

# A Talent Retention Framework: Factors That Affect Mobility of Generation Z Women in Mining Sector, South African Case Study

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## Abstract

**Orientation:** Limited literature on Generation Z (Gen Z) cohort, particularly on human resource strategies to attracting and retaining Gen Z women in the mining sector of South Africa.

**Research purpose:** The purpose of this study was to determine the factors that influence mobility of Gen Z women in the mining sector.

**Motivation for the study:** This research was motivated by the challenges that the mining sector faces to attract and retain women in mining, in particular the Gen Z women cohort as focus group. The inclusion and retention of women in mining is crucial for sustainability of the sector and the sector's continued contribution towards sustainable development.

**Research approach/design and method:** The research employed a quantitative method and a case study strategy. The quantitative data was collected through online questionnaires from the Gen Z women participants from a South African PGM's miner. Structural equation modelling technique was utilized to examine the quantitative data.

**Main findings:** The findings revealed that flexible working arrangements has a strong relationship to talent retention for Gen Z women in mining. It is further observed from the findings that flexible working arrangements is regarded as a soft human resource strategy and that leadership style influences the type of soft human resource strategy that the business adopts. Lastly, organisation ethos influences employee climate, and that professional developments opportunities and salary benefits are seen as employee recognition factors for Gen Z women in mining.

**Practical/managerial implications:** The professionals working in the human resource discipline from mining sector must review their strategies and align to the preferences of Gen Z women, if the sector is to promote inclusion and retention of women in the mining sector.

**Contribution/value-add:** This research study identified significant enabling factors for inclusion and diversity in mining sector. In addition, the research study addressed a significant gap in knowledge and practices of human resource professionals in attracting and retaining Gen Z women in mining.

**Keywords:** Mining sector, Generation Z, inclusion and diversity, talent mobility, sustainable development