

Editor's comment

This is the second issue of the SAJLR for 2014, and I would like to thank our Editorial Committee, Professors Erasmus, Booysen, Anstey and Horwitz, the respected academics and practitioners in the field who serve on our Reviewers' Panel and all our authors who contributed to this edition for their vision and insightful contributions.

In the first two articles, we focus on the retention of talent in organisations. Ferreira and Coetzee contend that managers and human resource practitioners concerned about retaining valuable staff members need to recognise how people's psychological career resources relate to their perceptions of job embeddedness in the organisation. The aim of their study, **Psychological career resources as predictors of employees' job embeddedness: An exploratory study**, was to determine whether employees' psychological career resources (as measured by the Psychological Career Resources Inventory) significantly predict their job embeddedness (as measured by the Job Embeddedness Scale). A quantitative survey was conducted on a non-probability sample of employed black (92%) and female (71%) adults (N=355) at managerial and staff levels in the human resource management field. Correlational statistics and multiple regression analyses were used to analyse the data. The authors found that managerial career preference and self-esteem positively predicted the participants' perceptions of sacrifice and links. Self/other skills and career directedness positively predicted perceptions of fit, sacrifice and links. Sense of career purpose negatively predicted perceptions of fit, links and sacrifice and the need for career venturing negatively predicted perceptions of sacrifice. In the South African employment equity context, the findings provide valuable information that can be used to inform career development support practices for the retention of black females in the human resource management field. The practical implications of the findings also add new insights that may be useful in negotiating the psychological contract and managing the employment relationship.

Strydom, Schultz and Bezuidenhout reiterate that high turnover is costly and disruptive and that all organisations should therefore aim to retain talented employees. Talented employees give organisations a competitive advantage in the complex business environment of today. The aim of this article, **Staff perceptions on talent management and retention: A case of a labour organisation in Gauteng**, is to report on the employees' perceptions of talent management retention at a labour organisation in Gauteng. The population comprised 317 permanent staff members, and a convenience sample of 162 was used. A principal factor analysis was employed to determine the main factors, namely, dedication to staff and dedication of staff. Descriptive statistics were used to determine the perceptions of staff members on these two factors. In conclusion, recommendations are offered to labour relations practitioners on how human resource practices can contribute to the fair treatment and retention of talented employees in an organisation.

There is keen competition to employ exceptional people and retain their talents and this compels managers and employment relations practitioners to create equitable workplaces which are free from discrimination and in which employees' unique characteristics are utilised to ensure sustainability and long-term success. This is especially true in South African workplaces where employers have been forced (by the Constitution and the Employment Equity Act) to accelerate the hiring of a more diverse workforce and to remove the barriers to employment progress for previously disadvantaged groups. These practices do, however, lend themselves to discrimination which may be perceived as unfair by some employees or potential employees. Steyn and Jackson, in their article **Gender-based discrimination during appointments, promotions and remuneration: Views of South African managers**, argue that managers are key in the appointment, promotion and remuneration of staff, and as such, they are actively involved when discrimination occurs in the workplace. This also applies to gender-based discrimination. The objective of their research was to identify the points in human resource processes where gender-based

discrimination most often occurs, as seen and experienced by managers. Interviews were conducted with 75 managers from 15 organisations. Questions were posed about the prevalence and nature of gender discrimination during different human resource processes. The responses were categorised and the overall inter-observer reliability was found to be .88. Most cases of gender-based discrimination occur during promotion processes, and this generally involves pro-female discrimination. Pro-male discrimination occurs at appointment level and is often due to the inherent requirements of the job. Discrimination at remuneration level seems to favour men, allowing them to receive higher salaries than women at the same organisational level. Discrimination occurs in the structured phases of human resource processes (e.g. job descriptions) as well as the less structured phases (e.g. decision-making after interviews). It can be concluded that gender-based discrimination still occurs and that both genders are negatively affected. It is recommended that managers be vigilant in order to avoid these discriminatory tendencies.

Trust has been shown to have a positive impact on the management and success of diversity initiatives in organisations. It is also pertinent in ensuring positive employer-employee relations. In our fourth article, **A reflection on the duty of mutual trust and confidence: Off-duty misconduct in the case of *Biggar v City of Johannesburg* revisited**, Raligilia focuses on preserving the trust relationship between employer and employee. They use the case of *Biggar v City of Johannesburg Emergency Management Services* (2011) 32 ILJ 1665 (LC) and provide a critical analysis of the implied obligation of good faith and fair dealing in the context of off-duty misconduct. This paper examines the extent of the obligation upon the employer not to act without reasonable and proper cause, if the action is such as would be calculated or likely to destroy or severely damage the relationship of trust and confidence that exists between the employer and its employees. The paper further argues that failure by the employer to take the necessary steps to eliminate the off-duty racial abuse directed to an employee by white co-workers resulted in the breakdown of trust and confidence in the workplace. Lastly, the paper examines the role that mutual trust and confidence play in protecting vulnerable employees by serving as a bulwark against illegitimate conduct on the part of the employer.

In the fifth article in the academic section, **Examining the entry of Walmart into South Africa: A stakeholder management perspective**, Bonakele, Beaty, Rasool and Kriek focus on the stakeholders in employment relations as illustrated by the recent entry of the US multinational Walmart into South Africa. Key stakeholders in South Africa objected to the merger and attempted to block it unless certain conditions were met. The aim of this study was to examine the controversy and the conditions surrounding the merger. The research employed a qualitative archival analysis to examine publicly available sources of information with regard to the merger. The findings revealed key stakeholders' concerns that Walmart's entry would lead to an increase in imports which would displace local producers, increase unemployment, marginalise trade unions and lower labour standards unless certain conditions were met. The results also revealed problems relating to the firm's primary focus on "business" while neglecting "public interest" issues, naively relying on their "local retailer" to manage key stakeholders, and assuming that their perceived controversial reputation regarding treatment of trade unions and their views about unemployment as well as the controversies surrounding their history of entry into other global markets would not have the major negative impact it did on stakeholders in South Africa.

Finally, Muto and Price, in their article **An offender's perspective of what motivates and deters white-collar criminals in the South African workplace**, investigate the motives of white-collar criminals in order to gain a better understanding of white-collar crime and develop measures that can help to reduce it. The study involved face-to-face interviews with white-collar offenders imprisoned at a correctional centre in South Africa. The data collected provided evidence to support the existing theory relating to the motives for white-collar crime; however, a previously unreported theme of race emerged as a key motivator among the respondents. Race was further identified as a key justification for committing the crime.

Suggestions from the respondents to employment relations practitioners on how best to mitigate the risks were also collected and reported. The deterrents that were identified as most effective by the respondents revolved around four themes, namely reporting and signing authority, working environment, education and matching roles and responsibilities.

The forum section of this issue contains two articles intended to encourage subject-related discussion. In the first article, **The CEO's route to the top: The South African experience**, Van Melle Kamp, Hofmeyr and Adonisi draw on a series of in-depth interviews with chief executives of some of South Africa's most prominent businesses, to investigate how their careers unfolded as they rose to the top of their organisations. Twenty-seven CEOs of South Africa's top companies were interviewed. Eleven of these companies are listed among the top 50 South African companies. They trace the evolution of leadership, from its embryonic beginnings in childhood and adolescence, through the different stages of a developing career to the crucial transformation of an operational mindset into a strategic one. They furthermore examine the circumstances that led to the appointment of these CEOs and describe the difficulties of transitioning from a senior management role into that of chief executive. They also look at the competencies and experience necessary to be effective as the leader of an organisation, as well as the role played by motivation and self-belief. Finally, they identify the unique leadership challenges faced by chief executives in South Africa and pass on their advice to the country's next generation of leaders.

Oludeyi, in his article **Emerging actors in employment relations: Evidence of multipartism between the Nigerian Federal Government and the Academic Staff Union of Universities**, provides an interesting perspective on the role-players in employment relations in developing countries. He argues that the current trends in employment relations as they relate to decentralisation of production, outsourcing of workers to third parties, the emerging range of new employment arrangements such as agency work, contract or part-time work, casualisation and telecommuting, are the result of globalisation along with intensifying emphasis on the adoption of international labour standards in workplaces. As a result Nigeria, like most countries of the developed world, has seen significant changes in its tripartite industrial relations. He then reflects on the number of actors who participated in the 2013 trade dispute between the Federal Government (FG) and the Academic Staff Union of Universities (ASUU) and argues that industrial relations should be depicted as multipartite rather than tripartite. While identifying these emerging multiple actors, this article places industrial relations in a broader multidisciplinary framework and demonstrates the need to review current theories, legislation, approaches and institutional frameworks while developing indigenous ones to achieve a proper and more in-depth understanding of the Nigerian model of multipartite industrial relations.

My warmest appreciation to Ms Louise Oberholster, who does the layout and the general administration of the journal, as well as to the Language Editor, Ms Sandra Mills, for your contributions to this issue of the journal.

I hope you find this edition not only a valuable scholarly resource but also an interesting and thought-provoking read. Employment relations in South Africa are generally perceived to be at the crossroads following large-scale industrial action and far-reaching amendments to labour legislation. We would like to use the journal as a platform to engage with academics and practitioners in the field and stimulate discourse on employment relations and therefore we encourage you to send us your contributions.



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