

PERCEPTIONS REGARDING THE IMPLEMENTATION OF CAREER MANAGEMENT PRACTICES IN A MINING COMPANY

by
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SUMMARY

PERCEPTIONS REGARDING THE IMPLEMENTATION OF CAREER MANAGEMENT PRACTICES IN A MINING COMPANY

By

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Human resource management and industrial psychology practices in a specific mining company have not been placing any emphasis on the development and implementation of career management programmes or practices. The career paths of employees are largely dictated by the employees themselves. Consequently the career development of employees, especially qualified employees, is neglected.

It was suspected that career management, as an industrial psychology practice, is not receiving the necessary attention that it deserves. The study was therefore undertaken in order to determine the employees' perceptions regarding the implementation of career management practices in a mining company. The population was made up of qualified, non-management, employees.

The study was executed with the following objectives in mind:

1. To investigate the perceptions of career management in a mining company.
2. To investigate the influence career management might have on employee motivation and commitment.

As a first phase to the study, a literature review was undertaken. During the review numerous articles and books written by reputable persons in the field of industrial psychology were studied. The literature research mainly focused on the purpose of career management, the role players responsible for it and the elements thereof.

Emanating from the literature study, the research design and strategy were decided upon. A population group was identified and data was obtained from respondents by means of semi-structured in-depth interviews, especially designed for this purpose. The data was statistically processed after which recommendations and conclusions were made.

Recommendations mainly focused on the creating of an awareness of career management as well as practices that support it. These practices include the following: job descriptions and profiles; development discussions and identification of training and development needs; performance management; career planning, counseling and pathing; and, talent management.

CHAPTER 1

GENERAL INTRODUCTION AND BACKGROUND

1.1. Introduction

In general, mining companies all over the world have the main aim of producing minerals and ores to countries all over the world. It can be argued that companies of this nature are more production than people orientated. This might, unavoidably, lead to the disregard of vital industrial psychology practices such as career management.

This study outlines the steps followed when the research study was undertaken on investigating the perceptions of the implementation of career management practices in a mining company. It gives an indication of the research problem and questions, background and literature review. It also provides the method of investigation (i.e. research approach, research design, sample, data collection procedure and data analysis) of the study. The ethical issues surrounding the study are concluded in this study. Semi-structured interviews were used as the data collection tool and were used to investigate the perceptions regarding the implementation of career management practices in a mining company.

1.2. Research objectives and significance of the study

The main objective of the study is to contribute towards research in the area of career management and employee motivation within a mining company. The study explores concepts like employee motivation and commitment.

It appears that the specific mining company used in this research study is not placing adequate emphasis on the development of career management

programmes or the implementation of career management practices. The career paths of employees are apparently neglected. This is apparent in the fact that employees working for this company are continuously applying for all different types of, sometimes irrelevant, vacant positions. In a few cases where career management is implemented, it is not even done properly or efficiently, and in some cases it is implemented by managers perceived to be biased. Numerous employees are complaining about feeling frustrated and bored in their current jobs, and about not getting enough exposure through job rotation. In most cases career progression for such individuals depend on the availability of vacant positions in the organisation. Some managers have indicated that career management is not a priority, while most employees reported that they have a need to be heard and cared for, and to be taken seriously. The successful implementation and ongoing focus on career management is crucial in organisations as it affects the workforce's motivational levels and feelings of satisfaction and commitment at work, and therefore has a positive impact on absenteeism, turnover and retention rates of the organisation, as well as productivity and performance levels. Successful career progression planning therefore has a direct impact on production and the profit of the organisation.

It is perceived that not all relevant parties understand the importance of career management. It might be because they are uninformed or just not familiar with the positive effects, value and benefits that it might have on the workforce and the organisation.

The proposed study is significant in that it provides a multiple-perspective and in-depth view of career management and the implementation thereof in this mining company. It aims to provide an often-neglected qualitative approach to discover rich, contextualized, in-depth and subjective descriptions from multiple respondents. By ensuring that all measures have been taken into consideration in the approach to this research, with appropriate thoroughness and trustworthiness, the proposed study adds to the status of qualitative research as

a worthy research paradigm. The research additionally provides a foundation and stimulates further research such as more qualitative approaches to career management in the mining organisations.

It has been observed that, in this specific mining organisation, career management is perceived as unimportant, and a waste of time and resources. The researcher is of the opinion that this issue had to be clarified in order to ensure that the importance thereof is noticed and institutionalized. This study indicates the degree to which value could be added and how efficient and advantageous career management would be when implemented properly.

Emphasis is placed on the extent to which career management programmes support the needs, performance and productivity of employees, and the effectiveness of career management programmes.

The aim of the study is to investigate the perceptions of career management in a mining company, and the influence it might have on employee motivation and commitment. The collected data proves the importance, value and benefits of implementing career management practices in the mining company.

This study is also important as the implementation of the findings could positively affect the turnover rates, retention rates, productivity, performance and profit of the company indirectly, and the motivational levels, commitment and satisfaction of the workforce directly – should it be actively implemented by the relevant parties.

Recommendations will be made in respect of career management in this organisation – it might assist the organisation with the development, implementation and management of effective career management programmes, providing for the unique needs and circumstances.

CHAPTER 2

THEORETICAL BACKGROUND

2.1. Introduction

As was highlighted in Chapter 1, it appears that the specific mining company is not placing any emphasis on the development and implementation of career management. The main objective of the study is to contribute towards research in the area of career management within a mining company. The study explores concepts like employee motivation and commitment.

In order to establish broad guidelines within the unique environment of the Mining Company, a thorough understanding of the characteristics of effective career management is essential.

2.2. A brief overview of the mining industry

The research will be focusing on a population of employees employed in the mining industry; therefore a brief introduction will be given on the mining industry in South Africa. As of 2007, the South African mining industry employed 493,000 workers. South Africa remains a cornucopia of mineral riches and mining in South Africa has been the driving force behind the history and development of Africa's most advanced and richest economy (Wikipedia website at http://en.wikipedia.org/wiki/Mining_industry_of_South_Africa). There are several key minerals mined in South Africa, including coal, platinum, diamonds, gold and chrome. South Africa is the world's third largest coal exporter. In 2005 it accounted for 12% of the world's gold production. South Africa also produces more platinum and similar metals than any other nation. In 2005, 78% of the world's platinum was produced in South Africa along with 39% of the world's palladium (Wikipedia website at http://en.wikipedia.org/wiki/Mining_industry_of

South Africa). It is evident from the above that the mining industry is a key industry in South Africa. There have been many changes and development within this industry over the years; however people still remain the most important asset in any organisation. This makes it important to ensure that with all changes to the work environment, employees are well looked after and their careers are maintained.

2.3. Defining career management

The concept of “career” should first be clarified in order for the term “career management” to be clear. A career is referred to as “a sequence of jobs or activities, planned or unplanned, involving elements of advancement, commitment and personal development over a defined period of time” (Clark, 1992:4). Greenhaus, Callanan & Godshalk (2000: 8-9) refers to a career as a mobility path within a single organisation, a pattern of work related experiences that span the course of a person’s life.

Greenhaus *et al* (2000: 12) state that career management is a process in which individuals gather information about himself/herself, the working environment, career options, and job opportunities. Individuals establish career goals and plans, put it into action, and track it. The process entails that an individual develops an accurate picture of his/her talents, values, interests, jobs, occupations, organisations and preferred life-style - and where the individual then develops realistic career goals based on this information. It is then also described as a process in which the individual develops and implements a strategy designed to achieve the goals, and obtain feedback on the effectiveness thereof.

A very important requirement for effective career management is that the individual’s objectives must be integrated with those of the organisation. Organisational needs and objectives, employees’ performance potential and their

preferences must be considered when planning the progression of individuals in an organisation (Greenhouse *et al.*, 2002:12).

Baron and Greenberg (1990:320-321) defines a typical career management programme's purpose as follows:

“to help employees to assess their own career strengths and weaknesses; to set priorities and specific career goals; to provide information on various career paths and alternatives within the organisation; and, to offer employees yearly reviews of their progress towards these goals by managers who have received training in conducting such assessments”.

2.4. The purpose of career management:

Organisations need an effective career system designed to accomplish specific goals – for example, to monitor performances, or to identify development needs. They require a continuous flow of talented, skilled individuals to fill existing or newly created positions (Baron *et al.*, 1990:319).

Career management is crucial for the organisation to meet its strategic objectives, and to motivate individuals and improve their self-esteem (Clark, 1992:9-10). Career management also prevents and reduces turnover and absenteeism.

Career management programmes' objectives:

- to assist employees to improve their performance
- to align the aspiration of employees with organisational objectives
- to clarify available career options.

a) Assist employees to improve their performance:

Employees are involved through these programmes – they are able to set their own goals, and to recognize their strengths and weaknesses. Such programmes assist employees with the identification and facilitation of training needs and opportunities. Performance management systems are therefore crucial to be involved in the career management process.

b) Align the aspiration of employees with organisational objectives:

Through career management programmes, employees can determine a match between their own career plans and goals, and those proposed by the organizations (Baron *et al*, 1990:323). These programmes seek to improve the matching jobs with the right employees.

c) Clarify available career options:

Career management programmes inform employees of career options available within the organisation. By this employees' skills and qualities can be identified for current and future jobs. All these aspects will enhance employees' commitment to the organisation. Mobility in different directions are indicated, which is identified by career paths being developed (Baron *et al*, 1990:319).

Assessing skills and abilities assist in accommodating employees in more suitable positions. Transfers and rotations can improve an organisation's operational effectiveness.

These programmes can also reduce the need to recruit externally – since internal employees would have the required capabilities, revealed through career planning activities.

Greenhouse *et al* (2006:14) states expectations of employees that are too high can produce anger, disappointment, and dissatisfaction in the workplace. If

career management is implemented it could prevent this from happening. Another aspect to consider is the fact that some employees has a concern for total life-style, like having time for family and recreation, and career management has an impact on this aspect. Other employees have the need for achievement of freedom and autonomy in the workplace, which is also influenced by career management. Greenhouse *et al* (2006:15) also states that diversity of career orientations exists among employees. Some employees have a need for intrinsic excitement at work, and others want security and balance in their lives. The implementation of career management can address the diversity of career orientations.

2.5. Indicators of effective career management

The following are four indicators of effective career management:

1. Effective career management requires a thorough understanding of the environment and oneself. One cannot count on luck. A career is composed of many decisions during the course of a person's life, and a thorough understanding of the environment and oneself enables a person to take a dynamic role in making suitable career decisions.
2. Effective career management requires the development of realistic goals. These goals should match a person's interests, abilities, desired life-style, principles and values. The accomplished goal should meet the person's needs. A person should choose career goals that he or she thinks is appropriate, and should not choose based on what others think.
3. Careers require many different types of decisions to be made over a long period of time, and therefore skills in the development and implementation of career strategies are important and necessary to ensure effective career management. Having a strategic plan and implementing suitable career strategies are vital.

4. Effective career management requires constant feedback – permitting adaptation to changing circumstances. The world and people are constantly changing – therefore it might be necessary to often evaluate and change goals and strategies. Effective career management is a determined process in which defective decisions and information should be replaced by improved or enhanced decisions and information (Greenhouse *et al.*, 2006:35).

2.6. Key career concepts

Career management

Career management is “the ongoing process whereby the employee obtains knowledge of employment opportunities and self-knowledge”. It is the process whereby the employee develops career goals; develops a strategy; implements and experiments; and obtains feedback on the effectiveness of the strategy and the relevance of the goals. Career management is “the shared responsibility of the employer and employee”. The employer has a supporter role (career planning training) to play while the individual takes control of his/her career. The organisation also has a supportive role to play (Schreuder & Coetzee, 2008:59-61).

Career Planning

Schreuder & Coetzee (2008:59) describes career planning as “the process by which individuals obtain knowledge about themselves – their values, preferences, and abilities”. Individuals acquire information about employment opportunities; they create goals, and make plans for reaching those goals.

The individual is the only one who knows what he/she really wants to do – despite the fact that organisations are recommending courses, seminars and training, and conducting performance appraisals, as well as making recommendations with regards to the individual’s future. Individuals who reach

the top runs in any profession are those who have followed their own plans for self-development and growth (Taylor, 1991:9-10). They are most likely to achieve their goals (Stoner J.A.F. & Freeman, R.E., 1989:754). Such individuals are more motivated, and more useful to their organisations – therefore, more likely to be successful.

Career planning must be undertaken by supervisors and employees, but organisations play a part as well. The employee is responsible for identifying their own career goals and interests, and developmental needs. They must do self-assessment – analysing his/her skills and experience, weaknesses and strengths. The employer must assist since some employees might lack information, skills or insights to determine it by themselves. The employer assists analysing the interests, values and capabilities, and help to consider available options, as well as to make decisions regarding their current job.

Career planning entails the following: going through a process of assessing and discussing performance; identifying expectations of both the organisation/employer and the employee; and, setting goals for career progression – therefore identifying training and development opportunities.

Career planning is defined by Hall (1986:3) as “a deliberate process of becoming aware of opportunities, choices and consequences identifying career related goals, education and relates development experiences to provide the direction, timing and sequence of steps to attain a specific career goal”. “Failing to plan is planning to fail” – therefore, if employees fail to plan, they might not be ready for opportunities presented to them in their careers.

Career development

Career development is the ongoing process by which individuals improve and move through a series of stages. Each stage is different and distinctive. It describes the complex combinations of internal and external factors that

influence occupational aspirations and career choice (Stead & Watson, 2006:111). It refers to “the total constellation of psychological, sociological, educational, physical, economic, and change factors that combine to shape the career of any given individual over the life span”. Career development is “an ongoing process of assessing and integrating knowledge of the self and the world of work as both interact and change over the individual’s life span”.

Career paths

Schreuder & Coetzee (2008:59) describes career paths as “objective descriptions of sequential work experiences, as opposed to subjective, personal feelings about career progress, personal development, or satisfaction”.

Career assessment

Assessments in career counseling are to fit the person to a suitable job. The information obtained from these tests is used to make recommendations with regards to potentially rewarding occupations. (Stead & Watson, 2006:130).

Career self-management

Career self-management is the ability an individual has to keep up with changes happening within the business. It includes an individual’s ability to continuously learn and make plans for his/her career, to be prepared for the future. (Schreuder & Coetzee, 2006:59).

Career competency

It includes the following qualities which enable individuals to pursue meaningful careers (Schreuder & Coetzee, 2008:60):

- Know-why - values, attitudes, identity, life style and internal needs.
- Know-how - expertise, explicit knowledge and tacit.
- Know-whom - networking relationships and how to find the right people.
- Know-what - job requirements, opportunities and threats.

- Know-where - training and advancing, and entering the workplace.
- Know-when - timing of choices and activities.

Career success

According to Schreuder & Coetzee (2008:60) career success entails the subjective (psychological) and objective sense of achievement experienced regarding careers.

Career motivation

This entails the enthusiasm and persistence with which individuals pursue their careers (Schreuder & Coetzee, 2008:60).

Career commitment is closely related to career motivation – it is the passion employees have for their work and career goals.

As stated by Schreuder & Coetzee (2008:65), career motivation is “a multi-dimensional construct internal to the individual, influenced by the situation, and reflected in the individual’s decisions and behaviours”. It consists of three domains – career identity; career insight; and career resilience.

1. Career identity

Career identity is defined by Meijers (1998:2010) as “a structure or network of meanings in which the individual consciously links his own motivation, interests and competencies with acceptable career roles”. People define themselves by their work and their organisation.

2. Career insight

Career insight can be defined as “the extent to which the person has realistic perceptions of him or herself and the organisation and relates these perceptions to career goals” (London, 1983:621). This includes self-knowledge and employees being aware of their strengths and weaknesses, and it can be linked

to employees' organisational commitment and work commitment (Schreuder and Coetzee, 2008:65).

3. Career resilience

Career resilience is “the ability to adapt to changing circumstances” (Schreuder and Coetzee, 2008:65). An employee should welcome job and organisational changes, and should be excited to work with new and different people. An employee should be having self-confidence, and also be willing to take risks. Career resilience is about success motivation, self-efficacy and toughness.

One major benefit for an organisation to support career goal setting is that its employees learn to take responsibility for their careers. Another advantage is that employees become involved in career goal setting and then they become more experienced, skilled, and more constructive (Greenhouse, *et al.*, 2007:82).

Career commitment

Career commitment is the passion that individuals have for their personal career goals and work roles (Schreuder & Coetzee, 2008:60).

Career maturity

Schreuder & Coetzee (2008:60) describe career maturity as “the ability to make career decisions that reflect decisiveness, independence, self-reliance and a willingness to compromise between one's personal needs and the requirements of one's career situation”.

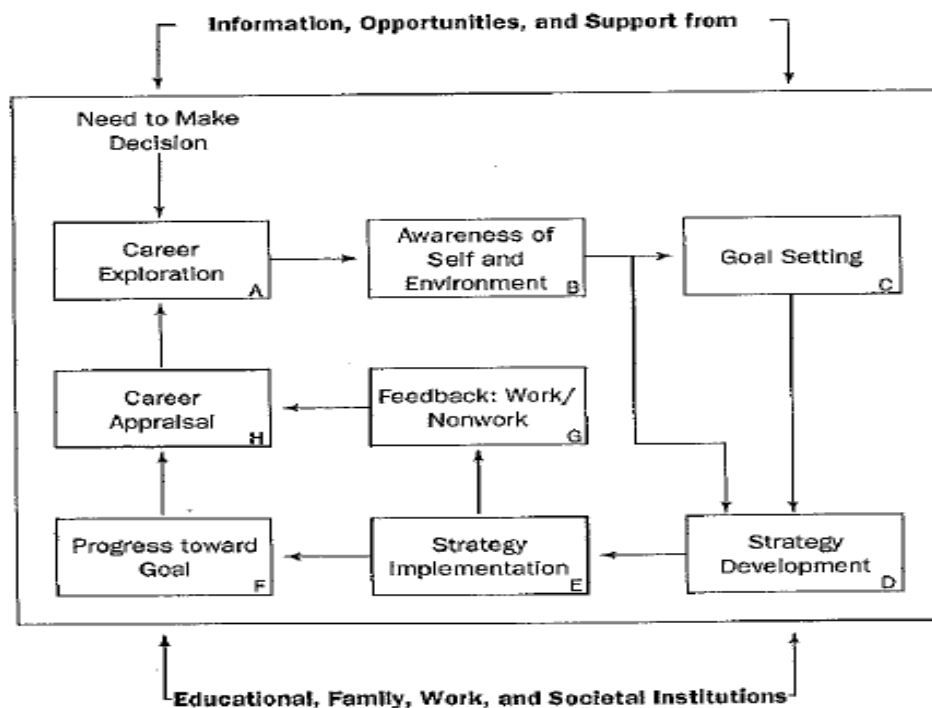
Career maturity is linked to career resilience – employees make decisions which reflect decisiveness, independence, involvement, and the willingness to compromise between needs and reality. Career maturity is also linked to career self-efficacy.

Career self-efficacy

Career self-efficacy is “the degree of difficulty of career tasks which individuals believe they are to attempt and the degree to which their beliefs will persist, despite obstacles”. High career decision-making self-efficacy leads to a higher level of participation in career decision-making behaviours and tasks (Schreuder & Coetzee, 2008:66).

The figure below illustrates the model of career management.

Figure 1: Model of career management (Greenhouse, et al., 2007:24)



This model of career management describes how people should manage their careers (Greenhouse, et al., 2007:24). This model is based on “the assumption that people are more productive when their work and life experiences are compatible with their own desires and aspirations”. This means that people are more fulfilled with their career choices and jobs when their work experiences are consistent with their needs, values, interests and life-style preferences.

Employee performance is improved when the employee’s skills, qualifications and abilities meet the requirements of the job. A “fit” should exist between individuals and their work environments (Greenhause, *et al.*, 2007:26).

Career exploration:

Career exploration is the collection and analysis of information regarding career-related issues – people gather information to become more aware of their own interests, talents, values and the opportunities/obstacles in their environment.

Table 1: Types of career exploration

Self-Exploration:	Environmental Exploration:
Interests	Types of Occupations
Talents	Types of Industries
✓ Strengths	Necessary Job Skills
✓ Weaknesses	Job Alternatives
Work Values	Company Alternatives
✓ Job Challenge	Impact of Family on Career Decisions
✓ Job Autonomy	
✓ Security	
✓ Work/Life Balance	
✓ Money	
✓ Working Conditions	
✓ Helping Others	
✓ Power/Influence	

Research suggests that career exploration has a positive and favorable effect on career management. Career exploration enhances the understanding of oneself and his or her environment, and it can enhance the amount of information people obtain during the job-search process (Greenhause, *et al.*, 2007:29). Career exploration also helps people to develop occupational goals, and it could

generate more job interviews and offers, helping an employee to obtain a higher salary while developing more realistic job expectations. It can help people to become more aware of themselves and the world of work.

Awareness:

Awareness is “the perception of one’s own qualities and the characteristics of one’s relevant environment” (Greenhouse, *et al.*, 2007:29). The awareness of self and environment enables a person to set suitable career goals and to build up suitable career strategies (Schreuder & Coetzee, 2008:71) – this in turn can also help an employee to build up realistic job expectations and accomplish higher levels of job satisfaction.

Career goal:

As stated by Greenhouse, *et al.* (2007:30), a career goal is “a desired career-related outcome to be attained by a person”. Research has shown that employees who are dedicated to specific and demanding goals outperform those who do not have goals or have a weak commitment to planned goals. A career goal does not have to involve a job change (promotion, etc) - it could just be about improving technical skills or job responsibilities. An individual will be motivated to perform better when he/she sets challenging but achievable goals.

Career strategy:

As stated by Greenhouse, *et al.* (2007:31-32), a career strategy is “a sequence of activities designed to help an individual attain a career goal”. Research has identified different kinds of strategies used by employees to improve their chances of career success (7 types of career strategies):

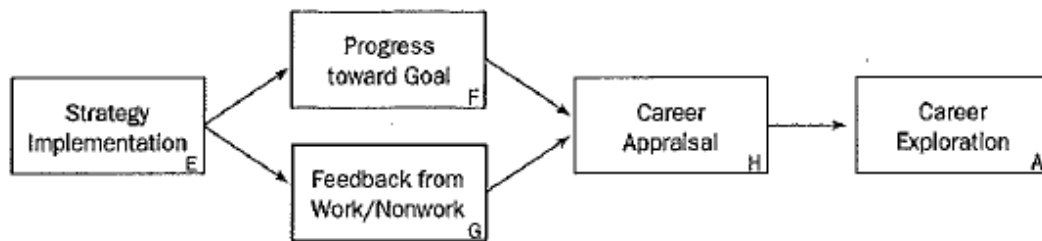
1. Competence in the present job
2. Extended work involvement (working long and hard)
3. Development of skills (through training and job experience)
4. Opportunity development (through self-nomination, visible assignments, and networking)

5. Development of supportive relationships (mentors, sponsors, peers)
6. Image building (to convey an appearance of success)
7. Organisational politics

Career appraisal:

Career appraisal is “the process by which people acquire and use career-related feedback” (Greenhouse, et al., 2007:32-33).

Figure 2: Career appraisal process (Greenhouse, et al., 2007:33)



Constructive and useful feedback helps people to establish whether their strategies and goals still make sense – it enables a person to monitor his/her career. Feedback can support or lead to amendment of a goal, or it can motivate a person by indicating that the goal is desirable or feasible.

Career education:

Stead & Watson (2006:140) states that career education is “those planned-for educational experiences that facilitate a person’s career development and preparation for the world of work”; “the totality of experiences through which one learns about and prepares for engaging in work as part of a way of living”; and, “a primary responsibility of the school with an emphasis on learning about, planning for, and preparing to enter a career”.

2.7. Organisational career management practices

Schreuder & Coetzee (2008:313) states the following: “the organisational career management system consists of a set of activities and practices designed by the organisation to promote employee career ownership and insight, career goal and strategy development, and/or appropriate feedback on career progress”.

The purpose of career management in an organisation is to develop and enrich both the employee and the organisation’s needs. The activities of such a system can help individuals to improve their personal career management, development, and advancement throughout the various stages of their work life (Greenhaus *et al.*, 2000). It can avoid employee turnover, and costs would therefore also be reduced.

Paying attention to and supporting an employee’s career can improve morale, increase productivity and help the company become more efficient.

Three objectives of a career management system are the following:

- To meet the human resource needs (current and long term) of the company in good time;
- To adequately inform the employees about their potential career paths within the company; and
- To utilise existing human resource programmes to the fullest by integrating the activities that select, allocate, develop, and manage individual careers with the company’s plans (Schreuder & Coetzee, 2008:313).

Such a system can also help create a positive career development culture – helping to address a range of issues (such as: productivity and competitiveness; employment equity; succession planning; workforce forecasting; talent retention;

management-potential selection and development; and, up-skilling due to technological changes).

2.8. Career counseling, advising and discussion

2.8.1. Career counseling

Schreuder & Coetzee (2008:318) defines career counseling as “a process which enables people to recognise and utilise their resources to make career related decisions and manage career related problems”. Stead and Watson (2006:81) state that career counseling is defined as an ongoing, face-to-face interaction between counselor and client, with career- or work-related issues as the primary focus. It is the process of supporting individuals in creating a life-career, and progressing in it. It describes how psychologists/counselors help individuals to develop self-understanding and have a career direction that allows them to achieve their potential and find purpose in their daily activities (Schreuder & Coetzee, 2008:318). It can be done by trained line managers or professional experts inside/outside the organisation.

Career counseling should contain the following:

- ✓ Individualised interpretation and feedback
- ✓ Occupational information
- ✓ Modelling opportunities
- ✓ Building support of choices within the employee’s social network
- ✓ Written exercises (Schreuder & Coetzee, 2008:319)

2.8.2. Career advising

Career advising can be used to manage employees’ careers. Career advising models can be used – it contains information about where to find resources for self-assessment and information about careers, listing education possibilities,

and referring employees for career counseling. Career advisors can be human resource staff and can be trained by career counselors (Schreuder & Coetzee, 2008:320).

2.8.3. Career discussion

Superiors use this method to advise subordinates regarding their careers. Schreuder & Coetzee (2008:320) states that the career discussion is “a planned discussion between a manager and an employee – they jointly attempt to clarify developmental options in the employee’s current job, examine career issues in light of current job performance and goals of the organisation, and/or simplify future career options for that employee”.

The following steps are followed in the career development discussion:

- **Setting the stage**

The first step requires managers to create a psychological and physical environment conducive to the discussion. A pleasant atmosphere and privacy are important aspects to ensure. The meeting should be scheduled well in advance to allow for preparation. The employee should be treated with sympathy and care during the meeting.

- **Active listening**

Managers must accept the employees’ opinions and points of view, and should establish a relationship of trust. Honesty is crucial.

Active listening skills will ensure:

- ✓ To find out about employees’ concerns.
- ✓ To establish which issues are recurrent and therefore important to employees.

- ✓ To ensure that employees' concerns have been correctly understood.

- Responding

Managers should express their own points of view and provide the information necessary to give direction to the discussion.

Managers could do this by:

- ✓ Summarising what the employee has said.
- ✓ Expressing the manager's view of the employee.
- ✓ Pointing out inconsistencies in the employee's presentation.
- ✓ Providing specific information on factors that may influence the employee's career plans.
- ✓ Providing the manager's opinion on the extent to which the employee's aspirations may be deemed realistic.

- Developing alternatives

The manager should suggest a training programme to follow, and should provide information about career opportunities within the company and on solving the employee's problems.

- Reaching joint conclusions

The main points should be summarized, steps to be taken should be summarised, and plans for action should be identified – however, it is up to the employee to take responsibility for these steps (Schreuder & Coetzee, 2008:320).

2.8.4. Effectiveness ensured

The effectiveness of career discussions is ensured by attending to the following aspects:

- Establish a relationship of trust.
- Show a real interest in the employee.
- Give honest feedback on skills and potential.
- Provide constructive challenges and advice.
- Manage the process effectively.
- Offer a wide view of career opportunities.
- Attend to the employee's agenda.
- Follow up on promised actions.
- Not take control away from the employee (Schreuder & Coetzee, 2008:322).

2.9. Lateral moves to create cross-functional experience

Lateral moves, cross-functional moves, job rotations and role changes characterise the career path of personnel. Career pathing is utilized as an organisational support practice that can assist employees in planning developmental activities such as informal and formal education, skills training, and job experiences to facilitate their readiness and capability to hold more advanced jobs (Schreuder & Coetzee, 2008:323).

2.9.1. Career pathing steps:

The following steps should be adhered to during career pathing:

- 1) Determine/reconfirm the abilities and end behaviours of the target job. Confirm the requirements and review them periodically, because jobs tend to change over time.
- 2) Update and confirm employees' records concerning skills, experiences, potential abilities, career interests, and objectivities.
- 3) Conduct a needs analysis comparison, and view the employee and the targeted job.
- 4) Reconcile employee career desires, developmental needs, and targeted job requirements with those of organisational career management.
- 5) Identify the individual actions (work, education, and training experiences) necessary for the individual to progress to the targeted job.
- 6) Create a time-oriented blueprint or chart to guide the individual.

2.10. Succession planning

Succession planning involves the recording of potential successors for managerial and other critical positions within the organisation (Schreuder & Coetzee, 2008: 324). It can be valuable when long-term organisational planning occurs.

Skill inventories should be kept – providing for certain types of information about the organisation's current management pool, potential managerial talent, and employees who possess critical skills without which the organisation may suffer severe losses. Skills inventories contain the following: present position; length of service; retirement date; education; and, past performance evaluations. It can be used to fill vacancies, or to identify developmental activities for the organisation (Schreuder & Coetzee, 2008: 324).

2.11. Occupational health and wellbeing

The terms occupational health and wellbeing refer to the physical (illnesses and diseases) and mental (psychological, mental and emotional health) health of workers (Schreuder & Coetzee, 2008:275). It also includes societal aspects (alcoholism and drug abuse). ‘Health’ refers to “psychological or physiological aspects”, and ‘wellbeing’ refers to “life experiences (satisfaction and happiness) and job-related experiences (job satisfaction, job attachment and satisfaction with pay or co-workers)”.

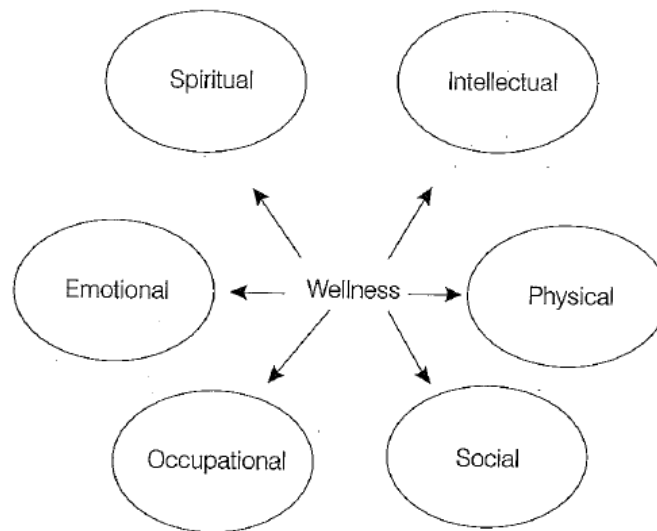
Stress, job burnout, violations of psychological contracts, job insecurity and downsizing are important psychological topics. The most common work-related health problems are backache, stress and fatigue.

Research shows that work (goal-directed and structured activity) translates directly into other mental health outcomes and it indirectly affects employees’ life fulfillment and happiness. In addition, studies also show that a lack of work has damaging and harmful effects, such as depression, alcoholism, psychological complaints, and even suicide (Schreuder & Coetzee, 2008:275).

Key dimensions in life, central to positive mental health, are having purpose in life, worthwhile connections with others, self-regard, and mastery. Health is regarded as “the presence of the positive in the mind as well as in the body”. This view is consistent with the holistic model of health and well-being which entails six dimensions of wellness – namely emotional, intellectual, spiritual, occupational, social and physical.

Scheuder & Coetzee (2008:277) defines six dimensions of wellbeing. The figure below illustrates how these dimensions relate to wellness.

Figure 3: The six dimensions of wellness (Schreuder & Coetzee, 2008:277)



Creating positive emotional states in people ensures flexible, effective problem solving, decision making and evaluation of events. These positive emotions support building the individual’s durable personal resources. “Positive emotions have a potentially adaptive and interactive nature and might moderate the relationship between job satisfaction and job performance” (Schreuder & Coetzee, 2008:276).

2.12. Occupational stress

Occupational stress is considered to be “the product of an imbalance between environmental demands and individual capabilities” (Schreuder & Coetzee, 2008:277). ‘Stressors’ refer to “characteristics of the external environment that cause distress”, while ‘strain’ describes any response of the individual to these characteristics (i.e. physical and psychological ill-health, job satisfaction, and impaired job performance) – stressors do not certainly lead to strain.

2.12.1. Types of occupational stressors:

- Work relationships

Most jobs require that a person would have to often deal with other people. Potential sources of stress are broken or unsupportive relationships with colleagues and/or superiors, as well as unfair treatment, mistrust, or isolation.

- Work-life balance

It is possible that the demands of work could interfere with individuals' personal and home lives. This can put a strain on relationships outside work.

- Overload

Strain could be experienced when a person is expected to do more than the time he or she is given to deliver. There are different types of role overload, namely working long hours, meeting usual or unfair deadlines, and responding to time pressures.

- Job security

Job insecurity is an overall concern of losing one's job, and it implies uncertainty about the future.

- Control

A person is likely to experience stress when he or she has to depend on someone else to be able to complete his or her own tasks.

- Resources and communication

Individuals need to feel they have the suitable training and necessary resources to be able to perform their job efficiently and successfully. They also need to feel that they are sufficiently informed, that they are adding value, and that they are important and respected.

- Pay and benefits

Financial rewards determine the type of lifestyle a person leads. It impacts on an individual's thoughts of self worth and awareness of their value to the organisation.

- Aspects of the job

Factors such as physical working conditions, type of responsibilities, and the amount of satisfaction resulting from the job itself could cause stress.

2.12.2. Outcomes of occupational stress:

“Poor health is an outcome of stress – especially if workplace pressures have positive and motivating or negative and damaging effects”. High levels of stress may lead to feelings of anger, anxiety, depression, nervousness, irritability, tension and boredom. This may lead to lower job performance, lower self-esteem, resentment of supervision, worker conflict, inability to concentrate and make decisions, and job satisfaction (Schreuder & Coetzee, 2008:282). Behaviours related directly to job stress include the following: under-eating; over-eating; sleeplessness; increased smoking and drinking; and, drug abuse. There is a relationship between stress and absenteeism, and between stress and labour turnover.

2.13. Job burnout

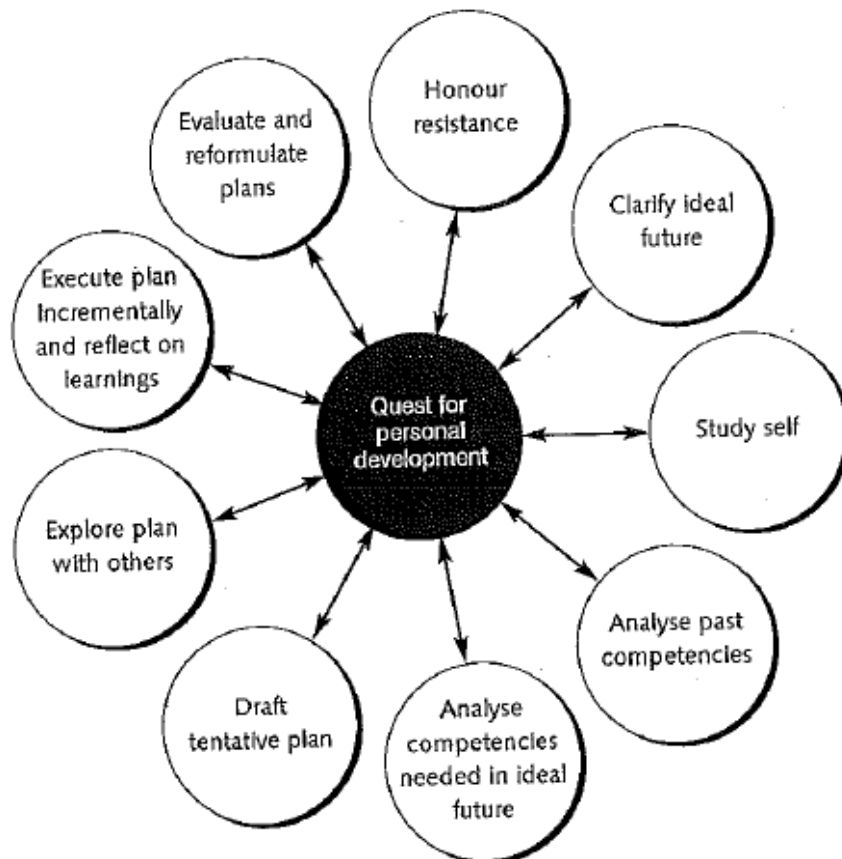
Job burnout is defined as “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do ‘people work’ of some kind”. Exhaustion and reduced effectiveness are symptoms, as well as decreased motivation, and dysfunctional attitudes and behaviours at work. Job burnout is a particular kind of prolonged job stress – it is a particular, multidimensional, chronic stress reaction that goes

beyond the experience of mere exhaustion. It happens when attempts to handle and cope with a range of negative stress settings and situations, have failed. Symptoms of job burnout are loss of motivation and commitment (Schreuder & Coetzee, 2008:282).

2.14. The twenty-first century career planning model

Otte and Kahnweiler devised the so-called 21st century career planning model. This model illustrates the various aspects involved in the quest for ultimate personal development.

Figure 4: Otte & Kahnweiler: Twenty-first Century Career Planning Model (Schreuder & Coetzee, 08:78)



Jobs and organisations change, and therefore long-term career planning is crucial concerning the individual's being – finding a purpose in life, finding personal meaning in work, and spiritual and emotional development.

In planning a career, the employee should become aware of his/her inner depths (Schreuder & Coetzee, 2008:79). Career plans can change – not necessarily one's job, but seeing one's present job in a new way and finding new ways of personal development.

This model is developmental in nature and presents a long-term view, as well as making provision for short-term survival in changing and uncertain times.

- Honour resistance

At times individuals might get 'stuck' – it should be attempted to understand the reasons for getting 'stuck', and discovering why one is resistant to personal growth. It could be due to incompatibility between one's needs and desires, or due to the fact that one's plans have become inappropriate to external circumstances. Talking to a friend/counselor, revising one's career plan, or accepting the fact that one can become confused and doubt one's self-worth can help to gain understanding of the reasons for not growing.

- Clarify ideal future

One should not think in terms of a job title when dreaming of what one wants to be in the future – rather think in terms of an ideal role one would entail, and what the content should be (including details of what an ideal work day, work week, or month would constitute). An individual should have deep knowledge of oneself, knowing his/her aspirations, fears, doubts and desires.

- Study self

Deeper self-understanding can be achieved by the following techniques (Schreuder & Coetzee, 2008:80):

- ✓ Dream analysis and imagination to reveal emotions.
- ✓ Remembering early childhood to find a basis for career dreams and sources of pleasure in work.
- ✓ Symbolic exercises to discover unconscious motivations.
- ✓ Assessments by a counselor/psychologist – for recommendation on career issues (considering personality traits, personal situations and willingness to take risks).
- ✓ Analysing positive and negative past experiences by thinking of the most rewarding or most dreaded activities – by drawing up a list of the things one enjoys doing (social/physical/outdoor/mental activities).

- Analyse past competencies

Examine all capabilities (competencies/skills) involved in previous phases of employee's life.

- Analyse competencies needed in ideal future

Analyse and determine which skills would be required in the employee's ideal career – some of them will have to be acquired. This will determine learning goals and skills to be attained.

- Draft tentative plan

Write down a goal; compile a list of steps necessary to reach that goal; and decide what resources and how much time are required.

- Explore plan with others

Share the results (of the above steps) with others who are committed to helping (who can provide feedback and understand one's fears and aspirations).

- Execute plan incrementally and reflect on learning
 - ✓ Work on skills required to achieve goals
 - ✓ Make career choices – consistent with the future vision
 - ✓ Become aware of feelings towards the activities the individual wants to undertake.
-
- Evaluate and reformulate plans

Revise the plan at least annually – write down reflections and discuss the results with trusted friends. This will keep individuals aware of their feelings and what they have learned – it will also facilitate personal planning, growth and change.

2.15. Career management as an ongoing process

Career management should be an ongoing process – work is an essential and big part of life, and a fulfilling career can encourage feelings of accomplishment and achievement. Poor career decisions or unrealistic strategies can have an upsetting effect on a person's sense of well-being (Greenhouse, *et al.*, 2007:34). Active career management on a continuing basis, including constructive feedback, is essential to avoid a bad situation which one would not be able to get out of. "Changing environments demand ongoing career management". Old missions should be substituted for new ones, and technological changes also need to take place. Restructuring and retrenchments affect a person's career. People change – and might want to reexamine their career goals. People's families might change, which might lead to changing life-styles and interests. Therefore, career management should be a constant, problem-solving practice.

2.16. The effectiveness of career interventions

Some of the outcomes of career interventions are:

- ✓ Feelings of greater career satisfaction.
- ✓ Feelings of general well-being.

- ✓ Feelings of greater self-confidence.
- ✓ Enhanced job performance.
- ✓ Reduced stress levels.
- ✓ Greater sense of coherence (Schreuder & Coetzee, 2008:145).

2.17. Benefits to the organisation

Organisations should encourage career goal setting, because employees learn to take responsibility for their careers, and when they get involved in career goal settings, they are likely to become more highly skilled and more useful in the organisation. Career management programmes include the analysis of employees' skills. Employees' strengths and weaknesses should be understood, and they should be encouraged to grow and improve. When employees are supported and cared for with guidance and feedback, they're motivated and committed towards continued development and career planning. Knowledge of employee career goals can help with succession planning matters. Employees with career goals aligned with the demands of management positions can be targeted for specific positions.

Organisations and their employees can benefit from well-designed and maintained career management programmes. Organisations that implement career management programmes might have more productive employees. (Greenhouse, *et al.*, 2007:82-83).

2.18. Conclusion

Chapter 2 aimed to provide a literature background and review of the theory involved in this study. The terms career management, career planning, as well as the steps and various activities involved, has defined the interlinking facts which were also discussed, indicating the role of the employee as well as that of the organisation.

In Chapter 3 the Methodology will be discussed, including aspects such as research design and the effectiveness thereof.

CHAPTER 3 METHODOLOGY

3.1. Introduction

A major characteristic of a mining company is that it is hierarchical – positions are fixed in a descending order of authority. Employees are guided by a set of rules and practices which are formally established. One person's work is clearly distinguished from another person's; but is often dependent upon one another. The majority of Head Office departments are customer service driven – clients and customers must be treated with fairness and formality.

The factors above, including the fact that the mining company is one of the largest employers in South Africa, were taken into account during the development and consideration of the appropriate methodology followed during the execution of the study.

This chapter will not only focus on the research strategy and design followed, but attention will also be given to the population that participated in the study, and the measuring instrument utilized.

3.2. Research strategy and design

Methodology refers to the way to proceed to solve problems, which is the research process. In the human sciences there are two main methodological paradigms, namely quantitative and qualitative methodologies. The primary aim of this dissertation is to investigate the perceptions regarding the current state of career management in this specific company, as well as the influence of career management on employees' motivation and commitment. In qualitative research

you seek out the why and not the how of the topic through analysing unstructured information.

As part of the first phase of this study, a complete literature study was undertaken in order to identify the most basic fundamentals of career management as well as the practices which support career management. Textbooks and articles written by people of good reputation in the field of career management were therefore studied.

Following the literature study, a measuring instrument was developed. This instrument was utilized to obtain data from the respondents that participated in the study. Issues considered during the development of the measuring instrument are elaborated upon in Part 3.3 of this chapter.

Due to the topic which was investigated, as well as the population identified for this purpose, semi-structured interviews were used as part of the methodology in the gathering of data.

During decisions taken regarding the research strategy and design it was ensured that such strategy and design would be suitable for determining the –

- perceptions regarding the current state of career management in a mining company; and,
- the influence of career management on employees' motivation and commitment.

3.3. The measuring instrument

Data was gathered with the use of semi-structured interviews. The semi-structured interviews included individual (face-to-face) interviews which was tape recorded. Depending on the quality of data received from the interviews, follow-up interviews were conducted as a means of clarifying the information received

from the initial interviews. Before any data was collected or employees approached, approval from the relevant senior managers were obtained and all consent processes were followed.

3.3.1. Semi-structured interview format

A semi-structured interview format was formulated using questions related to the purpose of the research (see appendix A). Qualitative research interviews ensure the gathering of rich data and thick descriptions.

General rules were taken into account during the preparation and conduct of the semi-structured interviews.

- Inform the participant that the interview will be tape recorded, and explain the purpose therefore. Explain that brief notes will be taken during the interview.
- The interviewer should have “the positive image of a good person engaged in a harmless but important task”.
- A good interviewer should ensure that the participant trusts him/her, and that mutual respect is established. He/she should not act intimidating, and should not speak in threatening ways. A good interviewer should take on a relatively neutral role while being concerned, caring and sympathetic towards the interviewee.
- Note down only brief notes during the interview. It is important to maintain eye contact with the participants. Participants must feel interest is taken in their perceptions.
- Note down your emotions and prejudices so that they can be noticed and taken out from the final product.
- Prepare an interview schedule/guide beforehand.

- Asking questions:
 - What is interesting from the respondent's point of view?
 - What is interesting from the researcher's point of view?
 - Don't ask sociological questions.
 - "Why" questions should be translated into "how" questions.
 - "Why" questions often result in justifications.
 - "How" questions tell you something about the process.
- Record the interview – preferably with a recorder of high quality.
- Interview transcriptions should be done as soon as possible (Joel Hietanen, 2008).

The above general rules were all observed and taken into account during the preparation of the semi-structured interview.

3.3.2. Qualitative research

Qualitative research uses a naturalistic approach that seeks to understand phenomena in context specific setting, such as “real world setting (where) the researcher does not attempt to manipulate the phenomenon of interest” (Patton, 2001:39). “Unlike quantitative researchers who seek causal determination, prediction, and generalization of findings, qualitative researchers seek instead illumination, understanding to similar situations” (Hoepfl, 1997). Reliability and validity of data are important in any research study done. The terms reliability and validity are vital criterion for quality in quantitative paradigms, however the terms Credibility, Neutrality or Confirmability, Consistency or Dependability, and Applicability or Transferability, are used in qualitative research (Lincoln & Guba in Golafshani, 2003). These are essential criteria to quality. Additionally, trustworthiness is crucial to ensure reliability in qualitative research.

3.3.2.1. Credibility in qualitative research

Researchers in both quantitative and qualitative research must examine and prove that their studies are credible. In qualitative research the “researcher is the instrument”. Therefore the credibility depends on the ability and the effort of the researcher. In quantitative research the credibility depends on instrument construction (Golafshani, 2003:600).

3.3.2.2. Transferability in qualitative research

Transferability refers to “the degree to which the result of the qualitative research can be generalised or transferred to other contexts”. Transferability is mainly the responsibility of the one doing the generalising (Social Research Methods website at: <http://www.socialresearchmethods.net/kb/qualval.php>).

3.3.2.3. Reliability in qualitative research

Reliability in qualitative research can be found by (Ratcliff, 1995):

- Multiple viewings of videotape – by same person or different people.
- Multiple listening of audio tape – by same person or different people.
- Multiple transcriptions of audio tape – by same person or different people.

To be more specific with the term of reliability in qualitative research, Lincoln and Guba (in Golafshani, 2003) use “dependability” in qualitative research which closely corresponds to the notion of “reliability” in quantitative research. “Enquiry audit” is used to evaluate and calculate the dependability of qualitative research data. This can be used to examine both the process and the product of the research for consistency (Hoepfl, 1997). There can be no validity without reliability, therefore it can be said that there is no credibility without dependability.

3.3.2.4. Confirmability in qualitative research

Confirmability refers to “the degree to which the results can be confirmed by others”. To enhance confirmability the researcher should document the strategies for checking and rechecking the facts and information throughout the study (Social Research Methods website at: <http://www.socialresearchmethods.net/kb/qualval.php>).

The examination of trustworthiness is vital if one is to ensure reliability in qualitative research. Seale (in Golafshani, 2003:601) stated that “while establishing good quality studies through reliability and validity in qualitative research, the trustworthiness of a research report lies at the heart of issues conventionally discussed as validity and reliability”. Trustworthiness in this study is enhanced by using the method of purposive sampling.

The following main issues were addressed by the semi-structured interview in this regards:

- Perceptions regarding the current state of career management in a mining company.
- The influence of career management on employees’ motivation and commitment.

3.4. Population that participated in the study

Churchill (1996: 535) defines a population as the totality of cases that conform to some designated specifications. He states that information can be collected from each member of the population of interest by completely canvassing the population. According to him a complete canvas of the population is called a census. Alternatively, information can be collected from a portion of the population by taking a sample of elements from the largest group.

The mining company employs more than eleven thousand permanent and contracted employees across various operational units in three provinces of South Africa.

For the purposes of this study it was decided to focus on non-management employees at the head office division of the company. The head office, also known as the corporate centre, employs 500 employees, and of these more than 60 percent are in the non-management category. The researcher approached a number of participants to partake in the study – after interviewing 7 participants the information was saturated. The target population included all permanent qualified employees in the non-management category. The decision was informed by the following:

- Although career management affects the whole organisation, the greatest impact is on the qualified and skilled non-management employees at the head office;
- It was not feasible at that stage to assess all the employees at the different operational units. Focusing on non-management employees at the head office made it more manageable to work with the sample, and to focus on a specific area of the organisation;
- There were no language limitations as all employees are literate, skilled, and qualified;
- There were no geographic restrictions since the sample was easily accessible.

3.5. Statistical processing of data

After the literature study was completed, data was gathered by conducting semi-structured interviews for this purpose. The data gathered was processed in order for reasonable conclusions to be made.

Data analysis involves the researcher “arranging and portraying the data in ways that help detect patterns or problems, explore associations that exist in the data, and generally see if the data are consistent with their hypothesis and theories” (Hoyle *et al*, 2002:425).

The content analysis approach was used to analyse the data. The methodological approach used in the study was designed to generate data that could go through a thematic analysis. Coding was chosen as the method to assist the researcher to categorize and assign themes to data. The coding of data ensures that themes are properly categorized according to properly defined research questions.

In coding, the researcher begins to work with an organised set of initial codes or preliminary concepts. Key words and phrases are grouped together in broader themes and/or categories. According to Neuman (1997), during coding, “a researcher asks about causes and consequences, conditions and interactions, strategies and processes, and looks for categories of concepts that clusters together. Data is verified and analysed before conclusions are drawn from the information”.

The data collected was analysed in the following way:

- A DVD recorder was used to record all conversations and data exchanged between researcher and participant. Each discussion was separately listened to, repeatedly, and transcribed. Pauses, laughter, sighs and other non-verbal sounds were noted together with the text, which was supplemented by notes made during and immediately following the interview regarding such detail as gestures used.
- Themes related to the research phenomena.
- The themes were given tentative titles.
- This process was iterative: as analysis progressed themes were clarified, refined and added to.

- It was advantageous that interviews were conducted and transcribed by the same person.

Influencing the processing of data is the various approaches one can take when executing a study of this nature. Leedy (1997: 105-106) distinguish between the quantitative and qualitative approaches. The distinguishing characteristics of these two approaches were captured in the following table.

Table 2: Distinguishing characteristics of quantitative and qualitative approaches (Leedy, 1997: 106)

Question:	QUANTITATIVE	QUALITATIVE
What is the purpose of the research?	To explain and predict To confirm and validate To test theory Outcome-oriented	To describe and explain To explore and interpret To build theory Process oriented
What is the nature of the research process?	Focused Known variables Established guidelines Static design Context free Detached view	Holistic Unknown variables Flexible guidelines Emergent design Context-bound Personal view
What are the methods of data collection?	Representative, large sample Standardized instruments	Informative, small sample Observations, interviews
What is the form of reasoning used in analysis?	Deductive analysis	Inductive analysis
How are the findings communicated?	Numbers Statistics Aggregated data Formal voice Scientific style	Words Narratives Individual quotes Personal voice Literary style

From the above table it is clear that this study into the extent of implementation of career management in the mining company was based on the qualitative approach.

3.6. Ethical issues surrounding the study

Ethics is a very important issue in research and it must be carefully considered before a study is conducted. “Ethical issues arise from our interaction with other people and the environment, especially at the point where there is potential or actual conflict of interests” (Mouton, 2001). Ethics is concerned with “what is wrong and right in the conduct of research” (Mouton, 2001).

As stated by the above introduction of ethics it is evident that this research study involves ethical issues that must be taken note of and addressed appropriately. This study involved interviewing and obtaining information about career management for qualified, non-management employees. This information is confidential and entails that individuals must divulge personal information. Researchers have the right to search for the truth through collecting data in interviews, questionnaires, etc. However, this must not be done at the expense of the rights of other individuals in society (Mouton, 2001).

Below is a brief description of some of the most common ethical issues (Mouton, 2001) that could occur in this study and how the researcher will adhere to these:

Organisation approval:

Prior to the research being conducted at the company and amongst the employees, the researcher must obtain written approval from the company.

Objectivity and integrity of the research:

The issue of career management can be very subjective and it becomes easy for the researcher to be subjective in her judgment. The researcher must at times maintain objectivity and integrity in the conduct of this research.

Fabrication or falsification of data:

The researcher must not at any point in time change the data or observations.

Ethical publishing practices:

The researcher will make sure that the referencing is appropriate. This means that the contributions of individuals and any person who participated in the research in a substantial way will be included in references. No form of plagiarism will be accepted.

Free and open dissemination of research results:

The results of the research findings will be reported in full, openly, and in a timely manner.

Relationship to the subjects of science:

This research deals primarily with studying of other individuals in the form of a questionnaire and interviews. The study cannot proceed until all participants have been made aware of the following: the right to privacy (including the right to refuse to participate in the research); the right to anonymity and confidentiality; the right to full disclosure about the research (informed consent); and finally, the right to not be harmed in any manner (physically, psychologically, or emotionally).

Accurate information will be provided. The researcher will ensure participants enter into an agreement to participate, by clarifying the nature of the research and the responsibilities of each party. This will be done verbally as well as through giving them an informed letter of consent (see appendix C) to read and

sign. Their right to anonymity and confidentiality will be explained to them and thereafter the researcher will make sure to keep this confidentiality.

3.7. Conclusion

This chapter focused on the importance of choosing the correct research strategy and design when conducting social research. Issues to be taken into consideration during the development of an appropriate measuring instrument were also discussed in detail.

The choice of the population was discussed. Qualified non-management personnel were included in the study due to the various reasons as mentioned.

From the statistical processing of the data obtained by means of the measuring instrument (semi-structured interview) it furthermore became evident that a qualitative approach was followed with this study.

Following the obtainment and processing of the data, findings and recommendations are made.

In Chapter 4 the results and conclusions of the interviews and data analysis will be provided.

CHAPTER 4

RESULTS

4.1. Introduction

The previous chapter reflected on the qualitative approach followed, and the importance of choosing the correct research strategy and design when conducting social research. It focused on the choice of population, and the issues to be taken into consideration during the development of an appropriate measuring instrument.

As was indicated in Chapter 3, responses were received from 7 individuals working at the head office, also known as the corporate centre. These individuals are all qualified, permanent employees in the non-management category.

This chapter provides information on the participants' perceptions and views of career management in the company, and the influence it might have on employee motivation and commitment. It provides a qualitative approach to discover in-depth and subjective descriptions from the respondents. The research process produced a number of emergent themes regarding a variety of perceptions on career management. The important aspects which have arisen from this research activity will be discussed.

The collected data proves the importance, value and benefits of implementing career management practices in the mining company.

The interviews were recorded and transcribed. The data were sorted into a series of categories. The researcher read the transcripts and coded the data to enable data analysis. Two categories were generated from the data. The first

category includes 19 themes, and the second category includes nine themes. Two independent researchers were asked to verify the seeming accuracy of the category system and after discussion with them minor modifications were made to it.

4.2. Description of responses

All respondents indicated that their departments are not implementing any formal career management programmes.

Table 3 – Responses received regarding whether the respondents' departments are implementing any formal career management programmes.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Yes – formal career management implementation	0	0%
No formal career management implementation	7	100%
TOTAL	7	100%

n = 7

High work pressure, backlogs in work, lack of expertise and knowledge, the fact that career management is not deemed a priority and, in an isolated instance, resistance from line management are all reasons provided by respondents for their failure to implement formal career management programmes. In table form, the responses received in this regard are as follows:

Table 4 – Responses received regarding the reasons why no formal career management programmes have been implemented yet.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
High work pressure	7	25%
Lack of expertise/knowledge	4	14.3%
Career management is not deemed a priority	7	25%
Resistance from line management	6	21.5%
Backlog in work	1	3.6%
Lack of time and resources	1	3.6%
Unspecified/unclear goals w.r.t. career management	1	3.6%
Culture (focusing on experience, and not on skills/qualifications)	1	3.6%
TOTAL	28	100%

n = 28

These issues indicated above were emphasized by the respondents as major contributing factors to prohibiting the development of formal career management programmes. The most indicated manners were high work pressure and the fact that career management is not deemed a priority.

In the absence of a formal career management programme, respondents indicated that careers are managed as follows:

Table 5 – Responses received regarding the way in which careers are currently managed without a formal career management strategy in place.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
By managers in an informal manner	1	10%
By individuals themselves	5	50%
Not managed at all	4	40%
TOTAL	10	100%

n = 10

Most participants responded that careers are managed by individuals themselves.

Table 6 – Responses received regarding the question whether newcomers are informed of possible career pathing and/or development opportunities at all.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Yes – newcomers are informed	0	0%
No – newcomers are not informed	7	100%
TOTAL	7	100%

n = 7

It was indicated by all respondents that newcomers are not informed of possible career pathing and/or development opportunities at all.

Table 7 – Responses received with regards to the question whether the fact that no formal career management programmes are being implemented, affects the respondent(s).

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Yes – it does affect the respondent(s)	7	100%
No – it does not affect the respondent(s)	0	0%
TOTAL	7	100%

n = 7

According to all the respondents, the fact that no formal career management programmes are being implemented, does affect them as employees.

Table 8 – Responses received regarding the negative consequences/influence of formal career management programmes not being implemented.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Increased absenteeism	2	2.7%
Low motivational levels	7	9.6%
Low job satisfaction	7	9.6%
Decreased retention rates	6	8.2%
Poor work performance	6	8.2%
No identification of training & development needs	4	5.5%
No alignment of the aspiration of employees with organisational objectives	4	5.5%
No clarification of available career options	7	9.6%
Decreased employee commitment to the organisation	6	8.2%
Low self-esteem	2	2.7%
Increased anxiety, stress and uncertainty	5	6.8%
Decreased willingness to take risks	5	6.8%
Impact on sense of coherence	5	6.8%
Low employee morale	7	9.6%
TOTAL	73	100%

n = 73

According to the participants' responses, the strongest perceptions are that low motivational levels, low job satisfaction, no clarification of available career options, and, low employee morale are all consequences of no formal career management programmes being implemented.

Table 9 – Responses received with regards to the respondent’s need for formal career management programmes to be implemented.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Yes – there is a need for career management	7	100%
No – there is no need for career management	0	0%
TOTAL	7	100%

n = 7

All participants responded that they do have a need for formal career management programmes to be implemented.

Table 10 – Responses received regarding the reason(s) why formal career management programmes should be implemented.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Less absenteeism/turnover	2	2.3%
Better retention rates	5	5.7%
Job satisfaction	7	8%
Higher motivational levels	7	8%
Self-confidence	5	5.7%
Broader knowledge/experience (personal growth to be more marketable)	7	8%
Identification of training & development needs	7	8%
Clarification of available career options	7	8%
Alignment of the aspirations of employees with organisational objectives	5	5.7%
Enhancement of employee commitment to the organisation	6	6.9%
Identification of more suitable career paths	7	8%
Sense of coherence	4	4.6%
Willingness to take risks	6	6.9%
Less anxiety, stress and uncertainty	5	5.7%
Higher employee morale	7	8%
TOTAL	87	100%

n = 87

The respondents indicated what they perceived to be the reasons for the need for formal career management programmes to be implemented. The reasons most indicated were the following: to ensure job satisfaction; to increase employees' motivational levels; to broaden employees' knowledge, ensuring personal growth for employees to be more marketable; to enable identification of training and development needs; to clarify available career options; to identify more suitable career paths; and, for higher employee morale.

In the absence of formal career management programmes, respondents indicated the influence thereof on employee motivation and commitment as follows.

Table 11 – Responses received regarding the psychological effects of the non-implementation of formal career management programmes.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Negativity (pessimism)	6	12%
Low motivational levels	7	14%
Low self-confidence	5	10%
Low job satisfaction	7	14%
Low morale	7	14%
Low self-esteem	5	10%
Anxiety, stress & uncertainty	6	12%
Decreased willingness to take risks	7	14%
TOTAL	50	100%

n = 50

According to the participants, not implementing formal career management does have an influence on certain psychological aspects. The most indicated factors being influenced, if no formal career management programmes are implemented, were responded as following: low motivational levels; low job satisfaction; low morale; and, decreased willingness to take risks.

Table 12 – Responses received regarding the way in which a career management strategy should be made available to personnel.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Memoranda	6	26.1%
Meetings	5	21.7%
Workshops	5	21.7%
Training courses	7	30.4%
TOTAL	23	100%

n = 23

All participants responded that training should be conducted to make the career management strategy known and available to relevant parties.

A more in depth discussion of the various manners in which a career management strategy should be made available to personnel in the following ways: Documents with relevant information should be distributed to personnel, for example per email; the strategy and formal policy should be placed on the portal on the company's intranet, and should be easily accessible. Line managers and HR personnel should be trained on specific aspects of the career management instruments, to be able to perform those functions and responsibilities competently. Workshops and information sessions for relevant parties involved (including HR personnel, line managers, etc.) would be advantageous. Conducting meetings with each department could provide information on what to be expected, and for each individual to understand the process and what they should focus on.

Table 13 – Responses received regarding the elements to be provided for in a formal career management instrument.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Employee goals and aims	7	8%
Design of career paths	7	8%
Job requirements and descriptions	7	8%
Employee needs	5	5.7%
Employer needs	5	5.7%
Determination of strengths and weaknesses of the employee	7	8%
Determination of opportunities and threats	7	8%
Training and development needs	5	5.7%
Target dates for the achievement of goals	7	8%
The organisation's operational objectives	5	5.7%
Results of performance management assessments	6	6.8%
Outcomes of psychometric assessments	7	8%
Consideration of HDSA (Historically Disadvantaged South Africans) figures	4	4.5%
Remuneration strategy	1	1.1%
Retention strategy	2	2.3%
Career counseling	4	4.5%
Performance Evaluations for self-improvement	2	2.3%
TOTAL	88	100%

n = 88

All respondents indicated that the most important aspects to be provided for in a formal career management instrument, are the following: employee goals and aims; design of career paths; job requirements and descriptions; determination of strengths and weaknesses of the employee; determination of opportunities and threats; setting target dates for the achievement of goals; and, the outcomes of psychometric assessments.

Table 14 – Responses received regarding how frequently a formal career management strategy or policy should be revisited and adjusted by management.

INDICATED MANNER	FREQUENCY OF RESPONSES (n)	RESPONSES EXPRESSED AS A PERCENTAGE (%)
Quarterly	2	28.6%
Biannually	0	0%
Annually	5	71.4%
TOTAL	7	100%

n = 7

It was indicated by all respondents that a formal career management strategy or policy should be revisited and adjusted at least annually, but if possible, quarterly.

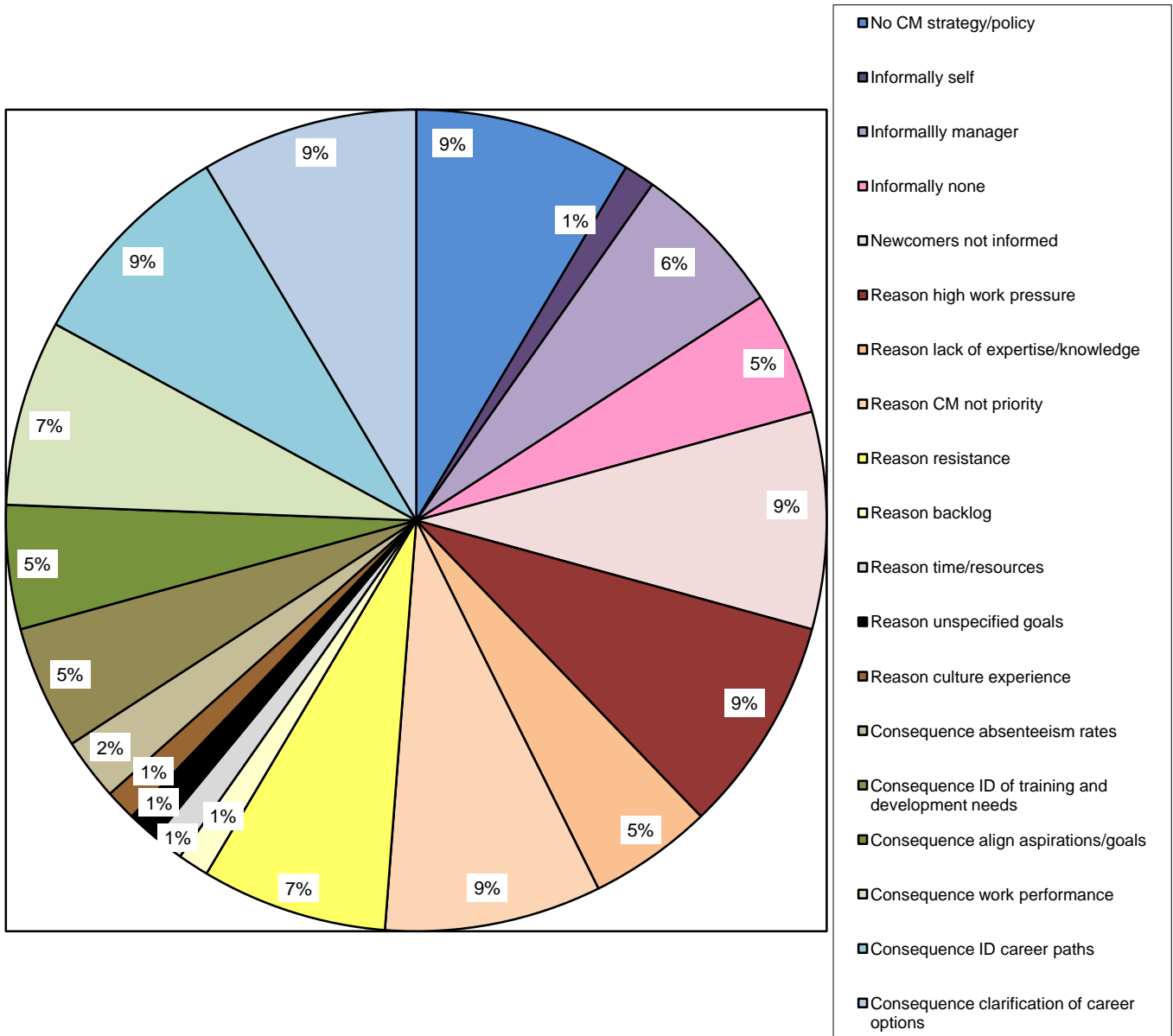
4.3. Coding

The responses were divided into two different categories according to themes created. Each theme and category will be defined.

Category A: Employee perceptions of career management

<u>Code</u>	<u>Themes</u>	<u>Description of Themes</u>	<u>Times indicated</u>
A 1	No CM strategy/policy	No formal career management strategy/policy	7
A 2	Informally self	Careers informally managed by self	1
A 3	Informally manager	Careers informally managed by manager	5
A 4	Informally none	Careers not informally managed at all	4
A 5	Newcomers not informed	Newcomers in company not informed of possible career pathing/development opportunities	7
A 6	Reason High work pressure	Career management not implemented because of high work pressures in the company/departments	7
A 7	Reason Lack of expertise/knowledge	Career management not implemented because HR or line management lack expertise/knowledge	4
A 8	Reason CM not priority	Career management not implemented because it's not deemed a priority	7
A 9 n	Reason Resistance	Career management not implemented because of resistance from line management	6
A 10	Reason Backlog	Career management not implemented because of backlog of work	1
A 11	Reason Time/Resources	Career management not implemented because of lack of time/resources	1
A 12	Reason Unspecified goals	Career management not implemented because company not having specified goals	1
A 13	Reason Culture Experience	Career management not implemented because culture is focused on amount of experience, and not on skills/qualifications	1
A 14	Consequence Absenteeism rates	Career management influence absenteeism rates	2
A 15	Consequence ID of training & development needs	Career management includes identification of training & development needs	4
A 16	Consequence Align aspirations/goals	Career management influence alignment of employee and company goals	4
A 17	Consequence Work performance	Career management influence work performance levels	6
A 18	Consequence ID career paths	Career management includes identification of career paths	7
A 19	Consequence Clarification of career options	Career management includes clarification of career options	7

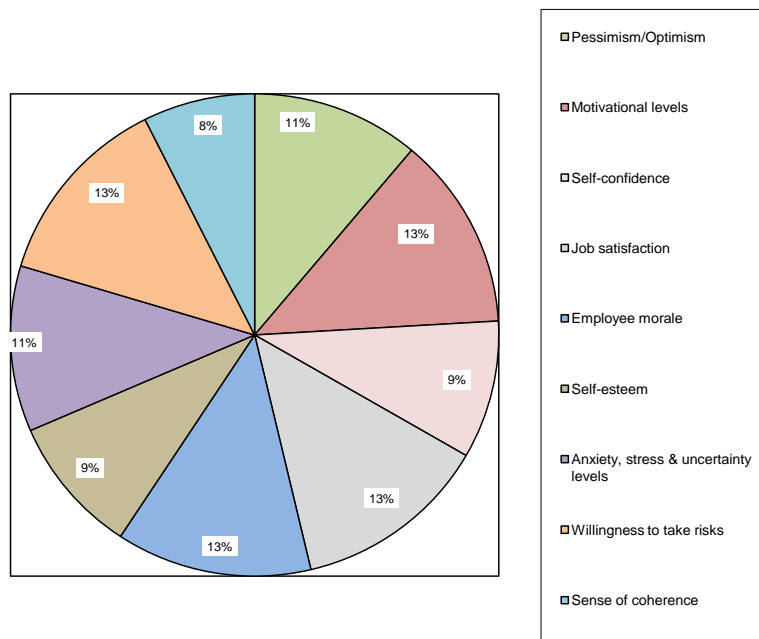
Figure 5: Coding of the category A – Employee perceptions of career management



Category B: The influence of career management on employee motivation and commitment

<u>Code</u>	<u>Themes</u>	<u>Description of Themes</u>	<u>Times indicated</u>
B 1	Pessimism/Optimism	Career management influences pessimism/optimism levels	6
B 2	Motivational levels	Career management influences employee motivational levels	7
B 3	Self-confidence	Career management influences self-confidence	5
B 4	Job satisfaction	Career management influences job satisfaction levels	7
B 5	Employee morale	Career management influences employee morale	7
B 6	Self-esteem	Career management influences employee self-esteem	5
B 7	Anxiety, stress, uncertainty levels	Career management influences anxiety, stress and uncertainty levels	6
B 8	Willingness to take risks	Career management influences willingness of employee to take risks or go the extra mile when not required	7
B 9	Sense of coherence	Career management influences sense of coherence	4

Figure 6: Coding of the category B – The influence of career management on employee motivation and commitment



4.4. Discussion of results

A discussion of the results will follow in two phases – regarding the two categories of employee perceptions of career management, and the influence of career management on employee motivation and commitment.

4.4.1. Category A – Employee perceptions of career management

According to the respondents, no formal career management programmes are being implemented in any of their departments.

At the moment some careers are managed, informally, by individuals themselves. Most employees intend to prove their commitment and in other cases careers are managed by the employee's manager, or not managed at all.

The respondents are of opinion that newcomers are not informed of possible career pathing or developmental opportunities.

As perceived by respondents, the reasons for no formal career management programmes being implemented, were stated as follows: high work pressure within departments and the company ; the lack of expertise and knowledge of mostly line management or relevant HR personnel; career management not being deemed a priority within the company, and resistance from line management being an enormous contribution; backlog in work; a lack of time and resources; unspecified goals towards career management in the company; and, the fact that the company's culture could be to blame – too much emphasis is placed on the amount of experience of an employee – when making promotion or movement decisions – rather than considering an employee's skills or qualifications.

When respondents were asked what their perceptions regarding the consequences of the non-implementation of formal career management programmes were, they gave responses specifically regarding the influence thereof on employee motivation and commitment, which will be discussed below, as well as responses regarding general consequences in their opinion, which will be discussed as follows.

Respondents stated that absenteeism rates could be affected if no formal career management programmes are implemented. Career management includes identification of training and development needs which would be neglected if not done properly. Career management includes the alignment of employee aspirations and goals with the company's. Consequences if no formal career management programmes are implemented include poor work performance, no identification of possible career paths, and, no clarification of possible career options.

4.4.2. Category B – The influence of career management on employee motivation and commitment

The participants indicated what they perceived as the influence of no formal career management programmes on employee motivation and commitment. What was mostly responded by the participants was that willingness to take risks decrease, and that motivational levels get influenced, as well as job satisfaction and employee morale.

It was also indicated by the respondents that optimism levels of an employee gets influenced. Self-confidence levels of employees, self-esteem and sense of coherence are impacted. It was also perceived that anxiety, stress and uncertainty levels are influenced by career management within the Company.

4.5. Conclusion

This chapter focused on the participant responses on their perceptions regarding career management in the mining company, and the influence of career management on employee commitment and motivation.

This chapter provided information on the qualitative approach to discover in-depth and subjective descriptions from the respondents. The research process provided a number of emergent themes and categories regarding a variety of perceptions on career management, and collected data proved the importance, value and benefits of implementing career management practices in the mining company.

In Chapter 5 recommendations and final conclusions of the research study will be provided.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

5.1. Introduction

The previous chapter focused on the qualitative approach used to discover rich descriptions from the respondents. Themes and categories emerged from the research process, and a variety of perceptions, on career management and the influence thereof on employee commitment and motivation, were provided.

In this chapter, recommendations will be made regarding the importance, value and benefits of implementing career management practices in the mining company. The final conclusion will follow.

5.2. Recommendations

Advice is to be provided on the importance of, and, the development and implementation of a typical career management programme. The recommendations are based on the findings of the literature study, the research results, and the recommendations made by the research participants.

It should be prominent that the success of a career management programme is influenced by the support from human resource management or industrial psychology practices. The proposals made therefore mostly focus on the creating of awareness of career management as well as the different practices that support such a procedure.

5.2.1. Creating awareness of career management

The design and implementation of career management programmes should be supported by a consultative process. Heads of departments and line managers at all levels in the organisation must be involved in this procedure. Awareness can typically be created by having the following:

- Seminars
- Formal training sessions
- Workshops
- Meetings

Employees must be made aware of the fact that career management is their responsibility. The company is only providing a framework as support.

5.2.2. Practices supporting the process of career management

The researcher is of opinion that a career management programme should be supported by other practices in the company, and, that specific attention should be given to the following when designing and developing a formal career management programme:

5.2.2.1. Job descriptions and profiles

Well defined job descriptions and profiles can assist in providing insight into knowledge, skills, experience and competencies required to perform the tasks and responsibilities of a specific position successfully. Job descriptions and profiles should be accessible to all supervisors in the company to enable them to inform their subordinates of the nature of work attached to the positions they're functioning in.

5.2.2.2. Indication of the company's expectations and needs

The supervisor must indicate the needs of the company around the areas of specific knowledge, skills, experience and competencies. The supervisor must be kept informed and must fully understand the structure of the company, i.e.: its divisions, functions, levels and job characteristics.

A proper and comprehensive needs audit should be conducted, and opportunities and threats should be identified. The company must clearly spell out the expectations it has of the employee. The supervisor must ensure that goals are identified during this phase, and that it is fair, realistic, and attainable given the current level of skills and competency requirements, including the developmental requirements for progression to such positions.

5.2.2.3. Development discussions & identification of employee goals and needs

Development discussions should be conducted by an HR representative together with the supervisor or line manager, in order to provide the employee with the opportunity to indicate his or her training and career goals and expectations in the short, medium and long term. Career expectations should be realistic with regards to the performance of the employee.

It would be beneficial to perform psychometric assessments – specifically to determine employee strengths and weaknesses, and to assess his or her potential, personality attributes, and possibly emotional intelligence, for development purposes.

The career goals and expectations of employees should be assessed, and requirements to attain these goals should be spelled out. The development

discussions should provide an opportunity to analyse the employee's current knowledge, skills and potential, while comparing it with the position requirements. It would also be beneficial to recommend or advise what the employee could focus on to prepare for future job responsibilities.

The employee must be allowed to amend his or her career goals in the short, medium, and long term.

5.2.2.4. Performance management

An employee's performance in his or her current position has an impact on management's perceptions regarding his or her potential for further progression. Performance management should focus on requirements to improve his or her performance in his or her current position. The key to an employee's aspirations for higher positions is sustained through high quality performance.

Specific emphasis should be placed on providing feedback to the employee on the areas he or she should target for improvement. Employees and their supervisors should meet biannually to discuss performance and engage in career planning.

5.2.2.5. Career planning, counseling and pathing

Based on the career goals of the employee, and the priorities and expectations of the company possible career paths must be developed for the employee. Career paths must represent an alignment of the employee's goals and the company's goals.

Career paths must be informed by the development discussions conducted, including the training and development needs of the employee and the goals of

the company, and should therefore be revisited once the development discussions have taken place.

During this phase, the requirements for progression to each level in the career path must be spelled out clearly, i.e.: knowledge, skills, experience, qualifications, competencies, and etcetera. More than one career path may possibly be identified, provided that they are not diverse from each other. Diverse career paths will complicate decisions on career development.

In cases where job rotation can be used efficiently and successfully to address development needs, this must be reflected in the career pathing options for employees.

Development needs must be identified based on the designed career paths and requirements for growth in an organisation. These needs must be stated in an individual development plan for each employee. When being developed, due consideration must be given to the performance management process. Each plan should be forwarded to the training unit or person responsible for the coordination of training. The arrangement of courses and the identification of possible training interventions must be done with due consideration to the training needs identified in the individual development plans.

5.2.2.6. Talent management

It would be beneficial if different career options across the different organisational units could be explored and identified. Talent should be shared across the different units of the company. A task team should be responsible for designing and implementing a talent management strategy or policy, including factors such as succession planning, while taking the company's culture and Historically Disadvantaged South Africans into due consideration. The company's scarce

skilled and professional employees should also be taken into due consideration when designing such a strategy.

It can therefore be seen as crucial to pay attention to implementing career management practices, and to also do it efficiently, ensuring that it has an effective impact in the workplace.

Recommendations were made in respect of career management in this organisation – it might assist the organisation with the development, implementation and management of effective career management programmes, providing for the unique needs and circumstances.

5.3. Conclusion

Career management – a practice previously neglected by many organisations, including the mining company investigated – has been given specific prominence in recent years. Legislation and national policies relating to human resource management and industrial psychology practices specifically address such issues.

The main objective of the study was to contribute towards research in the area of career management and employee motivation within a mining company. The study explored concepts like employee motivation and commitment. The purpose did not change over time.

The proposed study is significant in that it provided a multiple-perspective and in-depth view of career management and the implementation thereof in the mining company. A qualitative approach was used to discover rich, contextualized, in-depth and subjective descriptions from multiple respondents. The research was approached with appropriate thoroughness and trustworthiness. In retrospect, the method was appropriate.

The research additionally stimulates further research such as more qualitative approaches to career management in the mining organisations.

As determined by the study, it is safe to say that mining companies are in general more production than people oriented, and that the company investigated neglects crucial human resource and industrial psychology practices such as career management.

This study has proven that the mining company's employees have negative perceptions towards the implementation of career management practices in a mining company.

The biggest reasons for not having any career management practices implemented were indicated by most participants as: high work pressure within the departments and the company ; the lack of expertise and knowledge of mostly line management or relevant HR personnel; career management not being deemed a priority within the company, and resistance from line management as an enormous contribution; backlog in work; a lack of time and resources; unspecified goals towards career management in the company; and, the fact that the company's culture could be to blame – too much emphasis is placed on the amount of experience of an employee – when making promotion or movement decisions – rather than considering an employee's skills or qualifications.

Since no formal career management programmes are in place, participants indicated that careers are therefore mostly managed by themselves, or not managed at all.

The impact of not having formal career management programmes, as indicated by the participants, is mostly: higher absenteeism rates; no

identification of training and development needs; no alignment of employee aspirations and goals with the company's; poor work performance; no identification of possible career paths; and, no clarification of possible career options.

It is of concern that formal career management programmes have not been implemented. The researcher is of view that special effort should be made by the mining company to develop, pilot and implement career management programmes.

It is high time that the mining company liaise with their human resources or industrial psychology departments on career management issues. After all, whether people are employed by a private company or a public service, the needs of the employee stays the same.

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Appendix A

Participant Responses

Respondent 1:

The following description was given by an Indian female employee who is 28 years old. She studied BCom Industrial Psychology at the North West University, and she has also completed an Honours and Masters Degree in Industrial Psychology. She was appointed as HR Practitioner 6 years ago.

This respondent stated that formal career management is not being implemented by the department in which she is currently functioning.

According to her perception, the reasons why no career management strategy or policy has been implemented are the following:

- High work pressure within the department and company overall – in her opinion the company does not have enough employees, and therefore the work pressure is high. It is perceived that most relevant parties are too busy paying attention to career management practices.
- Lack of expertise/knowledge of line managers and human resources department.
- Career management is not deemed a priority by line managers or the company. There is not enough time for innovation – priorities are mostly keeping head above water and fighting fires.
- Resistance from line management in terms of being too busy focusing on their own responsibilities promoting themselves and their own careers.
- Career management is time-consuming and probably expensive in terms of resources (for example psychometric assessments – including consultants or in-house training of practitioners within company). In this specific mining company no decision-making or implementation thereof are permitted without winning all relevant stakeholders over. Their permission is needed, which takes a lot of time. The company believes in doing things the old way, which has always been the winning recipe, and they see career management as time-consuming and modern. The

company's decision makers also do not believe in spending money on any psychometric assessments, or consultants providing any career management services.

In her opinion careers are currently managed as follows:

- By managers in an informal manner – some managers offer to delimit certain positions for a specific employee to get paid twice his salary instead of hiring another employee, since that might be one of few ways to get an employee promoted. The disadvantage is that the specific employee would also have to do two people's jobs, which is not healthy at all.
- Not managed at all.

According to the employee, newcomers in the company are not informed of possible career pathing or development opportunities at all. She felt that the fact that career management is not implemented does affect her. She stated that she feels she is qualified, loyal, and that has career aspirations to move up the career ladder.

Some of the negative consequences, as described by this employee, are the following:

- Increased absenteeism.
- Low motivational levels.
- Low job satisfaction.
- Decreased retention rates – the respondent believes that most employees resigns because they feel frustrated or stagnated in their positions within the company. No retention policy is in place, and the company believes that they pay high salaries, and therefore employees could easily be replaced if they do not fit in – but money is not the only way to stimulate an employee in his or her job.

- No identification of training and development needs – employees mostly do not have the right to an opinion with regards to the training they should attend, but it is compulsory to sign a contract which requires an employee to work back the training (one month per R1000). The company mistakes this as a retention plan.
- No alignment of the aspiration of employees with organisational objectives – no attention are paid to what experience or exposure an employee would like to obtain, when the company discusses and plans end goals, while the employee's strengths could have been contributing to reaching a specific company goal.
- No clarification of available career options – for example, no career path discussions or layouts.
- Decreased employee commitment to the organisation.
- Increased anxiety, stress and uncertainty – in the workplace and probably at home or in personal circumstances.
- Decreased willingness to take risks – especially in terms of willingness to stick one's neck out for someone else. The respondent spoke out of experience, describing that she sometimes go the extra mile for another employee, but then she ends up in confrontation or conflict for following her own mind instead of getting permission.
- Impact on sense of coherence – which in the respondent's opinion leads to Industrial Relations issues and serious conflict situations. She perceives that when employees are unhappy and anxious at work, they are more sensitive to criticism or remarks.
- Low employee morale – it might lead to employees feeling unhappy, a bit anxious, doubting themselves, and therefore not satisfied. This might probably, in the respondent's opinion, lead to higher divorce rates, and possibly higher suicide rates.

The respondent does feel that formal career management should be implemented in the company. Motivating her answer, she stated the following:

- Better retention rates.
- Job satisfaction.
- Higher motivational levels.
- Self-confidence.
- Broader employee knowledge and experience – in terms of personal growth to be marketable for career movements).
- Identification of training and development needs.
- Clarification of available career options.
- Alignment of employee aspirations with organisational objectives – for example, if the company plans a specific project, it should be investigated who might be interested in participating, and who's got strengths that could be used to contribute to meeting the organisational objectives.
- Enhancement of employees' commitment to the organisation.
- Identification of more suitable career paths – this might make employees feel more at ease, feeling more patient and loyal towards the company and their jobs.
- Sense of coherence – it might make employees feel energised and willing to go the extra mile for his or her colleague, manager, clients, or customers.
- Willingness to take risks.
- Less anxiety, stress and uncertainty.
- Higher employee morale – which might lead to happier employees at home.

The respondent described her perception of psychological effects of the non-implementation of a career management strategy or policy in her department.

- Negativity (pessimism).
- Low motivational levels.
- Low self-confidence.
- Low job satisfaction.

- Low morale.
- Low self-esteem.
- Anxiety, stress and uncertainty.
- Decreased willingness to take risks.

She stated that she used to be passionate about making a difference in others' lives at work, but that she felt exhausted lately, and that she does not have the energy to work with people anymore. She explained that she feels that her norms and standards are getting affected by her emotional state and working circumstances.

The respondent made some recommendations regarding career management in the future within the company. Career paths should be designed for each discipline at head office, but also across operational units if possible. Attention should be paid to the company's retention strategy – examining training and development strategies, etc. The company should consider appointing a talent task team to identify the talented employees to be developed and sought after. Talent should be shared across the whole company. The company should improve their performance management strategy – currently it is being done to meet legal requirements. The company should consider implementing a mentorship and coaching programme.

It is suggested by the respondent that, should a career management strategy or policy get implemented, it should be made available to personnel in the following way:

- Memoranda – documents which could be distributed or placed on the intranet portal.
- Meetings – conducted by the HR department or by line management.
- Workshops (information sessions).

- Training courses – for example, mentorship and coaching training; performance management training; retention strategy training; improving talent management; etc.

The respondent stated the elements she recommends to be important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.
- Job requirements and descriptions.
- Employee needs.
- Employer needs.
- Determination of strengths and weaknesses of the employee.
- Determination of opportunities and threats.
- Training and development needs.
- Target dates for the achievement of goals.
- The organisation's operational objectives.
- Results of performance management assessments.
- Outcomes of psychometric assessments.
- Consideration of HDSA (Historically Disadvantaged South Africans) figures.
- Consideration of skills scarcity, formal qualifications, and professional registrations.
- Remuneration strategy.
- Retention strategy.
- Career counseling.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should be at least every year, specifically for improvement purposes.

Respondent 2:

The next perceptions are indicated by a 36 year old coloured female employee. She studied BCom Human Resources Management at UNISA, and has been employed as an HRD (Human Resources Development) Practitioner in the mining company for 7 years. She worked at a different mining company before she got employed as HRD Practitioner.

This respondent stated that formal career management is not being implemented by the department in which she is currently functioning.

The respondent stated that the following are reasons why no career management strategy or policy has been implemented:

- High work pressure within the department and company overall.
- Career management is not deemed a priority by line managers.
- Lack of expertise/knowledge.
- Resistance from line management in terms of being too busy focusing on daily administrative tasks and short-term goals. The company's culture focuses on old ways of doing things.

The respondent's perception regarding the current way of managing careers is that some employees are trying to manage their own careers by furthering their studies and working overtime, as well as working when supposed to be on sick leave, with the hope to prove to their managers that they are capable of moving up any career ladder.

According to the respondent, newcomers in the company are not informed of possible career pathing or development opportunities at all. She felt that the fact that career management is not being implemented does affect her.

Some of the negative consequences, as described by the respondent, are as follows:

- Low motivational levels.
- Low job satisfaction.
- Poor work performance.
- No clarification of available career options – for example, no career path discussions or layouts.
- Decreased employee commitment to the organisation. Employees arrive at work on the required time, and they do not work overtime anymore. Such employees take their lunch breaks every day, and do not offer to be counted on at any time.
- Impact on sense of coherence. Employees might not want to go the extra mile for others.
- Low employee morale.

The respondent does feel that formal career management should be implemented in the company. Motivating her answer, she stated the following:

- Job satisfaction.
- Higher motivational levels.
- Broader employee knowledge and experience.
- Identification of training and development needs.
- Clarification of available career options.
- Enhancement of employees' commitment to the organisation.
- Identification of more suitable career paths.
- Willingness to take risks.
- Higher employee morale.

The respondent described her perception of the psychological effects of the non-implementation of a career management strategy or policy in her department.

- Negativity (pessimism)

- Low motivational levels.
- Low job satisfaction.
- Low morale.
- Anxiety, stress and uncertainty.
- Decreased willingness to take risks.

The respondent made some recommendations regarding career management in the future within the company.

- The strategy should include making individual plans for employees. Career paths should be designed and explained to individuals. Individual plans should include identification of training and development needs, and personal interests.
- Job rotation and cross-skilling should take place – across different departments. The respondent is working in the HRD department at head office, but she has the desire for specific exposure she could get in the operational HR department at Head Office. The HRD department's functions are mostly internal audits and organising internal training events (for example induction programmes).

It is suggested by the respondent that, should a career management strategy or policy be implemented, it should be made available to personnel in the following ways:

- Meetings – conducted by line management.
- Training courses – for example, mentorship and coaching training; performance management training; retention strategy training; improving talent management; etc.

The respondent stated the elements she recommends as important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.

- Job requirements and descriptions.
- Determination of strengths and weaknesses of the employee.
- Determination of opportunities and threats.
- Target dates for the achievement of goals.
- Results of performance assessments.
- Outcomes of psychometric assessments.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should be done annually.

Respondent 3:

The third respondent is a white male employee – 34 years of age. He completed his National Diploma and BTech in Logistics Management at the Technical University of Tshwane, and started his career immediately with the mining company. He is currently employed as a Shipping Superintendent.

This respondent stated that formal career management is not being implemented by the department in which he is currently functioning.

According to his perception, the following are reasons why no career management strategy or policy has been implemented:

- High work pressure within the department and company overall – most relevant parties are too busy.
- Career management is not deemed a priority by line managers or the HR decision-makers.
- Resistance from line management in terms of being too busy focusing on daily administrative tasks and short-term goals.
- Backlog in work – the department this respondent is working in does not have enough employees. Vacancies are frozen most of the time, since it is too difficult to get it approved.

In his opinion careers are currently managed as follows:

- By managers in an informal manner – his manager promoted him, while delimiting another vacancy – but it is required that he performs two people's jobs.
- Not managed at all.

According to the respondent, newcomers in the company are not informed of possible career pathing or development opportunities at all. He felt that the fact that career management is not being implemented does affect him.

Some of the negative consequences, as described by the respondent, are as follows:

- Low motivational levels.
- Low job satisfaction.
- Decreased retention rates.
- Poor work performance.
- No clarification of available career options – for example, no career path discussions or layouts.
- Increased anxiety, stress and uncertainty.
- Low employee morale – in the respondent's opinion employees take their work problems back home, and are therefore unhappy at home as well as work.

The respondent does feel that formal career management should be implemented in the company. Motivating his answer, he stated the following:

- Better retention rates.
- Job satisfaction.
- Higher motivational levels.
- Self-confidence.
- Broader employee knowledge and experience – in terms of personal growth to be marketable for career movements).
- Identification of training and development needs.
- Clarification of available career options.
- Alignment of employee aspirations with organisational objectives – for example, the company should include employees at lower levels in decision-making, and grant them opportunities to make mistakes and to learn from it.
- Enhancement of employees' commitment to the organisation.

- Identification of more suitable career paths – this might make employees feel more at ease, feeling more patient and loyal towards the company and their jobs.
- Less anxiety, stress and uncertainty.
- Higher employee morale – which might lead to happier employees at home.

The respondent described his perception of the psychological effects of the non-implementation of a career management strategy or policy in his department.

- Negativity (pessimism).
- Low motivational levels.
- Low self-confidence.
- Low job satisfaction.
- Low morale.
- Low self-esteem.
- Anxiety, stress and uncertainty.
- Decreased willingness to take risks.

The respondent made some recommendations regarding career management in the future within the company. A formal career management plan should be designed and implemented. Career paths should be designed for each discipline at head office, but also across operational units if possible. In his opinion, the implementers must be trained and should have the necessary knowledge to implement career management properly. Retention plans should be well designed, and communicated to employees. It should include non-management level employees as well – not only management level employees. When expectations are created for training opportunities, it should be granted that employees attend the training – most managers cancel the training on short notice.

It is suggested by the respondent that, should a career management strategy or policy be implemented, it should be made available to personnel in the following ways:

- Memoranda – documents which could be distributed or placed on the intranet portal.
- Meetings – conducted by the HR department or by line management.
- Workshops (information sessions).
- Training courses – for example, mentorship and coaching training; performance management training; retention strategy training; improving talent management; etc.

The respondent stated the elements he recommends as important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.
- Job requirements and descriptions.
- Employee needs.
- Employer needs.
- Determination of strengths and weaknesses of the employee.
- Determination of opportunities and threats.
- Training and development needs.
- Target dates for the achievement of goals.
- The organisation's operational objectives.
- Results of performance management assessments.
- Outcomes of psychometric assessments.
- Consideration of HDSA (Historically Disadvantaged South Africans) figures.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should take place quarterly.

Respondent 4:

The following description was given by a 27 year old white female. She is an Executive Secretary with a BCom Business Management Degree in the Wellness & Transformation Department. She has been an Executive Secretary on the same salary level for four years.

This respondent stated that formal career management is not being implemented by the department in which she is currently functioning.

The respondent stated that the following are reasons why no career management strategy or policy has been implemented:

- High work pressure within the department and company overall – she is of opinion that her manager often travels. He does not understand her personal needs at work, or the office circumstances.
- Lack of expertise – of the company decision makers and authorities.
- Career management is not deemed a priority by line managers or the HR management team.
- Resistance from line management in terms of being too busy focusing on daily administrative tasks and short-term goals.

The opinion of the respondent is that careers are currently not managed at all.

According to the respondent, newcomers in the company are not informed of possible career pathing or development opportunities at all. She felt that the fact that career management is not being implemented does affect her.

Some of the negative consequences, as described by the respondent, are as follows:

- Low motivational levels.
- Low job satisfaction.
- Decreased retention rates.

- Poor work performance.
- No identification of training and development needs.
- No clarification of available career options – for example, no career path discussions or layouts. The respondent feels frustrated because of limiting career options. She has completed a Bcom Business Management Degree, and she feels that she is not noticed or recognized, and she stated that she feels stagnated.
- Decreased employee commitment to the organisation.
- Low self-esteem.
- Increased anxiety, stress and uncertainty.
- Decreased willingness to take risks.
- Impact on sense of coherence.
- Low employee morale – in the respondent's opinion she does not feel happy at work, and therefore not happy at home.

The respondent does feel that formal career management should be implemented in the company. Motivating her answer, she stated the following:

- Less absenteeism/turnover.
- Better retention rates.
- Job satisfaction.
- Higher motivational levels.
- Self-confidence.
- Broader employee knowledge and experience – in terms of personal growth to be marketable for career movements).
- Identification of training and development needs.
- Clarification of available career options.
- Alignment of employee aspirations with organisational objectives – for example, the company should include employees at lower levels in decision-making, and grant them opportunities to make mistakes and to learn from it.

- Enhancement of employees' commitment to the organisation.
- Identification of more suitable career paths – this might make employees feel more at ease, feeling more patient and loyal towards the company and their jobs.
- Sense of coherence.
- Willingness to take risks.
- Less anxiety, stress and uncertainty.
- Higher employee morale – which might lead to happier employees at home.

The respondent described her perception of the psychological effects of the non-implementation of a career management strategy or policy in her department.

- Negativity (pessimism).
- Low motivational levels.
- Low self-confidence.
- Low job satisfaction.
- Low morale.
- Low self-esteem.
- Anxiety, stress and uncertainty.
- Decreased willingness to take risks.

The respondent made some recommendations regarding career management in the future within the company. The basics should at least be implemented. Basic discussions regarding training and development needs would be advantageous, as well as discussions with employees regarding their interests, strengths and weaknesses. Employees should be allowed to attend training when it is scheduled. Line management and/or the HR team should inform employees of possible career paths or career options (career counseling), and line managers should make the time to just listen to individuals, and possibly motivate him or her, when necessary.

It is suggested by the respondent that, should a career management strategy or policy be implemented, it should be made available to personnel in the following ways:

- Memoranda – documents which could be distributed or placed on the intranet portal.
- Meetings – conducted by the HR department or by line management.

The respondent stated the elements she recommends as important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.
- Job requirements and descriptions.
- Employee needs.
- Employer needs.
- Determination of strengths and weaknesses of the employee.
- Determination of opportunities and threats.
- Training and development needs.
- Target dates for the achievement of goals.
- The organisation's operational objectives.
- Results of performance management assessments.
- Outcomes of psychometric assessments.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should be done annually.

Respondent 5:

The following description was given by a 32 year old Portuguese female. She is a Group Contracts Controller in the Procurement Department, and has been an employee, in the same position, of the mining company for 5 years. She completed a BCom Law Degree at the University of Pretoria.

This respondent stated that formal career management is not being implemented by the department in which she is currently functioning.

The respondent stated that the following are reasons why no career management strategy or policy has been implemented:

- High work pressure within the department and company overall.
- Lack of expertise – of the company decision makers and authorities.
- Career management is not deemed a priority by line managers.
- Resistance from line management in terms of being too busy focusing on daily administrative tasks and short-term goals.
- Lack of time and resources – career management seems time consuming, and the company has limited resources in terms of trained HR individuals and money for psychometric assessments or consulting services.
- Unspecified company goals with regards to career management.

The respondent's perception regarding the current way of managing careers, is, firstly, that some employees are trying to manage their own careers by furthering their studies and working overtime, with the hope to prove to their managers that they are capable of moving up any career ladder; and, secondly, the minimum is done to meet legal requirements – for example practicing performance management for management level employees only.

According to the respondent, newcomers in the company are not informed of possible career pathing or development opportunities at all. She felt that the fact that career management is not being implemented does affect her.

Some of the negative consequences, as described by the respondent, are as follows:

- Low motivational levels.
- Low job satisfaction.
- Decreased retention rates.
- Poor work performance.
- No identification of training and development needs.
- No alignment of employee aspirations with organisational objectives. In the respondent's case, she is interested and willing to assist with any challenges. Most of the time she offers her assistance, but she does not feel recognised.
- No clarification of available career options – for example, no career path discussions or layouts.
- Decreased employee commitment to the organisation.
- Low self-esteem.
- Increased anxiety, stress and uncertainty. These aspects might lead to depressed employees, and increased divorce and suicide rates.
- Decreased willingness to take risks.
- Impact on sense of coherence.
- Low employee morale – employees might feel unhappy at home, which leads to decreased creativity and spontaneous reactions. The respondent also stated that she is not willing to go the extra mile for clients and/or colleagues anymore, and she does not enjoy sharing ideas. She is of opinion that such employees are not open to change anymore, which affects an individual's initiative and inspirational motives, and therefore innovative/creative concepts.

The respondent does feel that formal career management should be implemented in the company. Motivating her answer, she stated the following:

- Better retention rates.
- Job satisfaction.
- Higher motivational levels.
- Self-confidence.
- Broader employee knowledge and experience – in terms of personal growth to be marketable for career movements).
- Identification of training and development needs.
- Clarification of available career options.
- Alignment of employee aspirations with organisational objectives – for example, the company should include employees at lower levels in decision-making, and grant them opportunities to make mistakes and to learn from it.
- Enhancement of employees' commitment to the organisation.
- Identification of more suitable career paths – this might make employees feel more at ease, feeling more patient and loyal towards the company and their jobs.
- Sense of coherence.
- Willingness to take risks.
- Less anxiety, stress and uncertainty.
- Higher employee morale – which might lead to happier employees at home.

The respondent described her perception of the psychological effects of the non-implementation of a career management strategy or policy in her department.

- Negativity (pessimism).
- Low motivational levels.
- Low self-confidence.
- Low job satisfaction.

- Low morale.
- Low self-esteem.
- Anxiety, stress and uncertainty.
- Decreased willingness to take risks.

The respondent believes that a happy workforce is a productive workforce, which has a direct relationship with increased profit in a company. She believes that psychological effects of the non-implementation of career management could be of permanent nature – the consequences might be that the individual might eventually believe that he or she is worthless, leaving scars for life. Bad experiences affect an individual's growth as a person. Such an individual might lose his or her enthusiasm, which is an aspect that can't be bought with money. High individual potential is a waste if no opportunities are offered in a career.

The respondent made some recommendations regarding career management in the future within the company.

- A proper career management strategy should be designed and implemented. All employees should be considered when planning to fill vacancies.
- A retention strategy should include all salary levels, not only management level.
- No unrealistic expectation should be created.
- The company should revise their training and development strategy, and ensure alignment with the talent management strategy. For example, the company has a work-back period when an employee attends training – 1 month per R1 000. This contract is binding, even if the company forces an employee to attend training. The company uses this strategy as a retention strategy; employees end up working for the company because they have to, not because they want to.
- When designing a career management strategy, the company should investigate what employees' needs are.

It is suggested by the respondent that, should a career management strategy or policy be implemented, it should be made available to personnel in the following ways:

- Memoranda – documents which could be distributed or placed on the intranet portal.
- Meetings – conducted by the HR department or by line management.
- Workshops (information sessions).
- Training courses – for example, mentorship and coaching training; performance management training; retention strategy training; improving talent management; etc.
- Policy and procedure on the intranet portal – It should be easily accessible.

The respondent stated the elements she recommends as important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.
- Job requirements and descriptions.
- Employee needs.
- Employer needs.
- Determination of strengths and weaknesses of the employee.
- Determination of opportunities and threats.
- Training and development needs.
- Target dates for the achievement of goals.
- The organisation's operational objectives.
- Results of performance management assessments.
- Outcomes of psychometric assessments.
- Career counseling – an open door policy.

- Consideration of HDSA (Historically Disadvantaged South Africans) figures.
- Performance evaluations specifically designed for the employee to use for improvement purposes. The employee should not feel threatened by the purpose of it; it should be for improvement purposes only.
- Alignment of employee goals and company goals.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should be done quarterly.

Respondent 6:

A white female, aged 25 years, stated the following perceptions. She studied BCom Marketing Management at the North West University, and completed an Honours Degree in Marketing Management at UNISA. She has been employed as a Logistics Clerk in the Marketing Department for 4 years.

This respondent stated that formal career management is not being implemented by the department in which she is currently functioning.

The respondent stated that the following are reasons why no career management strategy or policy has been implemented:

- High work pressure within the department and company overall.
- Career management is not deemed a priority by line managers.
- Resistance from line management in terms of being too busy focusing on daily administrative tasks and short-term goals. The company's culture focuses on old ways of doing things.
- The company's culture is to focus on the amount of experience an employee has – it is not important what skills or qualifications the person has.

The respondent's perception regarding the current way of managing careers, is, firstly, that some employees are trying to manage their own careers by furthering their studies and working overtime, as well as working when supposed to be on sick leave, with the hope to prove to their managers that they are capable of moving up any career ladder; and, secondly, those who are family of the owners of the company gets opportunities to grow and develop.

According to the respondent, newcomers in the company are not informed of possible career pathing or development opportunities at all. She felt that the fact that career management is not being implemented does affect her.

Some of the negative consequences, as described by the respondent, are as follows:

- Low motivational levels.
- Low job satisfaction.
- Decreased retention rates.
- Poor work performance.
- No alignment of employee aspirations with organisational objectives. The company should give more difficult work and challenges to those employees who are willing to grow and ready to learn more.
- No clarification of available career options – for example, no career path discussions or layouts.
- Decreased employee commitment to the organisation. Employees arrive at work on the required time, and they do not work overtime anymore. Such employees take their lunch breaks every day, and do not offer to be counted on at any time.
- Decreased willingness to take risks.
- Impact on sense of coherence. Employees might not feel willing to share information anymore – they don't want to go the extra mile for others.
- Low employee morale. In the respondent's case, her manager does not easily thank her for what she does well, but when a small mistake is made she is in big trouble.

The respondent does feel that formal career management should be implemented in the company. Motivating her answer, she stated the following:

- Job satisfaction.
- Higher motivational levels.
- Broader employee knowledge and experience – in terms of personal growth to be marketable for career movements).
- Identification of training and development needs.
- Clarification of available career options.

- Enhancement of employees' commitment to the organisation.
- Identification of more suitable career paths – this might make employees feel more at ease, feeling more patient and loyal towards the company and their jobs.
- Willingness to take risks.
- Higher employee morale.

The respondent described her perception of the psychological effects of the non-implementation of a career management strategy or policy in her department.

- Low motivational levels.
- Low job satisfaction.
- Low morale.
- Decreased willingness to take risks.

The respondent made some recommendations regarding career management in the future within the company.

- The strategy should include making individual plans for employees. Career paths should be designed and explained to individuals. Individual plans should include identification of training and development needs, and personal interests.
- Job rotation and cross-skilling should take place. This would make it possible for employees to take leave at any time (especially month end).
- A strategy to identify fast trackers and talented employees should be designed properly. All races and genders should be included, and skills and qualifications should be taken into consideration.

It is suggested by the respondent that, should a career management strategy or policy be implemented, it should be made available to personnel in the following ways:

- Meetings – conducted by line management.
- Workshops (information sessions).

- Training courses – for example, mentorship and coaching training; performance management training; retention strategy training; improving talent management; etc.

The respondent stated the elements she recommends as important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.
- Job requirements and descriptions.
- Determination of strengths and weaknesses of the employee. In some cases employees get responsibilities in which they are not even interested. Each manager should understand what his/her employees are interested in, and rather give certain responsibilities to those who has a strong interest and willingness to take it on.
- Determination of opportunities and threats.
- Target dates for the achievement of goals. The respondent stated that she enjoys having targets and difficult deadlines. She has a sense of achievement, and enjoys pushing herself. She would prefer the concept of performance management, if it is used in a fair manner.
- Outcomes of psychometric assessments. Potential assessments should be conducted and used efficiently in a talent management strategy.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should be done annually.

Respondent 7:

The last respondent, who gave a description, is a 30 year old white male who studied BCom Accounting Sciences at the University of Pretoria. He has been employed as a Cost Accountant, and has been with the company for 4 years.

This respondent stated that formal career management is not being implemented by the department in which he is currently functioning.

The respondent stated that the following are reasons why no career management strategy or policy has been implemented:

- High work pressure within the department and company overall – especially a lot of projects. Every one employee performs two employees' responsibilities.
- Career management is not deemed a priority by line managers or company decision makers.

The respondent's perception regarding the current way of managing careers is that some employees are trying to manage their own careers by furthering their studies and working overtime, with the hope to prove to their managers that they are capable of moving up any career ladder. In other cases it is not managed at all.

According to the respondent, newcomers in the company are not informed of possible career pathing or development opportunities at all. He felt that the fact that career management is not being implemented does affect him.

Some of the negative consequences, as described by the respondent, are as follows:

- Increased absenteeism.
- Low motivational levels.

- Low job satisfaction.
- Decreased retention rates.
- Poor work performance.
- No identification of training and development needs.
- No alignment of employee aspirations with organisational objectives.
- No clarification of available career options – for example, no career path discussions or layouts.
- Decreased employee commitment to the organisation.
- Increased anxiety, stress and uncertainty. These aspects might lead to depressed employees, and increased divorce and suicide rates. In the respondent's case he has been booked off sick for stress, and he has been using chronic medication for the last 8 months already.
- Decreased willingness to take risks.
- Low employee morale.

The respondent does feel that formal career management should be implemented in the company. Motivating his answer, he stated the following:

- Less absenteeism/turnover rates.
- Better retention rates.
- Job satisfaction.
- Higher motivational levels.
- Self-confidence.
- Broader employee knowledge and experience – in terms of personal growth to be marketable for career movements.
- Identification of training and development needs.
- Clarification of available career options.
- Alignment of employee aspirations with organisational objectives.
- Enhancement of employees' commitment to the organisation.

- Identification of more suitable career paths – this might make employees feel more at ease, feeling more patient and loyal towards the company and their jobs.
- Sense of coherence.
- Willingness to take risks.
- Less anxiety, stress and uncertainty.
- Higher employee morale – which might lead to happier employees at home.

The respondent described his perception of the psychological effects of the non-implementation of a career management strategy or policy in his department.

- Negativity (pessimism).
- Low motivational levels.
- Low self-confidence.
- Low job satisfaction.
- Low morale.
- Low self-esteem.
- Anxiety, stress and uncertainty.
- Decreased willingness to take risks.

The respondent believes that a happy workforce is a productive workforce, which has a direct relationship with increased profit in a company. Employees might lose their enthusiasm, which might have long term consequences.

The respondent made some recommendations regarding career management in the future within the company.

- A proper formal career management strategy should be designed by experts in the field – outside assistance would be advantageous.
- According to the respondent, it is important to design and implement a good retention strategy. The company has a current strategy in place to financially reward certain scarce skills – artisan positions – but other scarce skills should be taken into consideration.

- A mentorship and coaching policy should preferably be implemented.

It is suggested by the respondent that, should a career management strategy or policy be implemented, it should be made available to personnel in the following ways:

- Memoranda – documents which could be distributed or placed on the intranet portal.
- Meetings – conducted by the HR department or by line management.
- Workshops (information sessions).
- Training courses – for example, mentorship and coaching training; performance management training; retention strategy training; improving talent management; etc.
- Policy and procedure on the intranet portal – It should be easily accessible.

The respondent stated the elements he recommends as important to include in a formal career management instrument:

- Employee goals and aims.
- Design of career paths.
- Job requirements and descriptions.
- Employee needs.
- Employer needs.
- Determination of strengths and weaknesses of the employee.
- Determination of opportunities and threats.
- Training and development needs.
- Target dates for the achievement of goals.
- The organisation's operational objectives.
- Results of performance management assessments.
- Outcomes of psychometric assessments.
- Career counseling – an open door policy.

- Consideration of HDSA (Historically Disadvantaged South Africans) figures.
- Performance evaluations specifically designed for the employee to use for improvement purposes. The employee should not feel threatened by the purpose of it; it should be for improvement purposes only.
- Alignment of employee goals and company goals.

With regards to how frequently such a formal career management strategy or policy should be revisited and adjusted, the respondent stated that it should be done annually.

Appendix B
Semi-structured Interview Questions

Perceptions regarding the implementation of career management practices in a mining company

I hereby give my informed consent to take part in the research project.

Yes	No
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Age: _____

Gender: _____

Race: _____

Qualifications: _____

Job Title: _____

Department: _____

Years in Current Position: _____

Years in Company: _____

SEMI-STRUCTURED QUESTIONS FOR FACE-TO-FACE IN-DEPTH INTERVIEWS

A. Does your department implement career management?

1	Yes	
2	No	

B. According to your perception – what is the reason(s) why no formal career management programmes has been implemented yet?

1	High work pressure	
2	High number of vacancies	
3	Lack of expertise/knowledge	
4	Career management is not deemed a priority	
5	Resistance from line management	
6	Backlog in work	
7	Other	

C. If no formal career management strategy/policy is in place, how are careers managed in your department/company currently?

1	By managers in an informal manner	
2	By individuals themselves	
3	According to existing relevant prescripts (PAS's)	
4	Not managed at all	
5	Other	

D. Are newcomers in the company informed of possible career pathing and/or development opportunities at all?

1	Yes	
2	No	

E. If yes, how?

1	By the Human Resources Department	
2	By the direct supervisor	
3	By the Letter of Employment	
4	During induction	
5	Other	

F. Does the fact that formal career management programmes are not being implemented in your department/company affect you?

1	Yes	
2	No	

G. Describe the negative consequences/impact of career management not being implemented (according to your perception):

1	Low motivational levels	
2	Low job satisfaction	
3	Decreased retention rates	
4	Poor work performance	
5	No identification of training & development needs	
6	No alignment of the aspiration of employees with organisational objectives	
7	No clarification of available career options	
8	Decreased employee commitment to the organization	
9	Low self-esteem	
10	High absenteeism and turnover	
11	Increased anxiety, stress and uncertainty	
12	Decreased willingness to take risks	
13	Impact on sense of coherence	
14	Lower employee morale	
16	Other	

H. Do you feel that formal career management programmes should be implemented in your company?

1	Yes	
2	No	

I. If yes - motivate your answer (the positive outcomes that it might bring):

1	Less absenteeism/turnover	
2	Better retention rates	
3	Job satisfaction	
4	Higher motivational levels	
5	Self-confidence	
6	Broadening knowledge/experience (growth – to be marketable)	
7	Identification of training & development needs	
8	Clarification of available career options	
9	Alignment of the aspiration of employees with organisational objectives	
10	Enhancement of employees' commitment to the organization	
11	Identification of more suitable career paths	
12	Sense of coherence	
13	Willingness to take risks	
14	Less anxiety, stress and uncertainty	
15	Higher employee morale	
16	Other	

J. Describe the psychological effects of the non-implementation of formal career management programmes in your department:

1	Negativity (pessimism)	
2	Low motivational levels	
3	Low self-confidence	
4	Low job satisfaction	
5	Low morale	
6	Low self-esteem	
7	Anxiety, stress and uncertainty	
8	Decreased willingness to take risks	
9	Other	

K. What are your expectations regarding career management in the future in your department/company?

L. How, in your opinion, should information about the career management strategy be made available to personnel?

1	Training courses	
2	Memoranda	
3	Workshops	
4	Meetings	
5	Other	

M. Which of the following elements should be provided for in the instrument?

1	Personal goals/aims	
2	Career paths (horizontal/vertical)	
3	Job requirements	
4	The needs of the employee	
5	The needs of the employer	
6	Determination of strengths and weaknesses of the official	
7	Determination of opportunities and threats	
8	Training/developmental needs	
9	Target dates for the achievement of goals	
10	The organisation's operational objectives	
11	Results of performance assessments	
12	Organisation's affirmative action objectives	
13	Outcomes of psychometric assessments	
14	Other	

N. How frequently, in your opinion, should career management be addressed/revisited and adjusted by the managers?

1	Quarterly	
2	Biannually	
3	Annually	
4	Other	

THANK YOU FOR YOUR CO-OPERATION