talent Review Process, Talent Responsibility, Talent Resources, Talent Culture and Talent Results.

#### *Executive Commitment*

The results of the reliability analysis obtained for the dimension Executive Commitment are reported in Table 4.8 below.

**Table 4-8: Reliability Analysis of Executive Commitment**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	485	100.0		
<i>Cases</i>	Excluded <sup>a</sup>	0	.0		
	Total	485	100.0	.829	5

From the reliability analysis in Table 4.8 it is evident that the dimension Executive Commitment obtained a Cronbach Alpha Coefficient of 0,829 from 5 items, which according to the guideline of  $\alpha > 0.70$ , (Nunally & Bernstein, 1994) indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Executive Commitment are reported in Table 4.9 below.

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**Table 4-9: Iterative Item Reliability Analysis of Executive Commitment**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
TMI1	12.74	10.430	.612	.800
TMI2	12.64	10.627	.582	.808
TMI3	12.81	9.684	.646	.790
TMI4	12.98	9.682	.688	.777
TMI5	13.10	10.760	.610	.801

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Executive Commitment yielded a Cronbach Alpha Coefficient which ranges from 0,777 to 0,808, indicating an acceptable reliability.

### *Talent Alignment*

The results of the reliability analysis obtained for the sub-scale Talent Alignment are reported in Table 4.10 below.

**Table 4-10: Reliability Analysis of Talent Alignment**

		N	%	Cronbach's Alpha	N of Items
	Valid	485	100.0		
<i>Cases</i>	Excluded <sup>a</sup>	0	.0	.716	2
	Total	485	100.0		

From the reliability analysis in Table 4.10 it is evident that the dimension Talent Alignment obtained a Cronbach Alpha Coefficient of 0,716 from 2 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

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### *Talent Acquisition*

The results of the reliability analysis obtained for the sub-scale Talent Acquisition are reported in Table 4.11 below.

**Table 4-11: Reliability Analysis of Talent Acquisition**

		N	%	Cronbach's Alpha	N of Items
	Valid	485	100.0		
<b>Cases</b>	Excluded <sup>a</sup>	0	.0	.821	3
	Total	485	100.0		

From the reliability analysis in Table 4.11 it is evident that the dimension Talent Acquisition obtained a Cronbach Alpha Coefficient of 0,821 from 3 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Talent Acquisition are reported in Table 4.12 below.

**Table 4-12: Iterative Item Reliability Analysis of Talent Acquisition**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TMI8	6.22	3.390	.656	.772
TMI9	6.27	3.263	.710	.716
TMI10	6.32	3.586	.659	.769

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Talent acquisition yielded a Cronbach Alpha Coefficient which ranges from 0,716 to 0,772 indicating an acceptable reliability.

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### *Talent Review Process*

The results of the reliability analysis obtained for the sub-scale Talent Review Process are reported in Table 4.13 below.

**Table 4-13: Reliability Analysis of Talent Review Process**

		N	%	Cronbach's Alpha	N of Items
	Valid	485	100.0		
<b>Cases</b>	Excluded <sup>a</sup>	0	.0	.853	6
	Total	485	100.0		

From the reliability analysis in Table 4.13 is evident that the dimension Talent Review Process obtained a Cronbach Alpha Coefficient of 0,853 from 6 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Talent Review Process are reported in Table 4.14 below.

**Table 4-14: Iterative Item Reliability Analysis of Talent Review Process**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TMI11	16.02	13.266	.596	.838
TMI12	15.99	13.268	.680	.821
TMI13	15.72	13.374	.680	.822
TMI14	15.80	13.427	.653	.826
TMI15	15.92	13.163	.634	.830
TMI16	16.13	13.659	.600	.836

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From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Talent review process yielded a Cronbach Alpha Coefficient which ranges from 0,821 to 0,838 indicating an acceptable reliability.

### *Talent Responsibility*

The results of the reliability analysis obtained for the sub-scale Talent Responsibility are reported in Table 4.15 below.

**Table 4-15: Reliability Analysis of Talent Responsibility**

		N	%	Cronbach's Alpha	N of Items
	Valid	485	100.0		
Cases	Excluded <sup>a</sup>	0	.0	.790	4
	Total	485	100.0		

From the reliability analysis in Table 4.15 it is evident that the dimension Talent Responsibility obtained a Cronbach Alpha Coefficient of 0,790 from 4 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Talent Responsibility are reported in Table 4.16 below.

**Table 4-16: Iterative Item Reliability Analysis of Talent Responsibility**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TMI17	9.48	6.449	.477	.796
TMI18	9.37	5.861	.633	.720
TMI19	9.50	5.453	.686	.691
TMI20	9.49	5.833	.603	.735

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From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Talent responsibility yielded a Cronbach Alpha Coefficient which ranges from 0,691 to 0,796 indicating an acceptable reliability.

### *Talent Resources*

The results of the reliability analysis obtained for the sub-scale Talent Resources are reported in Table 4.17 below.

**Table 4-17: Reliability Analysis of Talent Resources**

		N	%	Cronbach's Alpha	N of Items
<b>Cases</b>	Valid	485	100.0		
	Excluded <sup>a</sup>	0	.0		
	Total	485	100.0	.845	3

From the reliability analysis in Table 4.17 it is evident that the dimension Talent Resources obtained a Cronbach Alpha Coefficient of 0,845 from 3 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Talent Resources are reported in Table 4.18 below.

**Table 4-18: Iterative Item Reliability Analysis of Talent Resources**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TMI21	6.15	3.209	.718	.777
TMI22	6.28	3.035	.737	.758
TMI23	6.22	3.374	.679	.814

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From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Talent Resources yielded a Cronbach Alpha Coefficient which ranges from 0,758 to 0,814 indicating an acceptable reliability.

### *Talent Culture*

The results of the reliability analysis obtained for the sub-scale Talent Culture are reported in Table 4.19 below.

**Table 4-19: Reliability Analysis and Reliability Statistics of Talent Culture**

		N	%	Cronbach's Alpha	N of Items
<i>Cases</i>	Valid	485	100.0		
	Excluded <sup>a</sup>	0	.0		
	Total	485	100.0	.841	3

From the reliability analysis in Table 4.19 it is evident that the dimension Talent Culture got a Cronbach Alpha Coefficient of 0,841 from 3 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Talent Culture are reported in Table 4.20 below.

**Table 4-20: Iterative Item Reliability Analysis of Talent Culture**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TMI24	6.34	2.965	.690	.795
TMI25	6.44	2.999	.726	.758
TMI26	6.40	3.231	.702	.783

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From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Talent Culture yielded a Cronbach Alpha Coefficient which ranges from 0,758 to 0,795, indicating a highly acceptable reliability.

### *Talent Results*

The results of the reliability analysis obtained for the sub-scale Talent Results are reported in Table 4.21 below.

**Table 4-21: Reliability Analysis and Reliability Statistics of Talent Results**

		N	%	Cronbach's Alpha	N of Items
<b>Cases</b>	Valid	485	100.0		
	Excluded <sup>a</sup>	0	.0		
	Total	485	100.0	.710	2

From the reliability analysis in Table 4.21 it is evident that the dimension Talent Results got a Cronbach Alpha Coefficient of 0,710 from 2 items, which according to the guideline  $\alpha > 0.70$ , indicates an acceptable reliability.

The summary of the descriptive statistics of the total scores for the TMI is reflected in Table 4.22 below.



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**Table 4-22: Overall Descriptive Statistics for the TMI**

	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Kurtosis Statistic	Cronbach Alphas
<b>TMI</b>	3.1676	.68237	-.411	1.207	.960
<b>Sub-scales</b>					
<b>Executive Commitment</b>	3.2136	.78334	-.420	.499	.829
<b>Talent Alignment</b>	3.1557	.86124	-.389	.347	.716
<b>Talent Acquisition</b>	3.1347	.88488	-.339	-.079	.821
<b>Talent Review Process</b>	3.1859	.72052	-.389	1.008	.853
<b>Talent Responsibility</b>	3.9294	1.34966	-.033	-.420	.790
<b>Talent Resources</b>	3.1072	.86242	-.257	.176	.845
<b>Talent Culture</b>	3.1959	.84245	-.390	.277	.841
<b>Talent Results</b>	3.1351	.79695	-.252	.702	.710
Valid N (listwise)					

From Table 4.22 it can be determined that:

- A mean is the arithmetic average of a group of scores, and in this table it ranges from 3.1072 to 3.9294.
- A standard deviation can be defined as a statistical index that reflects the degree of distribution in a group of scores, in other words, if the scores are closely arranged around a central value, the standard deviation will be small. According to this table the standard deviation ranges between .72052 and 1.34966 and is therefore a small deviation.
- Skewness refers to the symmetry or asymmetry of a frequency distribution and could be positively or negatively skewed. The scores depicted in Table 4.21 ranges between -.420 and -.033. This indicates that the symmetry of the frequency distribution is not significantly, positively, skewed.

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- Kurtosis refers to the degree of steepness of the middle part of the sample distribution. With the kurtosis scores between  $-.420$  and  $1.008$ , the distribution seems to be more flatten and thus have less of a kurtosis.

The descriptive statistics for the TMI subscales have been completed and now the test for normality will be reported.

### 4.2.1.7 Test for Normality

The Kolmogorov-Smirnov test was performed on the TMI in order to determine the normality of the scale obtained in the factor analysis. The results of this test are reported in Table 4.23.

**Table 4-23: One-Sample Kolmogorov-Smirnov Test for the TMI**

One-Sample Kolmogorov-Smirnov Test		
N		482
Normal Parameters <sup>a,b</sup>	Mean	4.7588
	Std. Deviation	1.14632
Most Extreme Differences	Absolute	.060
	Positive	.029
	Negative	-.060
Kolmogorov-Smirnov Z		1.319
Asymp. Sig. (2-tailed)		.062
Test distribution is Normal. Calculated from data.		

This table indicates that the scale conforms to normality. The Z-statistic is 1.319, which is greater than 0.05 and therefore means that the scale is normally distributed. Unlike most statistical testing, a non-significant result is sought-after here. From Table 4.23 it is

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concluded that the TMI seems to be suitable for parametric statistical procedures in this study.

In summary, it can be reported that:

- The statistical process resulted in eight factors.
- The Cronbach Alpha Coefficient indicates that the scale has high acceptable reliability and can consistently measure the particular dimensions it is designed to measure. It also indicates a high degree of homogeneity between the questionnaire items.
- The scale conforms to normality.

The Phase One results for the ESP are reported next.

### 4.2.2 EnergyScapes Profile (ESP)

As mentioned before, phase one focuses on the data analysis in order to proof the reliability and validity of the measuring instruments by means of the following:

- Sampling Adequacy (MSA) and Test of Sphericity.
- Factor analysis.
- Reliability analysis.
- Item reliability analysis

The details of the results of the KMO and the factor analysis are revealed below.

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### 4.2.2.1 Sampling Adequacy and Sphericity

In Table 4.24 the KMO for the TMI is reported.

**Table 4-24: KMO and Bartlett's test of Inter-correlation Matrix of the ESP**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.980
	Approx. Chi-Square	15244.929
Bartlett's Test of Sphericity	Df	595
	Sig.	.000

A MSA of 0.980 with a significance level of 0.000 was attained for this questionnaire. Also derived from Table 4.24 is that the matrix is suitable for further factor analysis.

### 4.2.2.2 Results of the Factor Analysis

Below in Table 4.25 the item descriptive statistics are provided as they were before the factor analysis was conducted. This gives specific reference to the number of valid cases for each variable, the means, and standard deviations attained. The standard deviations for the ESP can be ascertained from the table below.

**Table 4-25: Item Descriptive Statistics of the ESP**

	<i>N</i>	<i>Mean</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
ESP1	484	3.81	1.656	-.029	-.725
ESP2	485	4.39	1.557	-.428	-.169
ESP3	485	3.97	1.647	-.060	-.784
ESP4	484	3.86	1.603	-.081	-.581
ESP5	485	3.97	1.606	.011	-.647

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ESP6	485	3.61	1.517	.094	-.391
ESP7	485	3.78	1.486	-.137	-.343
ESP8	485	3.88	1.566	-.086	-.563
ESP9	485	4.03	1.623	-.146	-.623
ESP10	485	4.04	1.567	-.184	-.348
ESP11	484	4.23	1.476	-.141	-.273
ESP12	485	3.83	1.563	-.135	-.465
ESP13	485	4.14	1.548	-.135	-.455
ESP14	485	4.01	1.439	.011	-.117
ESP15	485	3.96	1.515	-.091	-.366
ESP16	485	4.07	1.650	-.225	-.646
ESP17	485	4.11	1.541	-.130	-.402
ESP18	485	3.77	1.738	.095	-.888
ESP19	485	3.88	1.633	.004	-.622
ESP20	485	3.96	1.599	-.130	-.585
ESP21	484	3.96	1.519	.034	-.306
ESP22	485	3.50	1.519	.208	-.361
ESP23	485	3.82	1.490	-.021	-.224
ESP24	485	3.59	1.586	.152	-.560
ESP25	485	3.68	1.485	.051	-.363
ESP26	485	3.98	1.532	-.062	-.432
ESP27	485	3.60	1.549	.020	-.541
ESP28	485	4.05	1.545	-.191	-.362
ESP29	485	3.99	1.558	-.075	-.475
ESP30	485	4.15	1.521	-.129	-.372
ESP31	485	3.85	1.511	.012	-.425
ESP32	485	3.92	1.590	-.172	-.373
ESP33	485	4.02	1.543	-.116	-.496
ESP34	485	4.21	1.579	-.119	-.545
ESP35	485	4.06	1.547	-.060	-.459

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The implications of Table 4.25 are the following:

- A mean is the arithmetic average of a group of scores, and in this table it ranges from 3.50 to 4.39.
- A standard deviation can be defined as a statistical index that reflects the degree of distribution in a group of scores, in other words, if the scores are closely arranged around a central value, the standard deviation will be small. According to this table the standard deviation ranges between 1.439 and 1.738 and is therefore a small deviation.
- Skewness refers to the symmetry or asymmetry of a frequency distribution and could be positively or negatively skewed. The scores depicted in Table 4.24 ranges between -.428 and 0.208. This indicates that the symmetry of the frequency distribution is not significantly, positively, skewed.
- Kurtosis refers to the degree of steepness of the middle part of the sample distribution. With the kurtosis scores between -.888 and -.117, the distribution seems to peak more and thus have a greater kurtosis.

Based on the results of the KMO and the Bartlett's test, the conclusion can be made that the sample is adequate, and confirmatory factor analysis was conducted on the ESP.

Next a confirmatory factor analyses was performed on the ESP. The ESP is based on a theoretical model and therefore a factor analysis was required to extract an empirical model from the obtained data.

The Maximum-likelihood for the seven dimensions underlying the ESP are depicted in Table 4.26 below. Latent variables were allowed to correlate with one another.

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**Table 4-26: Maximum-likelihood Estimates of the Seven-factor Model ( $N = 485$ )**

Fit indices	Seven-factor solution
S-B $\chi^2$	1284.9705
<i>Df</i>	539
NNFI	.925
CFI	.932
RMSEA	.054
SRMR	.040

Table 4.26 indicates the goodness of fit for the seven-factor model of the ESP. The chi-square ratio for this sample was 2.38.

The model yielded a CFI value of .932 which is greater than the required .93 level to indicate a good model fit (Byrne, 1994). The model also yielded a NNFI value of 0.925 which according to Marsh, Bella and McDonld (1998) are considered acceptable if the value is over .90 or .95.

The RMSEA was estimated at .054. The RMSEA represents the square root of the average or mean of the co-variance residuals. According to Browne and Dudeck (1993) the RMSEA should be less than .08 and ideally less than .05 (Stieger, 1990) or as per Hu and Bentler (1998) the upper confidence interval should not exceed .08. RMSEA value confirmed the acceptable fit of the seven-factor measurement model to the data and is therefore a good model fit.

The model yielded a SRMR value of .040. The guidelines of Garson (cited in Olckers, 2011) suggested that SRMR values of less than .05 are widely considered a good fit. The chi-square/*df* ratio, NNFI, CFI, RMSEA and SRMR values met the minimum recommended standards, indicating a reasonable model fit.

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Overall the above model shows a good fit for a seven factor model for the ESP. The co-variance of the seven factors of the ESP is presented in Table 4.27 below.

**Table 4-27: The Co-variance of the Seven Factors of the ESP**

	<b>Existence</b>	<b>Community</b>	<b>Integration</b>	<b>Meaning</b>	<b>Control</b>	<b>Activity</b>	<b>Inspiration</b>
<b>Existence</b>	1						
<b>Community</b>	.079	1					
<b>Integration</b>	1.192	1.047	1				
<b>Meaning</b>	1.144	.977	1.508	1			
<b>Control</b>	1.101	.926	1.392	1.375	1		
<b>Activity</b>	1.208	1.008	1.505	1.509	1.387	1	
<b>Inspiration</b>	.961	.790	1.193	1.187	1.107	1.273	1

From the co-variance scores in Table 2.27 it can be concluded that there are many overlaps between the seven factors of the ESP. Therefore it appears that the ESP only consists of one underlying factor. A further confirmation factor analysis was performed on the ESP with one factor specified. The results are reported in Table 4.28 below.

**Table 4-28: Maximum-likelihood Estimates of the One-factor Model ( $n = 485$ )**

<b>Fit indices</b>	<b>One-factor solution</b>
S-B $\chi^2$	1370.8828
<i>Df</i>	560
NNFI	.922
CFI	.926
RMSEA	.055
SRMR	.041



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Form the co-variance scores in Table 4.28 it is evident that one factor of the ESP can be distinguished according to the guidelines provided by Field (2005).

Next, the reliability analysis and subscales of the ESP are reported.

### 4.2.2.3 Reliability Analysis

The reliability analysis of the ESP is reported in Table 4.29 below.

**Table 4-29: Reliability Analysis of the ESP**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	481	99.2		
Cases	Excluded <sup>a</sup>	4	.8	.979	35
	Total	485	100.0		

A total of  $N=481$  valid cases were received for processing. From this table it is also confirmed that a Cronbach's alpha coefficient of 0.979 was obtained from 35 items. This shows an excellent reliability for the ESP.

### 4.2.2.4 Item Reliability Analysis

In Table 4.30 below is the result of the iterative item reliability analysis that was conducted.

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**Table 4-30: The Iterative Item Reliability Analysis of the ESP**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP1	133.75	1674.764	.589	.979
ESP2	133.17	1689.110	.514	.980
ESP3	133.58	1649.765	.783	.979
ESP4	133.70	1658.378	.738	.979
ESP5	133.58	1675.128	.606	.979
ESP6	133.94	1662.015	.751	.979
ESP7	133.77	1664.398	.749	.979
ESP8	133.68	1653.431	.797	.979
ESP9	133.52	1655.187	.754	.979
ESP10	133.51	1664.842	.709	.979
ESP11	133.32	1674.690	.666	.979
ESP12	133.72	1661.531	.732	.979
ESP13	133.42	1658.285	.766	.979
ESP14	133.54	1659.782	.814	.979
ESP15	133.59	1661.780	.755	.979
ESP16	133.49	1658.725	.713	.979
ESP17	133.44	1657.718	.778	.979
ESP18	133.79	1662.302	.650	.979
ESP19	133.67	1652.543	.772	.979
ESP20	133.58	1663.339	.702	.979
ESP21	133.60	1653.745	.819	.979

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ESP22	134.05	1657.220	.791	.979
ESP23	133.72	1658.913	.792	.979
ESP24	133.96	1650.467	.813	.979
ESP25	133.88	1656.200	.821	.979
ESP26	133.58	1657.585	.781	.979
ESP27	133.95	1659.054	.757	.979
ESP28	133.51	1652.809	.812	.979
ESP29	133.57	1654.867	.788	.979
ESP30	133.40	1654.666	.813	.979
ESP31	133.71	1653.707	.824	.979
ESP32	133.63	1649.330	.816	.979
ESP33	133.52	1653.658	.812	.979
ESP34	133.33	1654.702	.779	.979
ESP35	133.49	1656.442	.781	.979

N of cases = 485

Mean = 3.9300

N of items = 35

Std. Deviation = 1.19777

Cronbach Coefficient Alpha = 0.979

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Concluded from Table 4.30, is that a Cronbach Alpha Coefficient of 0.979 was achieved, indicating that the ESP is highly reliable. This indicates that the ESP has a high level of homogeneity between the items and can therefore be said to be capable of consistently reflecting the same underlying constructs.

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### 4.2.2.5 Reliability analysis of the sub-scales

The reliability analysis of the sub-scales look at the results obtained from the iterative reliability analysis of each of the seven sub-scales of the ESP. The seven sub-scales that will be discussed next are: Existence, Activity, Control, Community, Meaning, Integration and Inspiration.

#### *Existence*

The results of the reliability analysis obtained for the sub-scale Existence are reported in Table 4.31 below.

**Table 4-31: Reliability Analysis and Reliability Statistics of Existence**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	484	99.8		
<i>Cases</i>	Excluded <sup>a</sup>	1	.2	.857	5
	Total	485	100.0		

From the reliability analysis in Table 4.31 it is evident that the dimension Existence obtained a Cronbach Alpha Coefficient of 0,857, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Existence are reported in Table 4.32 below.

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**Table 4-32: Iterative Item Reliability Analysis of Existence**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP1	15.98	27.536	.531	.864
ESP15	15.82	26.058	.721	.815
ESP16	15.72	25.647	.666	.829
ESP17	15.68	25.696	.731	.812
ESP31	15.94	26.024	.726	.813

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Existence yielded a Cronbach Alpha Coefficient which ranges from 0,812 to 0,864, indicating an acceptable reliability.

### *Activity*

The results of the reliability analysis obtained for the sub-scale Activity are reported in Table 4.33 below.

**Table 4-33: Reliability Analysis and Reliability Statistics of Activity**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	485	100.0		
<i>Cases</i>	Excluded <sup>a</sup>	0	.0	.894	5
	Total	485	100.0		

From the reliability analysis in Table 4.33 it is evident that the dimensions Activity got a Cronbach Alpha Coefficient of 0,894 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

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The results of the iterative item reliability analysis that was conducted on the dimension Activity are reported in Table 4.34 below.

**Table 4-34: Iterative Item Reliability Analysis of Activity**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP7	15.62	27.162	.705	.878
ESP14	15.39	26.743	.771	.864
ESP27	15.80	26.595	.706	.878
ESP29	15.42	25.975	.748	.868
ESP33	15.38	25.856	.768	.864

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Activity yielded a Cronbach Alpha Coefficient which ranges from 0,864 to 0,878, indicating an acceptable reliability.

### *Control*

The results of the reliability analysis obtained for the sub-scale Control are reported in Table 4.35 below.

**Table 4-35: Reliability Analysis and Reliability Statistics of Control**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	484	99.8		
<i>Cases</i>	Excluded <sup>a</sup>	1	.2	.865	5
	Total	485	100.0		

## CHAPTER 4: RESULTS

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From the reliability analysis in Table 4.35 it is evident that the dimensions Control got a Cronbach Alpha Coefficient of 0,865 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Control are reported in Table 4.36 below.

**Table 4-36: Iterative Item Reliability Analysis of Control**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP5	15.89	28.332	.560	.867
ESP12	16.03	26.846	.693	.834
ESP19	15.98	25.925	.717	.828
ESP21	15.91	26.493	.749	.821
ESP34	15.65	26.406	.716	.829

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Control yielded a Cronbach Alpha Coefficient which ranges from 0,821 to 0,867, indicating an acceptable reliability.

### ***Community***

The results of the reliability analysis obtained for the sub-scale Community are reported in Table 4.37 below.

## CHAPTER 4: RESULTS

**Table 4-37: Reliability Analysis and Reliability Statistics of Community**

	<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
Valid	485	100.0		
<i>Cases</i> Excluded <sup>a</sup>	0	.0		
Total	485	100.0	.875	5

From the reliability analysis in Table 4.37 it is evident that the dimensions Community got a Cronbach Alpha Coefficient of 0,875 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Community, are reported in Table 4.38 below.

**Table 4-38: Iterative Item Reliability Analysis of Community**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP2	15.77	28.680	.533	.889
ESP24	16.57	26.514	.671	.857
ESP26	16.19	25.533	.782	.830
ESP28	16.11	25.981	.738	.841
ESP30	16.01	25.240	.814	.822

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Community, yielded a Cronbach Alpha Coefficient which ranges from 0,822 to 0,889, indicating an acceptable reliability.



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### *Meaning*

The results of the reliability analysis obtained for the sub-scale Meaning is reported in Table 4.39 below.

**Table 4-39: Reliability Analysis and Reliability Statistics of Meaning**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	484	99.8		
<i>Cases</i>	Excluded <sup>a</sup>	1	.2	.871	5
	Total	485	100.0		

From the reliability analysis in Table 4.39 it is evident that the dimension Meaning got a Cronbach Alpha Coefficient of 0,871 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Meaning, are reported in Table 4.40 below.

**Table 4-40: Iterative Item Reliability Analysis of Meaning**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP4	15.38	26.742	.765	.826
ESP6	15.63	28.038	.726	.837
ESP8	15.37	27.252	.752	.830
ESP13	15.11	28.798	.650	.854
ESP18	15.48	27.923	.602	.869

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From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Meaning yielded a Cronbach Alpha Coefficient which ranges from 0,826 to 0,869, indicating an acceptable reliability.

### *Integration*

The results of the reliability analysis obtained for the sub-scale Integration are reported in Table 4.41 below.

**Table 4-41: Reliability Analysis and Reliability Statistics of Integration**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
<i>Cases</i>	Valid	485	100.0		
	Excluded <sup>a</sup>	0	.0		
	Total	485	100.0	.908	5

The reliability analysis in Table 4.41 reveals that the dimension Integration got a Cronbach Alpha Coefficient of 0,908 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Integration are reported in Table 4.42 below.

## CHAPTER 4: RESULTS

**Table 4-42: Iterative Item Reliability Analysis of Integration**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP3	15.07	28.475	.687	.906
ESP22	15.54	27.918	.812	.878
ESP23	15.21	28.565	.784	.884
ESP25	15.36	28.218	.814	.878
ESP35	14.97	28.468	.751	.891

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Meaning, yielded a Cronbach Alpha Coefficient which ranges from 0,878 to 0,906, indicating a highly acceptable reliability.

### *Inspiration*

The results of the reliability analysis obtained for the sub-scale Inspiration, are captured in Table 4.43 below.

**Table 4-43: Reliability Analysis and Reliability Statistics of Inspiration**

	<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
Valid	484	99.8		
<i>Cases</i> Excluded <sup>a</sup>	1	.2	.878	5
Total	485	100.0		

From the reliability analysis in Table 4.43 it is evident that the dimension Inspiration, got a Cronbach Alpha Coefficient of 0,878 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

## CHAPTER 4: RESULTS

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The results of the iterative item reliability analysis that was conducted on the dimension Inspiration are reported in Table 4.44 below.

**Table 4-44: Iterative item reliability analysis of the dimension Inspiration**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
ESP9	16.14	26.031	.778	.835
ESP10	16.13	27.129	.733	.847
ESP11	15.94	28.402	.696	.856
ESP20	16.20	27.948	.651	.866
ESP32	16.24	27.442	.693	.856

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Meaning yielded a Cronbach Alpha Coefficient which ranges from 0,835 to 0,866, indicating an acceptable reliability.

The summary of the descriptive statistics of the total scores for the ESP is reflected in Table 4.45 below.

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**Table 4-45: Overall descriptive statistics for the ESP**

	<i>Mean</i>	<i>Std. Deviation</i>	<i>Skewness</i>	<i>Kurtosis</i>	<i>Cronbach Alpha</i>
Organisational Energy	3.9300	1.19777	-.085	-.208	.979
<b>Sub-Scales</b>					
Existence	3.9574	1.25713	-.130	-.301	.857
Community	4.0326	1.26472	-.181	-.220	.875
Integration	3.8074	1.31556	-.024	-.279	.908
Meaning	3.8483	1.29617	.004	-.415	.871
Control	3.9731	1.27288	-.103	-.303	.894
Activity	3.8804	1.26937	-.007	-.239	.878
Inspiration	4.0326	1.28891	-.181	-.235	.865

The implications of Table 4.45 are the following:

- A mean is the arithmetic average of a group of scores, and in this table it ranges from 3.8074 to 4.0326.
- A standard deviation can be defined as a statistical index that reflects the degree of distribution in a group of scores, in other words, if the scores are closely arranged around a central value, the standard deviation will be small. According to this table the standard deviation ranges between 1.25713 and 1.31556 and is therefore a small deviation.
- Skewness refers to the symmetry or asymmetry of a frequency distribution and could be positively or negatively skewed. The scores depicted in table 4.44 ranges between -.181 and .004. This indicates that the symmetry of the frequency distribution is not significantly, positively, skewed.

## CHAPTER 4: RESULTS

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- Kurtosis refers to the degree of steepness of the middle part of the sample distribution. With the kurtosis scores between  $-.415$  and  $.220$ , the distribution seems to peak and thus have more of a kurtosis.

The descriptive statistics for the ESP subscales have been completed and now the test for normality will be reported.

### 4.2.2.6 Test for normality

The Kolmogorov-Smirnov test was performed on the ESP in order to determine the normality of the scale obtained in the factor analysis. The results of this test are reported in Table 4.46.

**Table 4-46: One-Sample Kolmogorov-Smirnov Test for the ESP**

		ESPA
<i>N</i>		481
<i>Normal Parameters<sup>a,b</sup></i>	Mean	3.9300
	Std. Deviation	1.19777
	Absolute	.032
<i>Most Extreme Differences</i>	Positive	.031
	Negative	-.032
	Kolmogorov-Smirnov Z	.702
	Asymp. Sig. (2-tailed)	.709
Test distribution is Normal.		
Calculated from data.		

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This table indicates that the scale conforms to normality. The Z-statistic is 0.702, which is greater than 0.05 and therefore means that the scale is normally distributed. Unlike most statistical testing, a non-significant result is sought-after here. From Table 4.46 it is concluded that the ESP seems to be suitable for parametric statistical procedures in this study.

In summary, it can be reported that:

- The statistical process resulted in one factor.
- The Cronbach Alpha Coefficient indicates that the scale has high acceptable reliability and can consistently measure the particular dimensions it is designed to measure. It also indicates a high degree of homogeneity between the questionnaire items.
- The scale conforms to normality.

The results of Phase One for the Shirom-Melamed Vigour Measure (SMVM) will be reported next.

### 4.2.3 Shirom-Melamed Vigour Measure (SMVM)

As with the TMI and ESP the data analysis was conducted in order to proof the reliability and validity of the measuring instrument by means of the following:

- Sampling Adequacy (MSA) and Test of Sphericity.
- Factor analysis.
- Reliability analysis.
- Item reliability analysis

The details of the results of the KMO and the factor analysis are revealed below.

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### 4.2.3.1 Sampling Adequacy and Sphericity

The KMO for the SMVM is reported is reported in Table 4.47..

**Table 4-47: KMO and Bartlett's Test of Inter-correlation Matrix of the SMVM**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.925
Approx. Chi-Square		5585.466
Bartlett's Test of Sphericity	Df	66
	Sig.	.000

A MSA of 0.925 with a significance level of 0.000 was attained for this questionnaire. Also derived from Table 4.47 is that the matrix is suitable for further factor analysis.

### 4.2.3.2 Results of the Factor Analysis

Below in Table 4.48 the item descriptive statistics are provided as they were before the factor analysis was conducted. This gives specific reference to the number of valid cases for each variable, the means, and standard deviations attained. The standard deviations for the SMVM can be ascertained from the table below.



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**Table 4-48: Item Descriptive Statistics of the SMVM**

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Skewness</i>	<i>Kurtosis</i>
SMVM1	485	4.39	1.476	-.371	.054
SMVM2	485	4.58	1.491	-.431	-.166
SMVM3	485	4.26	1.482	-.522	.538
SMVM4	485	4.47	1.457	-.426	.040
SMVM5	483	4.36	1.402	-.477	.419
SMVM6	485	4.75	1.409	-.565	.323
SMVM7	485	4.64	1.508	-.395	-.048
SMVM8	484	4.59	1.508	-.363	-.079
SMVM9	485	5.36	1.413	-.802	.385
SMVM10	485	5.35	1.384	-.701	.234
SMVM11	485	5.05	1.515	-.653	.169
SMVM12	485	5.35	1.378	-.699	.285
Valid (listwise)	N 482				

The implications of Table 4.48 are the following:

- A mean is the arithmetic average of a group of scores, and in this table it ranges from 4.26 to 5.36.
- A standard deviation can be defined as a statistical index that reflects the degree of distribution in a group of scores, in other words, if the scores are closely arranged around a central value, the standard deviation will be small. According to this table the standard deviation ranges between 1.378 and 1.508 and is therefore a small deviation.

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- Skewness refers to the symmetry or asymmetry of a frequency distribution and could be positively or negatively skewed. The scores depicted in table 4.47 ranges between -.802 and -.365. This indicates that the symmetry of the frequency distribution is not significantly, positively, skewed.
- Kurtosis refers to the degree of steepness of the middle part of the sample distribution. With the kurtosis scores between -.166 and .538, the distribution seems to be more flatten and thus have less of a kurtosis.

Based on the results of the KMO and the Bartlett's test, it indicates that the sample is adequate; a confirmatory factor analysis was conducted on the SMVM.

The structural equation models for the seven dimensions underlying the SMVM are depicted in Table 4.49 below. Latent variables were allowed to correlate with one another.

**Table 4-49: Maximum-likelihood Estimates of the Three-factor Model (N = 485)**

Fit indices	Three-factor solution
S-B $\chi^2$	188.5213
<i>Df</i>	51
NNFI	.946
CFI	.958
RMSEA	.075
SRMR	.051

Table 4.49 indicates the goodness of fit for the three-factor model of the SMVM. The chi-square ration for this sample was 3.96.

## CHAPTER 4: RESULTS

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The model yielded a CFI value of .958 which is greater than the required .93 level to indicate a good model fit (Byrne, 1994). The model also yielded a NNFI value of .960 which according to Marsh, Bella and McDonld (1998) are considered acceptable if the value is over .90 or .95.

The RMSEA was estimated at .075. The RMSEA represents the square root of the average or mean of the co-variance residuals. According to Browne and Dudeck (1993) the RMSEA should be less than .08 and ideally less than .05 (Stieger, 1990) or as per Hu and Bentler (1998) the upper confidence interval should not exceed .08. RMSEA value confirmed the acceptable fit of the seven-factor measurement model to the data and is therefore a good model fit.

The model yielded a SRMR value of .051. The guidelines of Garson (cited in Olckers, 2011) suggested that SRMR values of less than .05 are widely considered a good fit. The chi-square/*df* ratio, NNFI, CFI, RMSEA and SRMR values met the minimum recommended standards, indicating a reasonable model fit.

Overall, the above model shows a good fit for a three factor model for the SMVM.

### 4.2.3.3 Second Order Factor Analyses

A second order factor analysis was conducted on the SMVM. Exploratory factor analysis using the Principal Component Method was performed on the three factors as shown above. All three dimensions loaded onto one factor and explained 76.021 % of the variance. The factor loadings were acceptable. The results are reported in Table 4.50 and 4.51 below.

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**Table 4-50: Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Physical Energy	2.281	76.021	76.021	2.281	76.021	76.021
Cognitive Liveliness	.451	15.018	91.039			
Emotional Energy	.269	8.961	100.000			

**Table 4-51: Component Matrix for SMVM**

	Component
Physical Energy	.872
Cognitive Liveliness	.907
Emotional Energy	.836

### 4.2.3.4 Reliability Analysis

Table 4.52 below reports on the reliability analysis that was conducted on the results of the SMVM

**Table 4-52: Reliability Analysis of the SMVM**

		<i>N</i>	%	<i>Cronbach's Alpha</i>	<i>N of Items</i>
<i>Cases</i>	Valid	482	99.4		
	Excluded <sup>a</sup>	3	.6		
	Total	485	100.0	.945	12

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From the table it is confirmed that a Cronbach's alpha coefficient of 0.945 was obtained from 12 items. This is considered an acceptable reliability for the SMVM.

### 4.2.3.5 Item Reliability Analysis

In Table 4.53 below is the result of the iterative item reliability analysis that was conducted on the SMVM.

**Table 4-53: The Iterative Item Reliability Analysis of the SMVM**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
SMVM1	52.72	158.779	.758	.940
SMVM2	52.52	157.738	.780	.939
SMVM3	52.85	160.652	.702	.941
SMVM4	52.64	157.154	.819	.937
SMVM5	52.74	159.733	.777	.939
SMVM6	52.37	160.241	.756	.940
SMVM7	52.47	158.782	.741	.940
SMVM8	52.51	159.215	.730	.941
SMVM9	51.75	160.784	.738	.940
SMVM10	51.76	161.286	.740	.940
SMVM11	52.07	160.944	.675	.942
SMVM12	51.76	162.255	.714	.941
N of cases = 485		Mean = 4.7588		
N of items = 12		Std. Deviation = 1.14632		
Cronbach Coefficient Alpha = 0.942				

## CHAPTER 4: RESULTS

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Concluded from Table 4.53, is that the Cronbach Alpha Coefficient ranged between 0.937 and 0.942 was achieved, indicating that the SMVM is highly reliable. This indicates that the SMVM has a high level of homogeneity between the items and can therefore be said to be capable of consistently reflecting the same underlying constructs.

### 4.2.3.6 Reliability Analysis of the Sub-scales

The reliability analysis of the sub-scales look at the results obtained from the iterative reliability analysis of each of the three sub-scales of the SMVM. The three sub-scales that will be discussed next are: physical strength, cognitive liveliness and emotional energy.

#### *Physical Strength*

The results of the reliability analysis obtained for the dimension Physical Strength are reported in Table 4.54 below.

**Table 4-54: Reliability analysis and reliability statistics of the dimension Physical Strength**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	483	99.6		
<i>Cases</i>	Excluded <sup>a</sup>	2	.4	.941	5
	Total	485	100.0		

From the reliability analysis in Table 4.55 it is evident that the sub-scale Physical Strength got a Cronbach Alpha Coefficient of 0,941 from 5 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

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The results of the iterative item reliability analysis that was conducted on the dimension Physical Strength are reported in Table 4.55 below.

**Table 4-55: Iterative Item Reliability Analysis of Physical Strength**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item- Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
SMVM1	17.67	28.122	.832	.930
SMVM2	17.47	27.772	.848	.927
SMVM3	17.80	28.764	.779	.939
SMVM4	17.58	27.517	.896	.918
SMVM5	17.69	28.556	.855	.926

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Physical strength yielded a Cronbach Alpha Coefficient which ranges from 0,918 to 0,939, indicating a highly acceptable reliability.

### *Cognitive Liveliness*

The results of the reliability analysis obtained for the sub-scale Cognitive Liveliness is captured in Table 4.56 below.

**Table 4-56: Reliability Analysis and Reliability Statistics of Cognitive Liveliness**

		<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
	Valid	484	99.8		
<i>Cases</i>	Excluded <sup>a</sup>	1	.2	.881	3
	Total	485	100.0		

## CHAPTER 4: RESULTS

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From the reliability analysis in Table 4.56 it is evident that the dimension Cognitive Liveliness got a Cronbach Alpha Coefficient of 0,881 from 3 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Cognitive Liveliness are reported in Table 4.57 below.

**Table 4-57: Iterative Item Reliability Analysis of Cognitive Liveliness**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
SMVM6	9.23	8.287	.685	.902
SMVM7	9.34	6.928	.835	.770
SMVM8	9.38	7.151	.794	.808

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Cognitive liveliness, yielded a Cronbach Alpha Coefficient which ranges from 0,770 to 0,902, indicating a highly acceptable reliability.

### ***Emotional Energy***

The results of the reliability analysis obtained for the sub-scale Emotional Energy are reported in Table 4.58 below.



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**Table 4-58: Reliability Analysis and Reliability Statistics of Emotional Energy**

	<i>N</i>	<i>%</i>	<i>Cronbach's Alpha</i>	<i>N of Items</i>
Valid	485	100.0		
<i>Cases</i> Excluded <sup>a</sup>	0	.0		
Total	485	100.0	.937	4

From the reliability analysis in Table 4.58 it is evident that the dimensions Emotional Energy got a Cronbach Alpha Coefficient of 0,937 from 4 items, which according to the guideline of  $\alpha > 0.70$ , indicates an acceptable reliability.

The results of the iterative item reliability analysis that was conducted on the dimension Emotional Energy are reported in Table 4.59 below.

**Table 4-59: Iterative item reliability analysis of the dimension Emotional Energy**

	<i>Scale Mean if Item Deleted</i>	<i>Scale Variance if Item Deleted</i>	<i>Corrected Item-Total Correlation</i>	<i>Cronbach's Alpha if Item Deleted</i>
SMVM9	15.75	15.962	.825	.926
SMVM10	15.76	15.585	.895	.904
SMVM11	16.07	15.395	.806	.934
SMVM12	15.76	15.721	.884	.908

From this table, it can be seen that the iterative reliability analysis conducted on the items of the sub-scale Emotional Energy yielded a Cronbach Alpha Coefficient which ranges from 0,904 to 0,934, indicating a highly acceptable reliability.

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The summary of the descriptive statistics of the total scores for the SMVM is reflected in Table 4.60 below.

**Table 4-60: Overall descriptive statistics for the SMVM**

	<i>N</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Skewness</i>	<i>Kurtosis</i>	<i>Cronbach</i>
	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>	<i>Statistic</i>	<i>Alpha</i>
SMVM	482	4.7588	1.14632	-.619	.731	.945
Physical Strength	483	4.4104	1.31672	-.433	.212	.941
Cognitive Liveliness	484	4.6570	1.32621	-.413	.220	.881
Emotional Energy	485	5.2799	1.30573	-.667	.328	.931
Valid N (listwise)	482					

The implications of Table 4.60 are the following:

- A mean is the arithmetic average of a group of scores, and in this table it ranges from 4.4104 to 5.2799.
- A standard deviation can be defined as a statistical index that reflects the degree of distribution in a group of scores, in other words, if the scores are closely arranged around a central value, the standard deviation will be small. According to this table the standard deviation ranges between 1.14632 and 1.32621 and is therefore a small deviation.
- Skewness refers to the symmetry or asymmetry of a frequency distribution and could be positively or negatively skewed. The scores depicted in Table 4.59 ranges between -.677 and -.413. This indicates that the symmetry of the frequency distribution is not significantly, positively, skewed.
- Kurtosis refers to the degree of steepness of the middle part of the sample distribution. With the kurtosis scores between .212 and .731, the distribution seems to peak and thus have more of a kurtosis.

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The descriptive statistics for the SMVM subscales have been completed and now the test for normality will be reported.

### 4.2.3.7 Test for normality

The Kolmogorov-Smirnov test was performed on the SMVM in order to determine the normality of the scale obtained in the factor analysis. The results of this test are reported in Table 4.61.

**Table 4-61: One-Sample Kolmogorov-Smirnov Test for the SMVM**

	<b>SMVM</b>
N	482
Normal Parameters <sup>a,b</sup>	Mean
	4.7588
	Std. Deviation
	1.14632
Most Extreme Differences	Absolute
	.060
	Positive
	.029
	Negative
	-.060
Kolmogorov-Smirnov Z	1.319
Asymp. Sig. (2-tailed)	.062
Test distribution is Normal.	
Calculated from data.	

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This table indicates that the scale conforms to normality. The Z-statistic is 1.319, which is greater than 0.05 and therefore means that the scale is normally distributed. Unlike most statistical testing, a non-significant result is sought-after here. From Table 4.61 it is concluded that the SMVM seems to be suitable for parametric statistical procedures in this study.

## CHAPTER 4: RESULTS

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In summary, it can be reported that:

- The statistical process resulted in three factors.
- The Cronbach Alpha Coefficient indicates that the scale has high acceptable reliability and can consistently measure the particular dimensions it is designed to measure. It also indicates a high degree of homogeneity between the questionnaire items.
- The scale conforms to normality.

### 4.3 PHASE TWO - TESTING OF HYPOTHESES

In phase two the research will focus on the testing of hypotheses. As explained by Mouton (2001), a hypothesis is a preliminary or tentative explanation proposed by the researcher of what the researcher considers the outcome of an investigation will be. In other words, it is based on an informed or educated guess and indicates the expectations of the researcher regarding certain variables and the relationships between these variables.

The two basic hypotheses that are used in this thesis are the null hypothesis and the directional hypothesis.

- The null hypothesis is a statistical statement that postulates that no relationship or difference exists between the variables in this study.
- The directional hypothesis on the other hand postulates that a specific relationship between the variables being tested exists. Therefore a directional hypothesis will only be formed if specific theoretical evidence exists indicating such a relationship.

Linear regression analyses were performed to test the relationships between the variables in Hypotheses 1, 2 and 3 and its sub-hypotheses. The results are reported below.

## CHAPTER 4: RESULTS

### 4.3.1 Hypothesis 1: Talent Mindset and Organisational Energy

**H<sub>0</sub> 1:** There is no significant relationship between Talent Mindset and Organisational Energy.

**H<sub>a</sub> 1:** There is a significant positive relationship between Talent Mindset and Organisational Energy.

The results of the regression analysis between talent mindset (independent variable) and organisational energy (dependent variable) are reported in Table 4.62 below.

**Table 4-62: Regression Analysis between Talent Mindset and Organisational Energy**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
(Constant)	0.413	0.203		2.032	.043	.629 <sup>a</sup>	.396	.394
Organisational Energy	1.112	0.063	.629	17.705	.000			

From Table 4.62 it is evident that Talent Mindset is a significant predictor of Organisational Energy ( $r_{(df = 485; p < 0.001)} = .629$ , large effect). The relationship was positive which means that perception of Talent Mindset increases perceptions of organisational energy.

The above results confirm alternative Hypothesis 1.

Next the results of the sub-hypotheses relating to Hypothesis 1 are reported.

## CHAPTER 4: RESULTS

### 4.3.1.1 Results of Sub-Hypotheses relating to Hypothesis 1

**Table 4-63: Regression Analyses: Executive Commitment and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Existence</b>	1.068	.200		5.335	.000	.560 <sup>a</sup>	.314	.312
	.900	.061	.560	14.846	.000			
<b>Community</b>	1.416	.210		6.748	.000	.504 <sup>a</sup>	.254	.253
	.814	.063	.504	12.836	.000			
<b>Integration</b>	.988	.216		4.585	.000	.522 <sup>a</sup>	.273	.271
	.877	.065	.522	13.464	.000			
<b>Meaning</b>	1.113	.214		5.197	.000	.514 <sup>a</sup>	.264	.262
	.852	.065	.514	13.147	.000			
<b>Control</b>	1.042	.203		5.127	.000	.560 <sup>a</sup>	.314	.312
	.911	.061	.560	14.842	.000			
<b>Activity</b>	1.052	.205		5.139	.000	.543 <sup>a</sup>	.295	.293
	.880	.062	.543	14.213	.000			
<b>Inspiration</b>	.922	.200		4.603	.000	.589 <sup>a</sup>	.346	.345
	.968	.061	.589	15.983	.000			

Table 4.63 shows that Executive Commitment is practically significant predictor of all the dimensions of Organisational Energy. The effects were large.

## CHAPTER 4: RESULTS

**Table 4-64: Regression Analyses: Talent Alignment and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE						
<b>Existence</b>	1.577	.186		8.482	.000	.517 <sup>a</sup>	.267	.266
	.754	.057	.517	13.266	.000			
<b>Community</b>	1.977	.196		10.093	.000	.444 <sup>a</sup>	.197	.195
	.651	.060	.444	10.877	.000			
<b>Integration</b>	1.536	.201		7.659	.000	.471 <sup>a</sup>	.222	.220
	.720	.061	.471	11.743	.000			
<b>Meaning</b>	1.653	.199		8.290	.000	.461 <sup>a</sup>	.213	.211
	.696	.061	.461	11.406	.000			
<b>Control</b>	1.545	.188		8.203	.000	.520 <sup>a</sup>	.270	.269
	.769	.058	.520	13.355	.000			
<b>Activity</b>	1.634	.192		8.508	.000	.483 <sup>a</sup>	.233	.232
	.712	.059	.483	12.121	.000			
<b>Inspiration</b>	1.561	.190		8.223	.000	.524 <sup>a</sup>	.274	.273
	.784	.058	.524	13.494	.000			

Table 4.64 shows that Talent Alignment is a significant predictor of all the dimensions of Organisational Energy. The effects for Existence, Control and Inspiration were large and Community, Integration, Meaning and Activity were with a medium.

## CHAPTER 4: RESULTS

**Table 4-65: Regression Analyses: Talent Acquisition and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Existence</b>	1.794	.184		9.752	.000	.486 <sup>a</sup>	.236	.235
	.690	.057	.486	12.216	.000			
<b>Community</b>	2.063	.190		10.845	.000	.440 <sup>a</sup>	.193	.192
	.628	.058	.440	10.754	.000			
<b>Integration</b>	1.627	.195		8.356	.000	.468 <sup>a</sup>	.219	.217
	.696	.060	.468	11.633	.000			
<b>Meaning</b>	1.754	.194		9.044	.000	.455 <sup>a</sup>	.207	.205
	.669	.060	.455	11.220	.000			
<b>Control</b>	1.700	.185		9.208	.000	.503 <sup>a</sup>	.253	.252
	.725	.057	.503	12.789	.000			
<b>Activity</b>	1.690	.186		9.103	.000	.487 <sup>a</sup>	.237	.236
	.699	.057	.487	12.258	.000			
<b>Inspiration</b>	1.700	.186		9.164	.000	.511 <sup>a</sup>	.261	.260
	.744	.057	.511	13.061	.000			

Table 4.65 shows that Talent Acquisition is a significant predictor of all the dimensions of Organisational Energy. The effects for Control and Inspiration were large and Existence, Community, Integration, Meaning and Activity medium.



## CHAPTER 4: RESULTS

**Table 4-66: Regression Analyses: Talent Review Process and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Existence</b>	1.133	.223		5.074	.000	.509 <sup>a</sup>	.259	.257
	.887	.068	.509	12.971	.000			
<b>Community</b>	1.477	.232		6.366	.000	.457 <sup>a</sup>	.209	.207
	.802	.071	.457	11.290	.000			
<b>Integration</b>	.954	.236		4.033	.000	.491 <sup>a</sup>	.241	.239
	.896	.072	.491	12.373	.000			
<b>Meaning</b>	1.129	.237		4.765	.000	.472 <sup>a</sup>	.223	.222
	.855	.073	.472	11.769	.000			
<b>Control</b>	1.043	.225		4.626	.000	.519 <sup>a</sup>	.269	.268
	.919	.069	.519	13.324	.000			
<b>Activity</b>	1.055	.226		4.664	.000	.503 <sup>a</sup>	.253	.252
	.887	.069	.503	12.802	.000			
<b>Inspiration</b>	1.068	.228		4.689	.000	.519 <sup>a</sup>	.270	.268
	.931	.070	.519	13.344	.000			

Table 4.66 shows that Talent Review Process is a significant predictor of all the dimensions of Organisational Energy. The effects for Existence, Control, Activity and Inspiration were large and Community, Integration and Meaning medium.

## CHAPTER 4: RESULTS

**Table 4-67: Regression Analyses: Talent Responsibility and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE						
<b>Existence</b>						.864 <sup>a</sup>	.747	.747
	.796	.089		8.988	.000			
	.804	.021	.864	37.738	.000			
<b>Community</b>						.791 <sup>a</sup>	.626	.625
	1.119	.108		10.331	.000			
	.742	.026	.791	28.446	.000			
<b>Integration</b>						.807 <sup>a</sup>	.650	.650
	.718	.109		6.595	.000			
	.786	.026	.807	29.982	.000			
<b>Meaning</b>						.846 <sup>a</sup>	.717	.716
	.657	.097		6.797	.000			
	.813	.023	.846	34.904	.000			
<b>Control</b>						.883 <sup>a</sup>	.780	.780
	.693	.084		8.266	.000			
	.834	.020	.883	41.376	.000			
<b>Activity</b>						.805 <sup>a</sup>	.647	.647
	.907	.106		8.591	.000			
	.757	.025	.805	29.776	.000			
<b>Inspiration</b>						.841 <sup>a</sup>	.708	.707
	.875	.098		8.951	.000			
	.805	.024	.841	34.168	.000			

Table 6.67 is a practically significantly predictor of all the dimensions of Organisational Energy with a large effect.

## CHAPTER 4: RESULTS

**Table 4-68: Regression Analyses: Talent Resources and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE						
<b>Existence</b>	1.860	.190		9.798	.000	.463 <sup>a</sup>	.214	.213
	.676	.059	.463	11.470	.000			
<b>Community</b>	2.029	.193		10.498	.000	.440 <sup>a</sup>	.193	.192
	.645	.060	.440	10.762	.000			
<b>Integration</b>	1.566	.197		7.941	.000	.473 <sup>a</sup>	.224	.222
	.721	.061	.473	11.795	.000			
<b>Meaning</b>	1.687	.196		8.594	.000	.462 <sup>a</sup>	.213	.211
	.696	.061	.462	11.421	.000			
<b>Control</b>	1.670	.188		8.904	.000	.502 <sup>a</sup>	.252	.251
	.741	.058	.502	12.747	.000			
<b>Activity</b>	1.539	.185		8.295	.000	.512 <sup>a</sup>	.262	.261
	.754	.058	.512	13.100	.000			
<b>Inspiration</b>	1.750	.191		9.165	.000	.492 <sup>a</sup>	.242	.241
	.735	.059	.492	12.408	.000			

Table 4.68 shows that Talent Review Process is a significant predictor of all the dimensions of Organisational Energy. The effects for Control and Activity were large and Existence, Community, Integration, Meaning and Inspiration medium.

## CHAPTER 4: RESULTS

**Table 4-69: Regression Analyses: Talent Culture and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Existence</b>	1.410	.190		7.436	.000	.535 <sup>a</sup>	.286	.284
	.797	.057	.535	13.890	.000			
<b>Community</b>	1.600	.195		8.224	.000	.507 <sup>a</sup>	.257	.255
	.761	.059	.507	12.926	.000			
<b>Integration</b>	1.205	.200		6.012	.000	.522 <sup>a</sup>	.272	.271
	.814	.061	.522	13.434	.000			
<b>Meaning</b>	1.205	.196		6.148	.000	.536 <sup>a</sup>	.288	.286
	.828	.059	.536	13.948	.000			
<b>Control</b>	1.342	.191		7.020	.000	.544 <sup>a</sup>	.296	.294
	.823	.058	.544	14.228	.000			
<b>Activity</b>	1.235	.189		6.522	.000	.549 <sup>a</sup>	.302	.300
	.828	.057	.549	14.451	.000			
<b>Inspiration</b>	1.279	.190		6.719	.000	.563 <sup>a</sup>	.317	.316
	.862	.058	.563	14.960	.000			

Table 6.69 shows that Talent Culture is practically significantly predictor of all the dimensions of Organisational Energy with a large effect.

## CHAPTER 4: RESULTS

**Table 4-70: Regression Analyses: Talent Results and ESP Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE						
<b>Existence</b>			<b>Beta</b>			.494 <sup>a</sup>	.244	.242
	1.518	.202		7.517	.000			
<b>Community</b>	.778	.062	.494	12.467	.000	.436 <sup>a</sup>	.190	.188
	1.866	.210	8.874	.000				
<b>Integration</b>	.691	.065	.436	10.633	.000	.466 <sup>a</sup>	.217	.215
	1.397	.215	6.500	.000				
<b>Meaning</b>	.769	.066	.466	11.565	.000	.446 <sup>a</sup>	.199	.198
	1.564	.215	7.271	.000				
<b>Control</b>	.730	.067	.446	10.955	.000	.484 <sup>a</sup>	.234	.232
	1.546	.206	7.495	.000				
<b>Activity</b>	.774	.064	.484	12.136	.000	.480 <sup>a</sup>	.230	.229
	1.483	.206	7.214	.000				
<b>Inspiration</b>	.765	.064	.480	12.026	.000	.462 <sup>a</sup>	.213	.211
	1.684	.212	7.943	.000				
	.750	.066	.462	11.423	.000			

Table 4.70 shows that Talent Results are a practical significant predictor of all the dimensions of Organisational Energy with a medium effect.

The above results confirm alternative Hypotheses H<sub>a</sub> 1.1 to H<sub>a</sub> 1.56.

## CHAPTER 4: RESULTS

### 4.3.2 Hypothesis 2: Talent Mindset and Work Wellness

**H<sub>0</sub> 2:** There is no significant relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 2:** There is a significant positive relationship between Talent Mindset and Work Wellness.

**Table 4-71: Regression Analysis between Talent Mindset and Work Wellness**

Model	Unstandardised		Standardised	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	Coefficients		Coefficients					
	B	SE	Beta			.431 <sup>a</sup>	.186	.184
(Constant)	2.472	.224		11.050	.000			
Work Wellness	.722	.069	.431	10.458	.000			

From Table 4.71 it is evident that Talent Mindset is a significant predictor of Work Wellness ( $r_{(df = 485; p < 0.001)} = .431$ , medium effect).

The above results confirm the alternative Hypothesis 2.

The results relating to the sub-hypotheses for Hypotheses are reported next.

#### 4.3.2.1 Results of Sub-Hypotheses relating to Hypothesis 2

## CHAPTER 4: RESULTS

**Table 4-72: Regression Analysis: Executive Commitment and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.362 <sup>a</sup>	.131	.129
	2.451	.237		10.363	.000			
	.609	.071	.362	8.523	.000			
<b>Cognitive Liveliness</b>						.361 <sup>a</sup>	.131	.129
	2.691	.238		11.316	.000			
	.612	.072	.361	8.507	.000			
<b>Emotional Energy</b>						.340 <sup>a</sup>	.116	.114
	3.456	.236		14.652	.000			
	.568	.071	.340	7.958	.000			

Table 4.72 shows that Executive Commitment is a significant predictor of all the dimensions of Work Wellness. All the effects were medium.

**Table 4-73: Regression Analysis: Talent Alignment and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.301 <sup>a</sup>	.090	.088
	2.956	.218		13.549	.000			
	.461	.067	.301	6.911	.000			
<b>Cognitive Liveliness</b>						.316 <sup>a</sup>	.100	.098
	3.122	.218		14.351	.000			
	.487	.067	.316	7.315	.000			
<b>Emotional Energy</b>						.265 <sup>a</sup>	.070	.069
	4.010	.218		18.432	.000			
	.402	.067	.265	6.052	.000			

Table 4.73 shows that Talent Alignment is a significant predictor of all the dimensions of Work Wellness. The effects for Physical strength and Cognitive liveliness were medium and Emotional energy small.

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**Table 4-74: Regression Analysis: Talent Acquisition and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.330 <sup>a</sup>	.109	.107
	2.870	.209		13.756	.000			
	.492	.064	.330	7.674	.000			
<b>Cognitive Liveliness</b>						.307 <sup>a</sup>	.094	.092
	3.216	.211		15.207	.000			
	.460	.065	.307	7.079	.000			
<b>Emotional Energy</b>						.272 <sup>a</sup>	.074	.072
	4.023	.210		19.116	.000			
	.401	.065	.272	6.206	.000			

Table 4.74 shows that Talent Acquisition is a significant predictor of all the dimensions of Work Wellness. The effects for Physical strength and Cognitive liveliness were medium and Emotional energy small.

**Table 4-75: Regression Analysis: Talent Responsibility and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.500 <sup>a</sup>	.250	.249
	2.487	.160		15.493	.000			
	.489	.039	.500	12.668	.000			
<b>Cognitive Liveliness</b>						.468 <sup>a</sup>	.219	.218
	2.849	.164		17.335	.000			
	.461	.040	.468	11.631	.000			
<b>Emotional Energy</b>						.397 <sup>a</sup>	.158	.156
	3.770	.168		22.464	.000			
	.384	.040	.397	9.509	.000			



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Table 4.75 shows that Talent Responsibility is a significant predictor of all the dimensions of Work Wellness. The effect for Physical strength was large and for Cognitive liveliness and Emotional Energy was small.

**Table 4-76: Regression Analysis: Talent Resources and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.314 <sup>a</sup>	.099	.097
	2.922	.213		13.737	.000			
	.479	.066	.314	7.262	.000			
<b>Cognitive Liveliness</b>						.299 <sup>a</sup>	.089	.088
	3.229	.215		14.997	.000			
	.459	.067	.299	6.881	.000			
<b>Emotional Energy</b>						.272 <sup>a</sup>	.074	.072
	3.999	.214		18.708	.000			
	.412	.066	.272	6.221	.000			

Table 4.76 shows that Talent Resources is a significant predictor of all the dimensions of Work Wellness. The effect for Physical strength was medium and for Cognitive liveliness and Emotional Energy was small.

**Table 4-77: Regression Analysis: Talent Culture and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.328 <sup>a</sup>	.108	.106
	2.772	.222		12.461	.000			
	.512	.067	.328	7.619	.000			
<b>Cognitive Liveliness</b>						.342 <sup>a</sup>	.117	.115
	2.940	.223		13.206	.000			
	.538	.067	.342	7.979	.000			
<b>Emotional Energy</b>						.297 <sup>a</sup>	.088	.086
	3.808	.223		17.113	.000			
	.460	.067	.297	6.837	.000			

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Table 4.77 shows that Talent Culture is a significant predictor of all the dimensions of Work Wellness. The effects for Physical Strength and Cognitive liveliness were medium and Emotional Energy was small.

**Table 4-78: Regression Analysis: Talent Results and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.285 <sup>a</sup>	.081	.079
	2.939	.233		12.604	.000			
	.469	.072	.285	6.510	.000			
<b>Cognitive Liveliness</b>						.324 <sup>a</sup>	.105	.103
	2.969	.232		12.814	.000			
	.538	.072	.324	7.515	.000			
<b>Emotional Energy</b>						.263 <sup>a</sup>	.069	.067
	3.927	.233		16.881	.000			
	.432	.072	.263	6.001	.000			

Table 4.78 shows that Talent Results is a significant predictor of all the dimensions of Work Wellness. The effects for Physical Strength and Emotional Energy were medium and Cognitive Liveliness was small.

The above results confirm the alternative Hypotheses H<sub>a</sub> 2.1 to H<sub>a</sub> 2.24

### 4.3.2.2 Hypothesis 3

**H<sub>a</sub> 3:** There is a positive relationship between Organisational Energy and Work Wellness.

**H<sub>0</sub> 3:** There is no relationship between Organisational Energy and Work Wellness.

The result of the regression analysis between Organisational Energy (Independent Variable) and Work Wellness (Dependent Variable) is reported in Table 4.79.

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**Table 4-79: Regression Analysis between Organisational Energy and Work Wellness**

Model	Unstandardised		Standardised	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	Coefficients		Coefficients					
	B	SE	Beta			.544 <sup>a</sup>	.296	.294
(Constant)	2.717	.150		18.052	.000			
Organisational Energy	.519	.037	.544	14.145	.000			

From Table 4.79 it is evident that Organisational Energy is a statistically significant predictor of Work Wellness ( $r_{(df = 485; p < 0.001)} = .544$ , large effect).

The above results confirm alternative Hypothesis 3.

### 4.3.2.3 Results of Sub-Hypotheses relating to Hypothesis 3

**Table 4-80: Regression Analysis: Existence and Work Wellness Dimensions**

Model	Unstandardised		Standardised	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	Coefficients		Coefficients					
	B	SE	Beta					
<b>Physical Energy</b>						.471 <sup>a</sup>	.222	.221
	2.443	.176		13.895	.000			
<b>Cognitive Liveliness</b>	.496	.042	.471	11.714	.000			
	2.776	.179		15.534	.000	.449 <sup>a</sup>	.202	.200
<b>Emotional Energy</b>	.475	.043	.449	11.029	.000			
	3.584	.179		20.039	.000	.412 <sup>a</sup>	.170	.168
	.428	.043	.412	9.930	.000			

Table 4.80 shows that Existence is a significant predictor of all the dimensions of Work Wellness. The effects were medium for all the dimensions.

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**Table 4-81: Regression Analysis: Community and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.454 <sup>a</sup>	.206	.205
	2.497	.179		13.934	.000			
	.474	.042	.454	11.187	.000			
<b>Cognitive Liveliness</b>						.428 <sup>a</sup>	.183	.181
	2.848	.182		15.609	.000			
	.449	.043	.428	10.390	.000			
<b>Emotional Energy</b>						.442 <sup>a</sup>	.195	.194
	3.440	.178		19.316	.000			
	.456	.042	.442	10.829	.000			

Table 4.81 shows that Community is a significant predictor of all the dimensions of Work Wellness. All the effects were medium.

**Table 4-82: Regression Analysis: Control and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.477 <sup>a</sup>	.227	.226
	2.453	.173		14.152	.000			
	.494	.042	.477	11.887	.000			
<b>Cognitive Liveliness</b>						.451 <sup>a</sup>	.203	.201
	2.802	.176		15.880	.000			
	.469	.042	.451	11.071	.000			
<b>Emotional Energy</b>						.390 <sup>a</sup>	.152	.150
	3.706	.178		20.762	.000			
	.398	.043	.390	9.300	.000			

Table 4.82 shows that Control is a significant predictor of all the dimensions of Work Wellness. All the effects were medium.

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**Table 4-83: Regression Analysis between Activity and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.452 <sup>a</sup>	.205	.203
	2.585	.173		14.978	.000			
	.470	.042	.452	11.120	.000			
<b>Cognitive Liveliness</b>						.411 <sup>a</sup>	.169	.167
	2.989	.177		16.868	.000			
	.430	.043	.411	9.900	.000			
<b>Emotional Energy</b>						.394 <sup>a</sup>	.155	.153
	3.709	.176		21.116	.000			
	.405	.043	.394	9.408	.000			

Table 4.83 shows that Activity is a significant predictor of all the dimensions of Work Wellness. All the effects were medium.

**Table 4-84: Regression Analysis between Inspiration and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.535 <sup>a</sup>	.286	.285
	2.201	.167		13.204	.000			
	.546	.039	.535	13.877	.000			
<b>Cognitive Liveliness</b>						.510 <sup>a</sup>	.261	.259
	2.540	.170		14.907	.000			
	.524	.040	.510	13.018	.000			
<b>Emotional Energy</b>						.470 <sup>a</sup>	.221	.220
	3.356	.172		19.486	.000			
	.476	.041	.470	11.701	.000			

Table 4.84 shows that Inspiration is a significant predictor of all the dimensions of Work Wellness. The effects for Physical Strength and Emotional Energy were large and Cognitive Liveliness was medium.

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**Table 4-85: Regression Analysis between Integration and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	P	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.433 <sup>a</sup>	.188	.186
	2.755	.166		16.604	.000			
	.434	.041	.433	10.548	.000			
<b>Cognitive Liveliness</b>						.430 <sup>a</sup>	.184	.183
	3.007	.167		17.984	.000			
	.434	.042	.430	10.442	.000			
<b>Emotional Energy</b>						.399 <sup>a</sup>	.160	.158
	3.770	.167		22.609	.000			
	.397	.041	.399	9.577	.000			

Table 4.85 shows that Integration is a significant predictor of all the dimensions of Work Wellness. All the effects were medium.

**Table 4-86: Regression Analysis between Meaning and Work Wellness Dimensions**

Model	Unstandardised Coefficients		Standardised Coefficients	t	p	R	R <sup>2</sup>	ΔR <sup>2</sup>
	B	SE	Beta					
<b>Physical Energy</b>						.438 <sup>a</sup>	.192	.190
	2.691	.170		15.851	.000			
	.446	.042	.438	10.664	.000			
<b>Cognitive Liveliness</b>						.450 <sup>a</sup>	.203	.201
	2.880	.169		17.017	.000			
	.462	.042	.450	11.063	.000			
<b>Emotional Energy</b>						.395 <sup>a</sup>	.156	.154
	3.747	.171		21.886	.000			
	.398	.042	.395	9.432	.000			

Table 4.86 shows that Meaning is a significant predictor of all the dimensions of Work Wellness. All the effects were medium.

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The above results confirm the alternative sub-Hypotheses  $H_a$  3.1 to  $H_a$  3.21.

A standard multiple regression analysis was performed to determine whether organisational energy mediates the relationship between talent mindset and work wellness.

### 4.3.2.4 Hypothesis 4

**$H_0$  4:** Organisational Energy does not mediate the relationship between Talent Mindset and Work Wellness.

**$H_a$  4:** Organisational Energy mediates the relationship between Talent Mindset and Work Wellness.

The results of multiple regression analyses with talent mindset and organisational energy as independent variables, and the interaction between these variables (to test for mediating effects), and work wellness are reported in Table 4.87. (Note: All the independent variables were left out). In the model 1 and 2, the effects of the independent variables were entered, while in the second model the interaction term was also entered.

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**Table 4-87: Regression Analysis – Talent Mindset, Organisational Energy and Work Wellness**

Model	Unstandardised		Standardised	<i>T</i>	<i>p</i>	<i>R</i>	<i>R</i> <sup>2</sup>	$\Delta R^2$
	Coefficients		Coefficients					
	B	SE	Beta					
Summary								
(Constant)	2.472	.224		11.050	.000	.431 <sup>a</sup>	.186	.184
Talent Mindset	.722	.069	.431	10.458	.000			
Summary								
(Constant)	2.337	.208		11.245	.000	.553 <sup>a</sup>	.306	.303
Talent Mindset	.216	.082	.129	2.629	.009			
Organisational Energy	.441	.047	.463	9.408	.000			
Summary								
(Constant)	2.116	.483		4.379	.000			
Talent Mindset	.289	.165	.173	1.748	.081	.554 <sup>a</sup>	.306	.302
Organisational Energy	.508	.140	.533	3.634	.000			
Work Wellness	-.021	.041	-.105	-.507	.613			

From Table 4.87 it is evident that talent mindset explains 18.6% of the variance in work wellness. Talent mindset and organisational energy combined explain 30.6% of the variance in work wellness. However, adding the interaction of talent mindset and organisational energy in the multiple regression analyses did not result in a significant increase in the explained percentage of variance in work wellness, in spite of the significant effect of organisational energy. One can therefore conclude that organisational energy mediates the relationship between talent mindset and work wellness. Therefore, based on the above findings, the hypothesis was accepted.



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In conjunction with the factor analysis discussed in the previous section, the analysis of variance was performed on the data set to determine the significance in the difference between means. This is done to determine differences between individuals within groups and to identify variance due to differences between groups. The tests that play a role in analysing of variance and testing the hypothesis are the ANOVA (one-way analysis of variance) and MANOVA (multivariate analysis of variance).

- ANOVA (one-way analysis of variance) calculations for the one way fixed factor analysis. ANOVA makes use of squared deviations where each factor, a mean and the value that deviates from the mean is calculated. A grand mean is calculated for all the means and the total deviation is the sum of the squared differences between each data point and the overall mean. In the ANOVA, a F-ratio is calculated by calculating the variance between-groups and within-groups. If the null hypothesis is true, the F-ratio will be close to 1.
- MANOVA (multivariate analysis of variance) is conducted when there is more than one dependent and independent variable. MANOVA can be defined as the multivariate extension for the univariate techniques for assessing the difference between mean groups (Hair, Black, Babin, Anderson & Tarham, 2007).

For the purpose of Hypotheses 5 to 7 it was decided to set both null and alternative hypotheses due to the inconclusive results in the literature. The three hypotheses are related to research objectives 5, 6 and 7 of this study. The research hypotheses are presented below.

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### 4.3.2.5 Hypotheses 5: Talent Mindset and Background Variables

**H<sub>0</sub> 5:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, tenure).

**H<sub>a</sub> 5:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, tenure).

Table 4.88 reports on the relationship between the biographical variables and the TMI dimensions.

**Table 4-88: MANOVA's: Biographical variables and the TMI dimensions**

	Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Gender	.974	1.598 <sup>b</sup>	8.000	473.000	.123	.026
Home Language	.965	1.063 <sup>b</sup>	16.000	948.000	.386	.018
Ethnicity	.950	1.033	24.000	1375.345	.419	.017
Age	.909	1.827	24.000	1308.638	.009*	.031
Job Level	.975	1.520 <sup>b</sup>	8.000	473.000	.148	.025
Years in Company	.948	1.532 <sup>b</sup>	16.000	908.000	.082	.026
Tenure	.976	1.430 <sup>b</sup>	8.000	471.000	.181	.024

The results in Table 4.88 shows that significant differences exist between the respondents' perceptions of Talent Mindset based on their age.

- The Wilks' Lambda for age is equal to 0.909 [ $F(24, 1308.638) = 1.827, p \leq 0.05$ ]. Analysis of each dependent variable, using a Bonferroni adjusted alpha level of 0,025, showed that the age groups differ in terms of Talent Acquisition ( $F_{(4, 485)} = 3.834, p \leq 0,05, \text{partial } \eta^2 = .024$ ) and Talent Resources ( $F_{(4, 485)} = 2.838, p \leq 0,05, \text{partial } \eta^2 =$

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.018). Further post hoc analysis revealed that employees aged between 20 to 29 years and 40 to 49 years experienced lower levels of talent acquisition of employees aged 50 years and older. The effect however was small. In addition the results also showed that employees aged 50 years and older experienced a higher level of Talent Resources compared to employees aged between 20 to 29 years and 40 to 49 years.

### 4.3.2.6 Hypothesis 6: Organisational Energy and Background Variables

**H<sub>0</sub> 6:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, tenure).

**H<sub>a</sub> 6:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, tenure).

ANOVAs were conducted to test for Hypothesis 6. The results are reported in Table 4.89 below.

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**Table 4-89: ANOVA: Biographical variables and ESP**

	Sum of Squares	df	Mean Square	F	Sig.
<b>Gender</b>					
Between Groups	31.267	161	.194	.912	.744
Within Groups	67.313	316	.213		
Total	98.579	477			
<b>Home Language</b>					
Between Groups	96.495	161	.599	.958	.617
Within Groups	198.952	318	.626		
Total	295.448	479			
<b>Race</b>					
Between Groups	250.590	161	1.556	1.149	.150
Within Groups	432.200	319	1.355		
Total	682.790	480			
<b>Age</b>					
Between Groups	181.372	158	1.148	.881	.814
Within Groups	389.754	299	1.304		
Total	571.127	457			
<b>Job level</b>					
Between Groups	58.930	161	.366	.733	.986
Within Groups	157.689	316	.499		
Total	216.619	477			
<b>Years in company</b>					
Between Groups	79.375	160	.496	.785	.956
Within Groups	188.962	299	.632		
Total	268.337	459			
<b>Tenure</b>					
Between Groups	25.429	161	.158	.919	.725
Within Groups	53.966	314	.172		
Total	79.395	475			

From Table 4.89 it is evident that there is no statistically significant difference between organisational energy and the different biographical variables. The null hypothesis and the sub-hypotheses relating to the integrative null hypotheses are accepted.

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Next a Manova Analysis was done to provide a summary of the significant results obtained for the biographical information and the dimensions of Work Wellness.

### 4.3.2.7 Hypothesis 7: Work Wellness and Background Variables

**H<sub>0</sub> 7:** There is no significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, tenure).

**H<sub>a</sub> 7:** There is a significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, tenure).

**Table 4-90: MANOVA: Biographical variables and SMVM**

	Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Gender	.958	6.965 <sup>b</sup>	3.000	475.000	.000*	.042
Home Language	.987	1.036 <sup>b</sup>	6.000	952.000	.400	.006
Ethnicity	.966	1.855	9.000	1158.610	.055	.012
Age	.981	.953	9.000	1102.634	.478	.006
Job Level	.990	1.653 <sup>b</sup>	3.000	475.000	.176	.010
Years in Company	.995	.347 <sup>b</sup>	6.000	912.000	.912	.002
Tenure	.995	.863 <sup>b</sup>	3.000	473.000	.460	.005

From the Manova Analyses in Table 4.90 it is evident that statistically significant difference exists between gender and the Work Wellness dimensions.

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The Wilks' Lambda for gender is equal to 0.958 [ $F(3, 475) = 6.965, p \leq 0.05$ ]. Analysis of each dependent variable, using a Bonferroni adjusted alpha level of 0,025, showed that the age groups differ in terms of Physical Energy ( $F_{(4, 485)} = 6.410, p \leq 0,05$ , partial  $\eta^2 = .013$ ) and Cognitive Liveliness ( $F_{(4, 485)} = 10.617, p \leq 0,05$ , partial  $\eta^2 = .022$ ). Further post-hoc analyses revealed no significant differences between the gender groups.

### 4.4 CONCLUSION

The results of various statistical procedures were analysed, reported and various observations were made in this chapter. The results of descriptive statistics, one-way ANOVA, multivariate tests and MANOVA's of the TMI, ESP and SMVM were discussed.

The results of this chapter indicate that there are some significant differences between the different variable of the TMI, ESP and SMVM and chapter 5 will now focus on an interpretation and discussion of the results of this chapter. The results will also be integrated with the existing literature reported in Chapter 2, in order to increase the understanding of the concepts of talent mindset, organisational energy and work wellness.

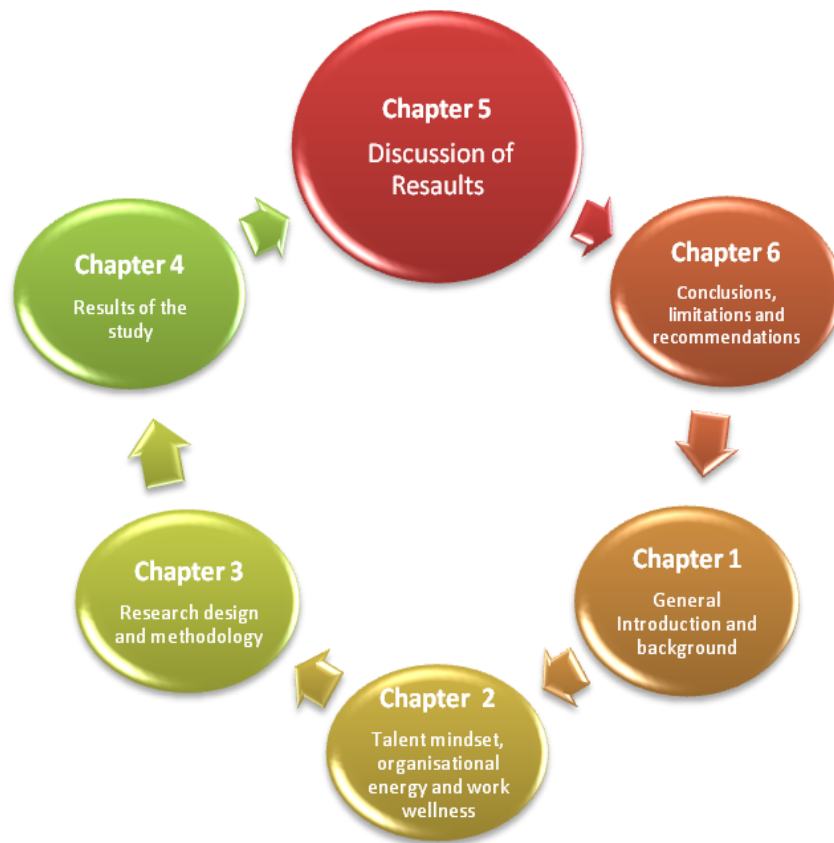
## CHAPTER 5: DISCUSSION OF RESULTS

### Chapter 5:DISCUSSION OF RESULTS

#### 5.1 INTRODUCTION

Chapter 4 documented and explained the results of the various statistical procedures conducted to compile the results which were reported in the form of descriptive statistics, factor analysis, confirmatory factor analysis and co-variances. This chapter will provide an interpretation and discussion of the results of the literature review as well as the empirical evidence.

Figure 5-1: Chapter 5 in Context



## CHAPTER 5: DISCUSSION OF RESULTS

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### 5.2 KEY EMPIRICAL FINDINGS

The empirical findings are discussed according to the analysis methodology utilised in Chapter four. Phase One will deal with the descriptive statistics, confirmatory factor analysis and reliability analysis. Phase Two deals with the results of the testing of the hypotheses.

#### 5.2.1 Phase One: Empirical findings

Phase One of the statistical procedure will be discussed next. This includes the descriptive statistics, factor analysis and reliability analysis.

##### 5.2.1.1 Descriptive statistics of the TMI

The TMI indicated that most item distributions had a close to normal distribution as the means, standard deviations, skewness and kurtosis were relatively close to one another. This indicates that the theoretical distribution of the scores are symmetrical and that half the scores fall below that value and half are above that value (Kerlinger & Lee, 2000). The mean scores of the Talent Mindset sub-scales indicated that the Talent Management practices in the organisations are moderately applied. This is in line with previous findings of that Talent Management Practices in South African organisations seem to be fairly to moderately applied (see Barkhuizen & Veldman, 2012; Combrinck, Stanz & Barkhuizen, 2012; Du Plessis, Stanz & Barkhuizen, 2010; Stanz, Barkhuizen & Welby-Cooke, 2012; Theron & Barkhuizen, 2012).

##### 5.2.1.2 Factor analysis of the TMI

Confirmatory Factor analyses were conducted on the 28 items of the TMI in order to determine the underlying factor structure of the questionnaire. The confirmatory factor analyses showed that eight factors can be identified for the TMI. These results are in contrast with previous research in South Africa which only found one underlying factor for the TMI (see Barkhuizen & Veldman, 2012; Du Plessis et al, 2010; Stanz et al. 2012). These studies however made use of small sample sizes which can explain the one factor.



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A second order factor analysis was conducted on the Talent Mindset Index. Exploratory factor analysis using the Principal Component Method was performed on the eight factors as shown above. All eight dimensions loaded onto one factor and explained 67.424% of the variance. The factor loadings were acceptable.

### 5.2.1.3 Reliability of the TMI

Reliability analysis is explained by Field (2005) as determining the consistency in the measurement due to the fact that a scale should consistently reflect the construct it is measuring. The Cronbach Alpha Coefficient is used to give a measure of internal reliability of the instruments and to determine whether the results are reputable. As explained in Chapter four, a Cronbach Alpha Coefficient of 0.07 or higher is considered to be acceptable (Gliem & Clien, 2003).

The reliability analysis of the TMI indicates that a total of 485 responses were included in the analysis of which none of the responses were excluded from the factor analysis. It further depicts the reliability statistics from the mentioned reliability analysis and indicates a Cronbach Alpha Coefficient of 0.960 from 28 items. The iterative item reliability analysis of the TMI revealed a Cronbach Alpha Coefficient of between 0.958 and 0.960 which means that the correlations between the items are acceptable and thus reliable. The reliabilities of the sub-scales are briefly indicated below.

- Executive Commitment. Cronbach Coefficient Alpha = 0.829
- Talent Alignment. Cronbach Coefficient Alpha = 0.716.
- Talent Acquisition. Cronbach Coefficient Alpha = 0.821.
- Talent Review Process. Cronbach Coefficient Alpha = 0.853.
- Talent Responsibility. Cronbach Coefficient Alpha = 0.790.
- Talent Resources. Cronbach Coefficient Alpha = 0.845.

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- Talent Culture. Cronbach Coefficient Alpha = 0.841.
- Talent Results. Cronbach Coefficient Alpha = 0.710.

The Cronbach Alpha coefficient indicates that the scale have acceptable reliability and can consistently measure the particular dimensions of the magnitude it is designed to measure. In other words, the measuring instrument is capable of consistently reflecting the same underlying constructs. Furthermore, it indicates a high degree of homogeneity between the questionnaire items. In line with previous studies (see Barkhuizen & Veldman, 2012; Combrinck et al., 2012; Du Plessis et al., 2010; Stanz et al., 2012) the above results show that the Talent Mindset Index is a reliable measure to use in the South Africa context.

### 5.2.2 Results of the ESP

#### 5.2.2.1 Descriptive Statistics of the ESP

Inspection of the Organisational Energy Scores showed that employees perceive that there is a high level of energy in the organisation. This means that the organisation enables employees to experience a sense of existence, community, integration, meaning, control, activity and inspiration in their work environment. This is a new finding for the adapted version of the ESP Profile in the South African context. More research and especially mixed method research using interviews can be used in future to explain these results.

#### 5.2.2.2 Factor Analyses of the ESP

The Confirmatory Factor Analyses confirmed that a one-factor solution is superior to a seven-factor solution for the ESP. The results are in line with the study of Derman et al. (2011) who found a one factor solution for the longer version of the ESP.

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### 5.2.2.3 Reliability of the ESP

The reliability analyses showed a Cronbach Alpha Coefficient of 0.979 from 35 items which indicates excellent reliability. The reliabilities of the sub-scales varied from 0.871 to 0.908 which also indicated excellent reliability.

- Existence. Cronbach Coefficient Alpha = 0.857
- Activity. Cronbach Coefficient Alpha = 0.894.
- Control. Cronbach Coefficient Alpha = 0.865.
- Community. Cronbach Coefficient Alpha = 0.875.
- Meaning. Cronbach Coefficient Alpha = 0.871.
- Integration. Cronbach Coefficient Alpha = 0.908.
- Inspiration. Cronbach Coefficient Alpha = 0.878.

The results thus showed that the ESP is capable of consistently reflecting the same underlying constructs. Furthermore, it indicates a high degree of homogeneity between the questionnaire items.

### 5.2.3 Results of the SMVM

#### 5.2.3.1 Descriptive Statistics of the SMVM

The results showed that overall employees experienced moderate levels of work wellness. The respondents had average scores for Physical and Cognitive Energy and high levels of Emotional Energy. This is a new finding for the SMVM. More research and especially mixed method research using interviews can be used in future to explain these results.

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### 5.2.3.2 Factor Analyses of the SMVM

The Confirmatory Factor Analysis showed a three factor solution for the SMVM. The results are in line with Armon et al (2008). The second order factor analysis showed that all three dimensions loaded onto one factor and explained 76.021 % of the variance.

### 5.2.3.3 Reliability of the SMVM

The reliability analyses showed a Cronbach Alpha Coefficient of 0.945 from 12 items which indicates excellent reliability. The reliabilities of the sub-scales varied from 0.881 to 0,941 which also indicated excellent reliability.

- Physical Strength. Cronbach Coefficient Alpha = 0.941
- Cognitive Liveliness. Cronbach Coefficient Alpha = 0.881.
- Emotional Energy. Cronbach Coefficient Alpha = 0.937.

The results are in line with previous research that confirmed the reliability of the SMVM (see Armon et al., 2008; Shirom, 2003a, Viviers, 2010).

### 5.2.4 Conclusion: Phase One

From the statistical findings it indicates that the TMI is a good fit for an eight factor model as per the results of the co-variance. The same is true for the ESP that showed a good fit for a 1 factor model. However, for the SMVM it initially indicated that there is a good fit for the 3 factor model and a further factor analysis was performed on a 1 factor model. The results showed a poor fit for the 1 factor model and therefore it was decided to use the 3 factor model for the SMVM. All the measurements showed acceptable reliabilities. The Talent Mindset of Leaders as well as the levels of work wellness was found to be moderately whereas the levels of organisational energy were found to be high.

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The results of the hypotheses are discussed next.

### 5.3 PHASE TWO: RESULTS RELATING TO THE HYPOTHESES

For purposes of this study seven integrative hypotheses with sub-hypotheses were formalised based on the objectives of this research.

**H<sub>0</sub> 1:** There is no significant relationship between Talent Mindset and Organisational Energy.

**H<sub>a</sub> 1:** There is a significant positive relationship between Talent Mindset and Organisational Energy.

**H<sub>0</sub> 2:** There is no significant relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 2:** There is a significant positive relationship between Talent Mindset and Work Wellness.

**H<sub>0</sub> 3:** There is no significant relationship between Organisational Energy and Work Wellness.

**H<sub>a</sub> 3:** There is a significant positive relationship between Organisational Energy and Work Wellness.

**H<sub>0</sub> 4:** Organisational Energy does not mediate the relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 4:** Organisational Energy mediates the relationship between Talent Mindset and Work Wellness.

**H<sub>0</sub> 5:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, tenure, years employed in the organisation).

**H<sub>a</sub> 5:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, tenure, years employed in the organisation).

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**H<sub>0</sub> 6:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 6:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, tenure, years employed in the organisation).

**H<sub>0</sub> 7:** There is no significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, tenure, years employed in the organisation).

**H<sub>a</sub> 7:** There is a significant difference between the respondents Work Wellness based on their biographical characteristics (gender, language, race, age, job level, tenure, years employed in the organisation).

### 5.3.1 Hypothesis 1: Talent Mindset and Organisational Energy

**H<sub>0</sub> 1:** There is no significant relationship between Talent Mindset and Organisational Energy.

**H<sub>a</sub> 1:** There is a significant positive relationship between Talent Mindset and Organisational Energy.

According to the regression analysis conducted, it indicated that talent mindset overall is a significant predictor of organisational energy. The regression analyses showed a positive relationship between talent mindset and organisational energy. This means that the more positive employees perceive the Talent Mindset of Leaders in the organisation, the higher the level of perceived organisational energy will be. The effect was medium which can be explained by the fact that the respondents perceived that the Talent Management Practices were only moderately applied in the organisation. The correlation analyses showed that all the dimensions of Talent Mindset were positively related to all the dimensions of organisational energy.

## CHAPTER 5: DISCUSSION OF RESULTS

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These findings support the research conducted by Bruch and Ghosal (2003) that indicated the important role that the leadership of organisations play in shaping and creating energetic organisations. Other researcher work (as explored in chapter 2) like Burke (2001), McArdle and Ramerman, (2008) and Morton (2008), all found in some form or another that the manner in which leaders of organisations manage and value their employees talent and their contribution to the success of the organisations, will inevitably contribute to the level of energy within the organisation.

### 5.3.2 Hypothesis 2: Talent Mindset and Work Wellness

**H<sub>0</sub> 2:** There is no significant relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 2:** There is a significant positive relationship between Talent Mindset and Work Wellness.

The results showed that Talent Mindset and its dimensions are significant predictors of Work Wellness and its dimensions. The regression analyses showed a positive relationship between talent mindset and work wellness. This means that the more positive employees perceive the Talent Mindset of Leaders in the organisation, the higher the level work wellness will be. The effect was medium which can be explained by the fact that the respondents perceived that the Talent Management Practices were only moderately applied in the organisation. These findings are in line with Schiuma et al (2007) who mentioned that managing talent and organisational energy means managing the source of energy dynamics that creates a thriving work environment in which individuals can express both a sense of vitality and a sense of learning at work, contributing to their overall well-being.

### 5.3.3 Hypothesis 3: Organisational and Work Wellness

**H<sub>0</sub> 3:** There is no significant relationship between Organisational Energy and Work Wellness.

**H<sub>a</sub> 3:** There is a significant positive relationship between Organisational Energy and Work Wellness.

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The results showed that Organisational energy and its dimensions are significant predictors of work wellness. The regression analyses showed a positive relationship between organisational energy and work wellness. This means the higher level of organisational energy the higher the levels of work wellness. The effect was large. This can be explained by the fact that the perceived level of organisational energy was high.

Schiuma, Mason and Kennerly (2007) state that energy is a fundamental component of motivation and that energy will predict whether an individual will achieve performance results. Bruch and Ghoshal (2003) further state that individual energy, especially the leaders influences on the organisational energy and the energy state of the organisation, affects the energy of the individuals and thus their performance that contributes to their state of well-being.

### 5.3.4 Hypothesis 4: Talent Mindset, Organisational Energy, Work Wellness

**H<sub>0</sub> 4:** Organisational Energy does not mediate the relationship between Talent Mindset and Work Wellness.

**H<sub>a</sub> 4:** Organisational Energy mediates the relationship between Talent Mindset and Work Wellness.

According to the multiple regression analysis conducted, it indicated that organisational wellness mediates the relationship between talent mindset and work wellness. This means that Talent Mindset enhances the Organisational Energy and in turn the work wellness of employees.

The latest research suggests that wellness is an extremely powerful element that can play a significant role in employee engagement, organisational productivity, talent retention, and creativity and innovation. Therefore organisations can improve their effectiveness significantly by addressing the wellness shortfall with a strategic whole-systems approach by



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looking at talent retention, engagement and how it influences organisational performance (Dornan 2010).

### 5.3.5 Hypothesis 5: Talent Mindset and Background Variables

**H<sub>0</sub> 5:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 5:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

The results of the Manova Analyses showed that the age groups differ in terms of Talent Acquisition and Talent Resources. Further post hoc analysis revealed that employees aged between 20 to 29 years and 40 to 49 years experienced lower levels of talent acquisition of employees aged 50 years and older. The effect however was small. In addition the results also showed that employees aged 50 years and older experienced a higher level of Talent Resources compared to employees aged between 20 to 29 years and 40 to 49 years. The effect was also small. One possible explanation for the above results can be a function of the fact that older employees are more settled in their jobs and experience a higher level of job-person fit. These individuals may also have more access to resources compared to younger age groups given their position in the organisation. The above however are based on speculation and more research is needed to clarify the above results. The results are in line with research by Nagel (2012) who found that employees can differ in terms of the Talent Management practices they experience in the workplace.

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### 5.3.6 Hypothesis 6: Organisational Energy and Background Variables

**H<sub>0</sub> 6:** There is no significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 6:** There is a significant difference between the respondents' perception of Talent Mindset based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

The results show that there are no significant differences between the respondents' perceptions of Organisational Energy based on their biographical characteristics. The results are in contrast with Derman et al. (2011) who found that employees can differ in their perceptions of organizational energy and the geographical region where they are based.

The above results confirm the null hypothesis as well as its sub-hypotheses.

### 5.3.7 Hypothesis 7: Work Wellness and Background Variables

**H<sub>0</sub> 7:** There is no significant difference between the respondents' Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

**H<sub>a</sub> 7:** There is a significant difference between the respondents' Work Wellness based on their biographical characteristics (gender, language, race, age, job level, basis of employment, years employed in the organisation).

The initial results showed that significant differences exist between the respondents and their levels of work wellness based on their gender. Further post-hoc analyses revealed no significant differences between the two gender groups in terms of their levels of work wellness.

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### 5.3.8 Conclusion: Phase Two

The results of the hypotheses showed that Talent Mindset is a significant predictor of both organisational energy and work wellness. The relationships were positive. Further results showed that organisational energy is a significant predictor of work wellness and also mediated the relationship between Talent Mindset and Organisational Energy. Although initial significant differences were found between Talent Mindset and Work Wellness, further post-hoc analysed revealed no significant differences between these two variables and the background variables of the respondents. No significant differences were found between the perceptions of organisational energy and the respondents based on their background.

## 5.4 CONCLUSION

This chapter provided a detailed discussion of the seven research hypotheses that were formulated based on available literature on the relationship between Talent Mindset, Organisational Energy and Work Wellness. To address the research objectives of the study, the seven research hypotheses were empirically tested using the statistical data analysis techniques presented in Chapter 4. Using this empirical information, the researcher embarked on a discussion of the empirical results obtained, and what the implications of these results were for the research hypotheses. The next chapter will give an overview of the research study in its entirety, and will discuss the conclusions, limitations and possible future research areas associated with the study.

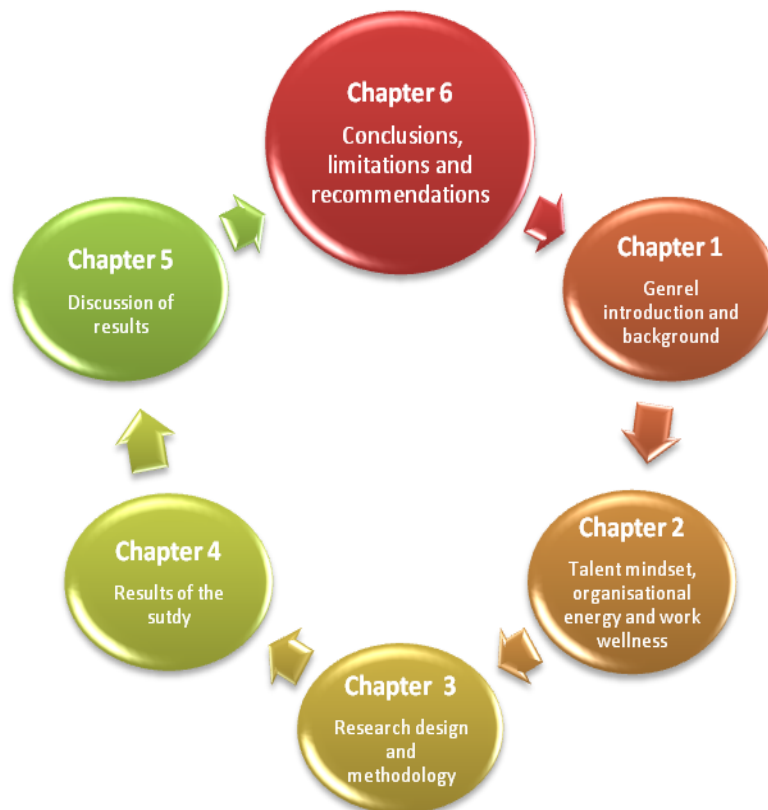
## CHAPTER 6: CONCLUSIONS

### Chapter 6: CONCLUSION, LIMITATIONS, AND RECOMMENDATIONS

#### 6.1 INTRODUCTION

This is the final chapter that presents an overview of the entire study by briefly revisiting the previous chapters. The significant findings from both the literature and the statistical analysis will be discussed and explained during the course of this section. Chapter five documented and explained the observations on the results obtained from the various statistical procedures. Limitations of the study and recommended future research will be presented before the chapter will be concluded with final comments.

Figure 6-1: Chapter 6 in Context



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### 6.2 BRIEF OVERVIEW OF THE STUDY

#### 6.2.1 Purpose of the study

The overall purpose of this study was to determine the relationship between Talent mindset, Organisational energy and Work wellness in order to develop an integrated model that will incorporate these dimensions.

This study was set out to describe, explore and understand the concepts of talent mindset organisational energy and work wellness as well as to describe the relationships between these constructs and how these relationships can contribute to the enhancement of performance of both the employee and the organisation as a whole, as well as the overall well-being of the employees.

#### 6.2.2 Review of the research objectives

The main research objective of this study was to determine the impact of a leader's talent mindset on organisational energy and work wellness. More specifically, the secondary objectives of this research were for the targeted organisations:

- To determine the relationship between talent mindset and organisational energy;
- To determine the relationship between talent mindset and work wellness;
- To determine the relationship between organisational energy and work wellness;
- To determine whether organisational energy mediates the relationship between talent mindset and work wellness;
- To determine the interactive relationship between talent mindset and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment;

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- To determine the interactive relationship between organisational energy and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment;
- To determine the interactive relationship between and work wellness and biographical variables such as race, age, gender, job level, home language, tenure and basis of employment.

The literature objectives for the study were to:

- To describe the concept of talent mindset;
- To describe the concept of organisational energy;
- To describe the concept of work wellness;
- To describe the relationship between talent mindset, organisational energy and work wellness.

The next section will give a brief overview of the chapters in this study including the contributions they made to the stated objectives.

### 6.3 CONTENT OF THE STUDY

*Chapter 1* introduced the research and placed the entire investigation in context by presenting a framework for the problem under investigation. The motivation, purpose statement (as mentioned earlier) and the research objectives were discussed while the research methodology was laid out and the hypotheses were formulated. Lastly the expected value of the study was explored.

*Chapter 2* presents the literature and research review that described the key constructs of the study namely talent mindset, organisational energy and work wellness. The focus was on

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discussions of previous research findings on the relationships between the mentioned constructs.

*Chapter 3* outlined the detailed discussion on the research design and methodology including the sample, the procedure and the statistical analysis of the data. This included the description of the instruments used in the study as well as the various hypothesis tests and rationale thereof. The research design was compiled in such a manner that it could adequately meet the research objectives. This chapter was concluded with the ethical considerations addressed in the study.

*Chapter 4* presented the results of the study in an integrated manner. It included the processing, analysis and interpretation of the data by means of figures and tables. Four hypotheses were formulated that related to the Talent mindset index (TMI), the EnergyScapes (ESP), the Shirom-Melamed vigour measurement (SMVM) and the biographical variables. The results of the descriptive statistics, i.e. the ANOVA's and MANOVA's were exhibited and the detailed discussion of the results linking to previously reviewed literature was presented. To conclude this chapter a combined model was fitted to the data using path analysis, therefore goodness of fit was evaluated.

*Chapter 5* discussed the statistical results of the empirical findings according to the analysis methodology utilised in Chapter four. Firstly the findings on the descriptive statistics, confirmatory factor analysis and reliability analysis were interpreted and discussed and then the results of the testing of the hypothesis were interpreted and discussed.

*Chapter 6* which is the final and current chapter focus on drawing final conclusions regarding the study and making recommendations by discussing the significance and limitations of the study, as well as making suggestions for possible future research opportunities.

### 6.4 CONCLUSIONS FROM LITERATURE

The following section is a summary of the most important findings on the literature review and statistical analysis of data. Key conclusions can be made following a thorough review of the relevant literature.

#### 6.4.1 The concept of Talent Mindset

An individual's mindset is said to be made up of a variety of factors including educational background, culture, societal systems, and personal upbringing and may also be affected by corporate culture and past experiences (Welby-Cooke, 2010). The author further states that talent mindset refers to the continuing conviction that talent is significant to an organisation's competitive advantage, and it is a force from which both the individual and the organisation benefit (Morton, 2008).

McArdle and Ramerman (2008) state that it is important to know what the leaders of an organisation believe about managing talent, because it is the foundation on which strategic decisions are made. These authors also mention that today's workforce consists of a voluntary army, which takes part in a war for talent and the fight for resources are a reality of organisational life. Therefore effective talent management is needed to give people a reason and purpose to stay in an organisation and to support a winning competitive position ([www.trainingmag.com](http://www.trainingmag.com)).

#### 6.4.2 The concept of Organisational Energy

Organisational energy is the force that organisations use to pursue their work and it is vital for the organisation's capabilities, its growth, change and innovation. The level or degree of energy shows the extent to which organisations utilise their emotional, mental and behavioural potential in order to reach their goals. Although energy is not a substance that can be touched, organisations express their level of energy through intensity, vigour, pace in progress of work, change and innovation (Burch, n.d.).



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The energies model developed by Tosey and Llewelyn (2002), characterises organisational energy by means of seven energies namely; inspiration, integration, meaning, community, control, activity and existence.

People's core source of energy is greatly impacted by the way that they feel, their degree of connection to the organisation's purpose, the content of their work, the support they get while performing it and the climate that their leader create. People do not only work at a particular organisation, because of the income they receive or the opportunity to use their skills, but they also look for meaning and purpose in their work (Symons, 2007).

### **6.4.3 The concept of Work Wellness**

Work wellness is explained by exploring a number of definitions. Shirom proposed a definition of vigour that focus on the core positive effect of vigour which is that vigour represents the positive affective response that an individual experience due to a continuous interaction with fundamental constructs in their job and the environment in which they find themselves that consists of the consistent feelings of physical strength, emotional energy and cognitive liveliness (Shirom, cited in Louw & Viviers, 2010). In simple terms, vigour basically represents one's affective experience of being energetic physically (having physical strength), mentally (feeling cognitive liveliness), and interpersonally (possessing emotional energy relative to significant others) (Bakker and Leiter, 2010).

Wellness can be redefined as: "a state of being that is shaped by engagement and other workplace factors as much as physical and psychological health – and making wellness central to a business strategy opens an important new avenue to increasing organisational effectiveness". Work wellness is therefore not only been seen as a psychological or physical state, but rather an important strategic element that can contribute to organisational effectiveness (Dornan, 2010).

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Although the research on talent mindset, organisational energy and work wellness is still relatively new and many gaps are still found, it may be concluded that there are nevertheless enough evidence in the field suggesting the existence of relationships between the three constructs under investigation.

### 6.5 CONCLUSIONS FROM STATISTICAL ANALYSIS

Looking at the relationship between talent mindset, organisational energy and work wellness the following conclusions were established:

- According to the regression analysis conducted, it indicated that a relationship exists between talent mindset and organisational energy. Along with that, the correlation analysis indicated that all the dimensions of the TMI have some statistically significant relationship with organisational energy both with small and large effects.
- According to the regression analysis conducted, it indicated that a relationship exists between talent mindset and work wellness. Along with that, the correlation analysis indicated that all the dimensions of the TMI have some statistically significant relationship with work wellness with small, medium or large effects.
- According to the regression analysis conducted, it indicated that a relationship exists between organisational energy and work wellness. Along with that, the correlation analysis indicated that all the dimensions of the ESP have some statistically significant relationship with work wellness with both medium and large effects.
- According to the multiple regression analysis conducted it indicated that organisational energy statistically mediates the relationship between talent mindset and work wellness.
- A statistically significant difference exists between age and the TMI dimensions. However, results show no statistically significant differences between gender, home language, race, years in the company, job level and basis of employment.
- Results showed that there is no statistically significant difference between organisational energy and the different biographical variables.

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- A statistically significant difference exists between gender and race and the SMVM dimensions. Results show no statistically significant differences between marital status, home language, age, years in the company, geographical region, job level and basis of employment.

### 6.6 LIMITATIONS OF THE STUDY

This study provided relevant insights into talent mindset, organisational energy and work wellness. However, it is accepted that this study has the usual limitations associated with survey research hence the following are recognised as specific limitations to the study:

#### 6.6.1 Limitations as a result of the sampling method and sample size:

The first limitation affecting the results is the sample that was utilised in this study namely a convenience sample. This sample was chosen because the target organisation declared itself available to participate in this study. The implication therefore is that the result of this study can only be generalised to the population of the target organisation and to that of a similar environment.

The need for a comprehensive sample was explained to the target organisation's management, but responses to the questionnaires were voluntary which left the size and quality of the sample dependent on the goodwill of the employee's willingness to participate. Having said this, an adequate sample was obtained following this method; however, a more direct approach could have resulted in a higher response rate.

#### 6.6.2 Limitations as a result of the research design:

The cross-sectional research design that was applied to this study involves observing respondents at a specific point in time, thus the design may be influenced or affected by the time of measurement (Breakwell, Hammond & Fife-Schaw, 1995). It is possible that

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uncontrollable events could have affected the respondents with regards to their willingness to participate or their response while completing the questionnaires.

### **6.7 CONTRIBUTION OF THE STUDY**

#### **6.7.1 Theoretical contribution**

Employees, better described as the human capital of an organisation, are the organisation's most important competitive asset and have the power to determine its success or failure. By exploring an integrated view of the concepts of talent mindset, organisational energy and work wellness; this research study will produce a structured model that can be used as a toolkit to improve the overall productivity of employees and organisational effectiveness. Due to limited literature available on talent mindset, organisational energy and especially work wellness, this study contributes to the field of Organisational Effectiveness in producing additional and new information.

#### **6.7.2 Methodological contribution**

A study like the one at hand has never been conducted with regard to measuring the aforementioned three constructs in the same study. There is a significant lack of research conducted on talent mindset, organisational energy and work wellness within South Africa and the shortage of information on these topics makes this even more evident. The importance of doing a study of this nature within this environment is to see how these constructs are related to each other and the role these relationships can play in improving overall organisational performance.

The instruments used to gather the data during this study have been validated within the South African context during prior studies.

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### 6.7.3 Practical contribution

Once management knows what it is that creates and drains energy levels within the organisation, they can address energy levels and change future behaviour. If leaders know how to manage the existing talent within the organisation, it will contribute to the employees' state of wellness which will have a direct impact on the performance of their work and the overall organisational effectiveness.

From the above mentioned findings as well as the findings of the research the following recommendations derived.

## 6.8 RECOMMENDATIONS

Recommendations can and should be made based on the scope of difficulty of this area of study. In other words, more research can be done on the constructs in various combinations. The recommendations are divided into theoretical, methodological and practical implications as indicated below:

### 6.8.1 Theoretical recommendation

The following recommendations are made from a theoretical perspective:

- It is evident from the literature review that although the concept of talent management has been explored and tested, the concept of talent mindset have not been research at vast. The same is true for the area of organisational energy and work wellness; therefore these areas should be research further.
- This is the first research conducted on the relationship between talent mindset, organisational energy and work wellness, thus leaving a lot of room for research to be conducted within this field.

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### 6.8.2 Methodological recommendations

The following recommendations are aimed at improving the methodology used:

- The seven point Likert type response scales used in this study should be further refined in order to improve the reliability and validity of responses. This can be done by shortening the scale in order to obtain a clearer indication from respondents. Reason being, due to it being an opinion survey, respondents' answers tended to be drawn to the mean.
- The 12 questions used to measure vigour on the SMVM seem limited. Thus the scale could be reviewed and further questions could be developed.
- Further studies should attempt to collect a sample that is representative of more multi-national organisations within the country.
- Qualitative approaches and methods like interviews and focus groups should be considered and could be combined with the surveys to increase the quality of the data gathered.

### 6.8.3 Practical recommendations

To add value from a practical perspective, the following recommendations are suggested:

- The results of this study should be used by other organisations to understand and manage their own levels of organisational energy and work wellness and to explore their mindset towards talent.
- Insight gained from conducting a survey of this nature should lead to the development of interventions and actions plans that can be implemented within organisations.

### 6.8.4 Suggestions for potential research opportunities

With the structure and nature of the study in mind, the following suggestions for potential research opportunities are presented:

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- A comparison between different multi-national organisations should be made in order to generalise the findings of the study to more types of organisations.
- The comparison should be explored between other types of organisations with the aim of generalising these findings.
- Further research should be conducted on the concept of talent mindset as defined and described in this study.
- Further research should be conducted on the concept of organisational energy as defined and described in this study.
- Further research should be conducted on the concept of work wellness as defined and described in this study.

### 6.9 FINAL COMMENTS

The final conclusions and recommendations regarding this study were presented in this chapter by discussing the significance and the limitations of this study as well as suggesting potential research opportunities.

Research conducted on talent mindset, organisational energy and work wellness is somewhat new in the field of study. Many gaps are still visible in these fields due to the fact that these are multi-faceted dimension that are not easily defined and categorised. Having said that; these concepts are found at work on a day to day basis in the form of employees and managers talking about it without necessarily having clearly identified definitions available on these concepts. The increased popularity for conducting research in this field of study occurs due to the positive outcomes it holds for continued organisational existence and improvement of individual and organisational performance and effectiveness.

The findings of this study do not only provide valuable insights into the theory of talent mindset, organisational energy and work wellness; it contributes to the field of the study, and provides insight into managing the relationship between these three constructs more

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effectively. Any further research will only contribute to the understanding of the importance of the constructs and thereby improving the life of employees and their organisations.

To conclude, the talent mindset of the leaders of an organisation and the management of the levels of organisational energy and work wellness, is a strategic issue. As Welby-Cooke (2010) said, those who chose to regard it as just another people issue will live to experience the results of this flawed thinking. However, those who realise the importance thereof will be able to thrive in doing business in the near future.

All the research objectives stated on Chapter 1 have been met.



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### APPENDIX A

#### Company application letter



Faculty of Economic and  
Management Sciences

To whom it may concern

**THE RELATIONSHIP BETWEEN TALENT MINDSET, ORGANISATIONAL ENERGY  
AND WORK WELLNESS IN A SOUTH AFRICAN MULTI-NATIONAL COMPANY**

I am conducting an empirical research on the Relationship between Talent Mindset, Organisational Energy and Work Wellness. This research forms part of the degree requirements for a Phd in Industrial Psychology for which I am currently registered at the University of Pretoria.

It is no secret that South Africa is currently experiencing a crisis in the field of academic talent management. This constant “war for talent” is evident due to factors like globalisation, increased competitiveness across markets, the aging workforce, less younger workers entering the work forces, uncompetitive remuneration packages and research incentives, to mention but a few (Blitzer, 2008; Coen & Pienaar, 2009; De Villiers & Steyn, 2009; Netswera et al., 2009; Portnoi, 2009; Nshoe, Higgs, Higgs & Wolhuter, 2008; Gerber, 2009; Kaniki Schirge et al., 2008).

Taking these factors into consideration, it is easy to see why it is more difficult to attract, develop and retain talented employees. Although the success of organisations in South Africa depends greatly on competent, educated and talented employees, there is still a great need for organisational talent management practices to be seen as a strategic and operational priority for it plays an important role in the nation’s wealth and its capacity to foster intellectual, capital, economic growth and to stimulate development and innovation (Pienaar & Bester, 2008).

This talent mindset has a significant impact on the level of energy within the organisation or on the level of engagement of the employees and in turn it will have a significant impact on the retention of employees within organisations. There is a range of key stakeholders that needs to consider the value of Talent management in order for it to reach its potential contribution to the organisation’s success (McDonald, Collings & Burgess, 2010). A central management challenge is to find and retain highly qualified employees; therefore, organisations cannot afford their valued and talented employees to leave (Netswera, Rankhumise & Mavundla, 2005). The

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leaders of organisations need to apply a talent mindset in order to know and understand what it is that contributes to their employees being more engaged with their work, why the energy within the organisation is high or low and how this all can be managed to ensure the success of the organisation.

I am hereby requesting permission for the project, and inviting your organisation to participate. After completion, information regarding the outcomes of the project will be made available to your organisation. **Confidentiality** of results of participants as well as your institution will be maintained. Your organisation will not be identified in any of the publications (except in the report to yourself).

We would like your assistance regarding the following aspects:

To sign that the company would like to partake in this project

To provide the name of a contact person at your organisation who could assist us with administrative arrangements regarding the planning and execution of the project. This person should be able to supply us with a list of staff members at your institution and could also help with arrangements such as the electronic distributions of questionnaires, etc.

Please let us know by 7 June 2010 if your organisation is prepared to participate in this project.

Should you require any further information, do not hesitate to contact me.

Yours sincerely,

Yvette Pienaar (Researcher)

E-mail: [yvettepienaar@hotmail.com](mailto:yvettepienaar@hotmail.com)

Cell: +27 83 740 2367

Fax: +27 86 542 2721

Dr Nicolene Barkhuizen (Supervisor)

E-mail : [nicolene.barkhuizen@up.ac.za](mailto:nicolene.barkhuizen@up.ac.za)

Land line: +27 12 420 6311

Fax: +27 12 420 3574

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### APPENDIX B

#### Informed consent form

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Faculty of Economic and  
Management Sciences

### **Informed consent for participation in an academic research study**

#### **Dept. of Human Resource Management**

#### THE RELATIONSHIP BETWEEN TALENT MINDSET, ORGANISATIONAL ENERGY AND WORK WELLNESS IN A SOUTH AFRICAN MULTI-NATIONAL COMPANY

Research conducted by:

Miss. Y. Pienaar (99093619)

Cell: +27 83 740 2367

Dear Respondent

You are invited to participate in an academic research study conducted by Yvette Pienaar, a PhD student from the Department Human Resource Management at the University of Pretoria.

The overall purpose of this study is to determine the relationship between Talent mindset Organisational Energy and Work Wellness in order to develop a structural model which

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incorporates these dimensions. This study will thus set out to describe, explore and understand the concepts of Talent mindset Organisational Energy and Work Wellness.

Please note the following:

This study involves an anonymous survey. Your name will not appear on the questionnaire and the answers you give will be treated as strictly confidential. You cannot be identified in person based on the answers you give.

Your participation in this study is very important to us. You may, however, choose not to participate and you may also stop participating at any time without any negative consequences.

Please answer the questions in the attached questionnaire as completely and honestly as possible. This should not take more than 60 minutes of your time.

The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please contact my supervisor, Dr. E.N Barkhuizen, [nicolene.barkhuizen@up.ac.za](mailto:nicolene.barkhuizen@up.ac.za) if you have any questions or comments regarding the study.

Please sign the form to indicate that:

You have read and understand the information provided above.

You give your consent to participate in the study on a voluntary basis.

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**Respondent's signature**

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**Date**



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### APPENDIX C

#### Biographical questionnaire

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**Biographical  
Questionnaire**

It is of the utmost importance that the biographical information be completed in full.

1. **Gender:** Male  Female

2. **Marital status:**

Single  Married  Married  Divorced  Separate

Engaged/in a relationship  Remarried

3. **Please rate your satisfaction with your current relationship/marriage/single status:**

Very dissatisfied  Dissatisfied  Not satisfied nor dissatisfied  Satisfied  Very satisfied

4. **Please indicate your home language:**

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Afrikaans  English  Sepedi  Sesotho  Setswana  isiSwati   
 Tshivenda  isiZulu  isiNdebele  isiXhosa  isiTsonga

**5. Please indicate your race:**

White  Black  Indian  Coloured

**6. Please state your age: (in years)**

**7. Please indicate your highest level of education/qualifications:**

Highest grade/ standard	Gr: ____ Std: ____	3 year degree	
4 year degree or honours		5 to 7 year degree (e.g. medicine)	
Masters degree		Doctoral degree	

**8. In which economic sector is your company:**

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**1. In which Division/Department do you currently work?**

**10. In which region do you currently work?**

Limpopo

Gauteng

Kwa-Zulu Natal

Mpumalanga

Western Cape

Northern Cape

Eastern Cape

North West

Free State


**11.**

**What is your job level?**

Top Management

Senior Management

Middle Management

Supervisory

Staff

**12. How many years have you been working at your current company?**


**13. How many years have you been working in your current job?**

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**14. On what basis are you employed?**

Permanent	Temporary	Fixed-term	Hourly paid
-----------	-----------	------------	-------------

**15. Please give a rough estimate of the total number of hours you work in a typical week:**

Up to 10	11 – 20	21 – 30
31 – 40	41 – 50	51 or more

**THANK YOU**

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### APPENDIX D

#### Talent Mindset Index (TMI)

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		<b>Strongly Disagree</b>				<b>Strongly Agree</b>
TMI1	Top executives have a deep conviction and abiding belief that better talent results in superior organizational performance	1	2	3	4	5
TMI2	The organization's mission statement, goals, and/or values directly and explicitly support the organization's commitment to human capital	1	2	3	4	5
TMI3	Talent standards are set very high, there is a shared understanding of what these standards are, and the organization does not compromise these standards in order to make a quick or easy hire	1	2	3	4	5
TMI4	Issues related to talent acquisition, development, deployment and retention receive as much attention as budget and operational issues	1	2	3	4	5
TMI5	Executives spend at least 30% of their time strengthening talent pools and understand that this responsibility cannot be delegated	1	2	3	4	5
TMI6	The organization's strategy drives the most effective use and deployment of human capital	1	2	3	4	5
TMI7	The organizations performance management, technology, and recognition systems helps to ensure that talent is focused on achieving the most important strategic and business goals	1	2	3	4	5
TMI8	Executive management does not hesitate to bring in new talent if current levels are not sufficient	1	2	3	4	5
TMI9	The organization is always looking for new top talent, regardless of specific job requisitions of openings	1	2	3	4	5
TMI10	The organisation's employee value proposition is compelling and attracts top talent	1	2	3	4	5
TMI11	Senior management is directly involved in reviewing the performance of the top 50 to 200 people in the organization on a regular basis	1	2	3	4	5
TMI12	A replicable talent review process is in place that is much more comprehensive than a typical	1	2	3	4	5

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	performance review					
TMI13	Talent is segmented based on demonstrated performance into categories such as the top, good, average and below average contributors	1	2	3	4	5
TMI14	Talent is also assessed on expected future performance and contribution	1	2	3	4	5
TMI15	Differentiated concrete actions are taken to invest heavily in top talent, grow and affirm good contributors, improve average performers and remove below average contributors	1	2	3	4	5
TMI16	Rich talent pools are in place with at least two qualified prospects for each senior position	1	2	3	4	5
TMI17	Executives are held directly responsible for strengthening talent pools	1	2	3	4	5
TMI18	Managers are held directly responsible for improving the development and growth of their employees	1	2	3	4	5
TMI19	Managers are trained in best practices and the latest techniques to develop, mentor and nurture talent	1	2	3	4	5
TMI20	Employees clearly understand "who is responsible for talent in the organization"	1	2	3	4	5
TMI21	There is a defined strategy for developing talent, including a clear set of formal and informal development programs	1	2	3	4	5
TMI22	Resources are properly allocated for talent development	1	2	3	4	5
TMI23	Talent development resources include such opportunities as flexible job assignments, virtual teams, stretch assignments and new national or international assignments.	1	2	3	4	5
TMI24	The organization has a culture that promotes as flexible job assignments, virtual teams, stretch assignments and new national or international assignments	1	2	3	4	5
TMI25	The organization's culture encourages debate, ideas, risk and collaboration	1	2	3	4	5



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TMI26	Data are gathered on employee engagement and several other measures as a means of continuously evaluating and improving talent management practices	1	2	3	4	5
TMI27	Turnover of top talent is half the industry average	1	2	3	4	5
TMI28	By focusing on talent and taking action, management believes that a significant improvement in the organization's business performance can be made within one year.	1	2	3	4	5

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### APPENDIX E

#### EnergyScapes Profile (ESP)

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QUESTIONS RELATE TO THE COMPANY AND HOW YOU SEE IT	<p style="text-align: center;"><b>IN THIS COMPANY, TO WHAT EXTENT DO YOU EXPERIENCE:</b></p>							
	Strongly disagree						Strongly agree	
	1	2	3	4	5	6	7	
1	Concern for you, personally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	Closeness between colleagues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	Permission for people to be fully themselves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	People being able to express themselves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	Effective systems and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	People being honest with each other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	People as spontaneous	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8	People are able to be who they are	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9	Encouragement to pursue ideals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10	Alignment of your personal goals and the company goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11	A sense of contribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12	Things being well-organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13	Self-expression through work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14	People being dynamic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15	People being supported by others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16	The environment as non-threatening	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
17	A strong and healthy 'drive' to the organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18	People being unafraid to speak their minds	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19	A peaceful atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20	A comfortable working environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21	A helpful rhythm to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22	People 'practicing what they preach'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23	A capacity to see beyond the day-to-day	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24	People feeling cared for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25	People being able to 'walk their talk'	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26	A strong bond between people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27	People are motivated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28	A sense that you belong to the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29	A vibrant atmosphere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
30	Warmth in interpersonal relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
31	People are empowered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
32	A sense of direction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
33	People are open to feedback	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
34	Clarity on what is expected	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
35	People valuing each others' differences	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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### APPENDIX F

#### Shirom-Melamed Vigour Measure (SMVM)

## APPENDIXES

# Shirom-Melamed Vigour Measure (SMVM)

### How do you feel at work?

Below are a number of statements that describe different feelings that you may feel at work. Please indicate how often, in the past 30 working days, you have felt each of the following feelings:

	1 = Strongly disagree	2 = Disagree	3 = Slightly disagree	4 = Sometimes	5 = Slightly agree	6 = Agree	7 = Strongly agree					
	<b>STATEMENTS</b>					<b>SCALE</b>						
1.	I feel full of pep [Phys]					1	2	3	4	5	6	7
2.	I feel I have physical strength [Phys]					1	2	3	4	5	6	7
3.	I feel vigorous [Phys]					1	2	3	4	5	6	7
4.	I feel energetic [Phys]					1	2	3	4	5	6	7
5.	Feeling of Vitality [Phys]					1	2	3	4	5	6	7
6.	I feel I can think rapidly [CL]					1	2	3	4	5	6	7
7.	I feel I am able to contribute new ideas [CL]					1	2	3	4	5	6	7
8.	I feel able to be creative [CL]					1	2	3	4	5	6	7
9.	I feel able to show warmth to others [EE]					1	2	3	4	5	6	7
10.	I feel able to be sensitive to the needs of co-workers and customers [EE]					1	2	3	4	5	6	7
11.	I feel I am capable of investing emotionally in co-workers and customers [EE]					1	2	3	4	5	6	7
12.	I feel capable of being sympathetic to co-workers and customers [EE]					1	2	3	4	5	6	7