



**PERCEIVED EFFECT OF TERMS OF EMPLOYMENT ON SATISFACTION WITH
TALENT MANAGEMENT IN KCB BANK LTD: A CASE STUDY OF CONTACT CENTRE
EMPLOYEES**

BY

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DECLARATION

I declare that this is my original work and has not been submitted for examination in any other university. The research contains no material previously published or written by another person except where due reference is made.

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SUPERVISOR’S DECLARATION

This research proposal has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

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LIST OF ABBREVIATIONS

HCT	-	Human Capital Theory
KCBCC	-	KCB Contact Centre
ET	-	Equity Theory
SPSS	-	Statistical Package for the Social Sciences
SD	-	Standard Deviation
LTD	-	Limited

ABSTRACT

Talent management is critical to the success of any organization as it helps to manage, retain and develop talented personalities at all levels. Banking sector is an environment that is viewed as full of volatility, uncertainty, complexity and ambiguity and the complexities are more with the different terms of employment for the employees. This calls for an immediate step in tapping the best talented professionals and developing leadership skills in such individuals. This study therefore was to assess the perceived effect of terms of employment on satisfaction with talent management in KCB bank LTD by focusing on both talent management and talent strategies to ensure maximum realization of the company's objectives. Descriptive design framework which involved data collection with an aim to test theories and answer questions regarding the participants of the study was used for this research. The population was 137 employees of the Contact Centre and a census was most appropriate. This was done through questionnaire formulation based on the access to various services, remunerations, working conditions and the rationale for retaining different employees seeing that they also have different terms of employment. Data analysis was done using the SPSS Ver.20 software. Statistical measures such as frequencies, mean, standard deviations were used for quantitative analyses. The study found that the KCB Contact Centres strategy to retain talent was merely concrete. The employees felt that the Centre has not prioritized talent management as its strategic objective thereby making it difficult to spur innovativeness in the employees ($M=2.79$, $SD=1.19$). This is despite the Centre being able to attract employees who are competent and technologically savvy ($M=1.63$, $SD=0.67$) and therefore are well placed to deliver on their job roles. In general, the study revealed that employees of the KCB Contact Centre are satisfied with most talent management practices irrespective of their terms of employment. The converse though is that though they like working there, they are consistently looking for another ($M=2.28$, $SD=1.04$) and this could be due to the dissatisfaction with the rewards ($M=3.59$, $SD=1.495$) as well as lack of opportunities for growth ($M=2.70$, $SD=1.327$). This study has established that Learning and Development is a significant predictor of satisfaction amongst the employees of the Contact Centre which had the highest average mean ($M=2.258$, $SD=1.016$). Employees who do not feel that there are opportunities to grow in their work environment end up dissatisfied with their jobs making it difficult to retain them. The recommendation is that KCB Contact Centre should develop effective retention strategies that will make sure that the employees remain committed to the Organization. Given the fact that majority of the employees are below 35 years of age, there should be strategies in place to ensure that their roles are well defined and that the opportunities to grow are key. Young people tend to be greatly innovative and the environment should be conducive enough for innovation. It is also recommended that there be systematic ways of identifying employee's learning needs and providing a solution for the same. A systematic approach will ensure that there is correct diagnosis and the training interventions put in place are effective.

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Terms of employment have different and various effects on satisfaction with managing talent. (Schuler, 1992) and (Tarique and Schuler, 2010) state that managing talent has become one of the greatest challenges for organizations world over and as such, employees have to relay a certain level of satisfaction with it. Satisfactory talent management ensures that new and innovative HR programs are developed to attract and more so retain critical talent in a demand driven talent market. Globally, talent management continues to be a human resource (HR) as well as top business issue as companies continue reporting challenges in leadership and different capabilities. Different factors have affected and are reshaping the way employees lead, relate, work in partnership and deliver towards an organization's mission and vision. Examples of such factors are globalization, increased government regulation as well as technology which is viewed as a threat as it renders workers redundant. More so, because the organizations keep sourcing for similar talent in the same market thus leading to a lot of competition. Talent management was popularized by research done by both McKinsey et al (1997) and Michaels et al (2001).

This study was informed by the Human capital (HCT) and Equity theories. HCT proposes that education is an investment that leads to higher earnings in the future (Becker, 1962). The theory places education at the core of social and economic development. Becker also describes that, 'physical resources explain only a relatively small part of the growth of income in most countries'. On the other hand, there is a proposition by Equity theory that persons in social exchange relationships always compare the amount of input they give in compared to the outcomes that they receive. Inequity is said to exist when they cannot equate the input/outcomes as directly proportional to the outcomes/ input received (Adams, 1965). It advocates for fair balance between an employees' input and the output. Organizations that address human needs in their policies establish talent management strategies that keep their workers motivated and in return the workers show commitment and unwavering support for the organization. If an organization applies these theories, then they get high returns in terms of highly motivated and committed employees and thus talent remains in the

organization longer.

The study of perceived effect on satisfaction with talent management focusses on commercial Banks because of the low retention rate and high turnover. This is because most of the hired staff in the Banks' Contact Centres are on short-term employment contracts which bring about job insecurity, uncertainty and unpredictability. Better terms of service and contracts that run for a longer period improve on performance and talent management (Pearce & Randel, 2004). Some employees feel that for improved talent management, the work environment and grading of jobs should change in order of merit and especially when opportunities arise. Central Bank of Kenya (CBK) annual report for 2016 denotes that one of the key challenges facing Commercial Banks is low employee retention rates whose ripple effect is reduction in performance and profitability, customers as well as business continuity as the banks loose talented employees. There is therefore need to research on employee satisfaction with talent management as this will inform whether the employees are likely to be retained in an organization or not hence supporting the financial strength of service. A lot of resources and time is spent in training of new employees and recovering the lost knowledge after an exit of an employee makes the training budget to shoot up for many organizations.

1.1.1 Terms of Employment

The Employment Act of Kenya (2007) came into force to define and affirm the fundamental rights of employees, provide the minimum conditions for employment as well as prevent employment of minors. It provides that a work contract between an employer and employees shall encompass the agreed working terms of their relationship including job description; commencement date; form and duration of the contract; the place of work; working hours, the remuneration and other entitlements. The three major terms of employment are permanent, temporary and contractual. Permanent employees enjoy several benefits from the organization which include pension plans, medical insurance, stock plans among others. Temporary employees on the other hand are engaged for a short term period like a number of weeks usually to accomplish a certain task while the contractual employees are engaged for a slightly longer term than the temporary and enjoy some benefits e.g. medical insurance. Organizations are opting to hire employees on contract basis rather than on permanent terms to reduce the expenses used on taxes and other employee benefits (Redmond, 2009).

Hiring labor on temporary contracts has many benefits which include: having the ability to handle seasonal increased volumes of business, flexibility of staffing levels when demand increases or decreases without the cost of redundancy pay (Bertrand-Clood et al. 2012). Employees engaged on temporary terms are commonly paid when they are engaged by the organization and not when they are away from duty thus higher productivity is linked to their use. Temporary terms of employment have disadvantages too. There is high turnover since remuneration is low and therefore employees tend to leave to look for other alternatives to meet their daily needs or to better paying jobs (Probst & Borzillo, 2008). Further, employment on temporary terms leads to higher stress levels due to insecurities with the job and lower amounts of motivation for workers. The highly skilled and technical experts in such pacts may then develop cold feet on various deliverables (Bergström & Storrie, 2003)

The private sector employers in Kenya commercial Banks included are heading towards the increased use of casual, temporary, contractual, and outsourced employees to reduce hiring cost and gain control over the employees. This process gives room for organizations to evade labor laws and unions rights (Institute of Economic affairs (IEA)-Kenya, 2010; (Kigo & Gachunga, 2016). There is lack of some provision of very fundamental rights for temporary workers (the IEA-Kenya (2010) like paid leave (annual leave, sick and maternity), National Hospital Insurance Funds, National Social Security Funds and many more depending on various organizations.

1.1.2 Talent management

Talent management involves an elaborate and continuous process of planning, recruiting, developing, managing, and compensating employees throughout the organization (Dessler 2011). The process helps achieve an efficient workforce through targeted recruitments, training, development and retention (Price Water, 2007). Efficiently executed talent management practices improves productivity at work places by inventing practices that will attract, utilize and retain employees who are well acquainted with their job descriptions for targeted markets (Cole, 2002) Many researchers agree that maximization of human resources and its integration into business strategy as suggested by talent management theories, can be an advantage to the competitive market and acts as a motivation to the employees (Constanza et al. 2008)

Some companies adopt talent management for handling those employees with scarce skills, while others use it for all their human capital despite the worth, status and capabilities of each individual employee (Elegbe, 2016). Efficient management of talent leads to a greater understanding by the employees of both current and future business objectives. It identifies the talent gaps thus reflecting both talents in place and those required to enable an organization be successful. This should be aligned to the business objectives as well as the strategic themes for any organization. Accurate hiring and promotion decisions for employees ensures that employees' goals are well aligned to the business goals. Organizations should endeavor to have mechanisms to develop talent so that employees are satisfied with the talent management.

Organizations need to have strategic talent management which gives a wide opportunity to not only concentrate on attracting and retaining the most skillful and highly talented employees but to also create an employer brand that comes in handy when attracting employees with potential talent or skill. This in turn contributes to improvement of the business performance in an organization and drives satisfaction with managing of talent amongst the employees. Developing talent enhances performance in the current position and gives readiness for transition to the next level of career. Lockwood argues that the measure that an organization has a high degree of engagement, the employees will seem to be loyal, diligent and zealous in their work (Lockwood, 2007). Consistent and systematic decision making pertaining staff development in Organizations is guided by talent management practices which then guarantee their skills. The business is able to demonstrate a clear working relationship between a perfect talent management process and business performance making it easy to quantify the return on investment.

1.1.3 KCB Bank Kenya Ltd

KCB Group Limited (KCB) was registered as a holding company on January 1, 2016 and is still in operation to date. The holding company is responsible for all operations in KCB Bank Kenya and all the other subsidiary units in Uganda, Rwanda, Tanzania, Burundi, South Sudan and Ethiopia. The Holding company also possesses KCB Foundation, KCB Insurance Agency as well as KCB Capital. The main aims for setting up the company was to boost the Group's capability to access unlimited

capital, assist in the investment of new undertaking, achieve strategic as well as operational dependence for the Groups' operating entities thereby enhancing corporate governance across the Group as well as overseeing management of subsidiaries. KCB creates value through the business by acting as a source of security to the inputs in form of human capital and social capital. Banks functions are majorly on provision of safe deposits, facilitating transfer of funds, lending services, trading in foreign exchange, investment services, insurance agency services, trade financing and Islamic banking among others.

It has over 5000 employees spread out across Kenya as well as Tanzania, Uganda, Rwanda, Burundi and South Sudan. Employees on permanent terms are engaged on pensionable terms while Contract employees are engaged on an annual basis. They get their contracts renewed on a yearly basis and enjoy some benefits which include medical cover. The third group of employees is the outsourced employees who are engaged by an outsourcing company but are stationed in different departments within KCB. Their Salaries are paid to them by the Outsourcing Company and are not eligible to other benefits from the Bank.

Over the years, KCB has attracted a high number of employees who are talented and well versed in their areas of specialization. There is also a lot of training that takes place to ensure that all the employees are well equipped with both knowledge and skills to work effectively. The KCB Contact Centre has around 200 employees who are engaged on permanent, contractual and outsourced terms working in the same environment. Most of the employees are either on contractual or outsourced terms in order to manage the associated costs and address the ever dynamic staffing needs of a Contact Centre environment. There may be several advantages of contractual terms of employment, however there seems to be a higher risk as employees are disengaged from the Bank's mission of being a customer centric organization. This makes the turnover quite high, making it nearly impossible to retain talent as other employees are in constant pursuit for other jobs that offer job security.

1.2 Research Problem

Terms of Employment varies significantly among sectors depending on the nature of work. This variation has a significant influence on satisfaction with talent management. In return, satisfaction with talent management influences the probability of employees staying or leaving the organization and as a result the organizations performance (Wandera, 2013). Hence Terms of employment influence levels of commitment and motivation, productivity, retention, job security as well as profitability. This makes it increasingly difficult to manage the highly talented employees as they will always be on the lookout for greener pastures. In some organizations, the desire for permanent employees stems from a perception that, because short term staff have less stable income, they represent a high financial risk yet the employees themselves prefer not to be viewed as high risk investment. Talent management is a vital component for organization success (Beechler & Woodward, 2009) in that talents, capabilities and skills will always drive the competitive advantage (McDonnell, Hickey & Gunnigle 2011). Therefore, if any organization is to cut a niche over the others then it should look at its employees as an asset and this will define the terms of engagement between them.

The KCB Bank as part of the banking industry in Kenya has contributed significantly to the Kenyan economy by employing very many Kenyans either directly or indirectly. The banking industry has guidelines and policies that have been put in place by the regulator which is the Central Bank of Kenya and any breach of the policies could lead to heavy penalties. According to the CBK report 2018, there was an increased usage of Banks alternative channel i.e. agency banking to transact as evidenced in the transaction amount increment from 62.6M to 80.6M in the financial year report of 2017 and 2018 respectively. This means that there are several jobs falling out from the banking industry. The main reason for employees moving out from KCB to other banks has been mainly due to terms of engagement, dissatisfaction with their current roles, competition from other banks with some of the critical roles being poached by the competitors, job insecurity, advanced technology, increased work related pressure especially the Contact Centre which is a high pressure environment and low wages. (Kireru 2013) reported that between 2005 and 2008 Kenya Broadcasting Corporation lost 410 competent and high skilled employees to the competitors. What this means is that there has to

be an intentional talent management process since the bank is likely to lose some of its top talent should they be offered better employment terms.

Several studies have been done on talent management and terms of employment. (Swapna & Raja 2012) studied the need for talent management with a concentration on the service industries back in India. The study established that some sectors e.g. the health and education sectors regarded talent management as an important component in achieving financial targets as well as keep the sectors going. There was a study by (Boudreau and Ramstad 2005) on effectiveness of talent management to improving organizational performance in government owned bank in Penang. The outcome of the research confirmed that there's a positive influence that is credited to talent management in regards to the organizations performance. A study by (Gatiiria Gitonga, 2016) on strategies in talent management and competitive advantage in the commercial banks in Kenya found that for generation Y employees, effective talent management strategies affected the commercial banks' competitive advantage positively. They concluded that the TM strategies are an important component that requires consideration when making organizations' strategic policies and decisions on talent management in Kenyas' Commercial Banks. (Ayuya 2013) on the perceived effect of terms and conditions of service on job satisfaction among in-flight crew in Kenya Airways concluded that terms and conditions of service affected job satisfaction. (Oladapo, n.d.2014) found out that employee retention is a major factor in reducing the turnover of talented employees. Though there are several studies that have been conducted on talent management, none has been conducted that relates terms of employment to satisfaction with talent management. This study will therefore seek to find out how different employment terms affect the levels of satisfaction with talent management in the Contact Centre environment. It will be a study that will fill the gap by answering the question whether terms of employment have any effect on satisfaction with talent management in Kenya using the KCB Contact Centre as a case study.

1.3 Objective

This study was to;

1. Determine perceived effect of terms of employment on satisfaction with talent management in

KCB Contact Centre, KCB Kenya LTD.

2. Find out significant predictors of talent management in the KCB Contact Centre, KCB Kenya LTD
3. Analyze the Talent Management practices that lead to job satisfaction amongst the employees.

1.4 Value of the Study

The findings of this study will act as an eye opener to the importance of implementing effective talent management in KCB Bank Kenya LTD, that seem to be affected by terms of employment making it quite a challenge to retain top talent. It will provide insights on the struggles that temporary employees face that compel them to leave an organization. It will help the management to evaluate the existing policies and adopt needful change in their methods of implementing various talent management practices that are available to attract, nurture and retain great talent. The research findings can be applied across many organizations and institutions to better manage their talent thereby reducing turnover, retaining best talent and enabling exponential growth. Finally, the study will also be a great source of information for researchers who are currently studying. The outcome will assist highlight where more study and research needs to be done by future students and researchers.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Discussions on the concept of talent management, theories and challenges especially with non-permanent employees on organizational competitive advantage and finally challenges on satisfaction with talent management are on this chapter.

2.2 Theoretical background of the study

This study was supported by the Human Capital theory (Becker, 1964) and the Equity theory, (Adams, 1965).

2.2.1 Human Capital Theory

Trained employees lead to higher productivity and in return the organization benefits from higher wages (O'Meara & Petzall, 2013). Human Capitals' advantage relates to the recruitment and retention highly talented individuals with exceptional talent and a lot of potential as concluded by (Robinson 2006). In situations where non-human resources are easily available to companies then there's need to look at the quality of human resources. (O'Meara & Petzall, 2013) argues that there is still not a concrete way of establishing the relationship between higher remuneration and productivity. However, there is already a link between higher levels of training and earnings.

One of the most important aspects that is critical for any organizations success is the employees commonly referred to as Human Capital which tends to increase through education and experience (Crook et al.,2011). (Baron & Armstrong, 2007), goes ahead to conclude that Human Capital is a key component of an organization's intangible assets and that the resourcefulness, knowledge, and the creativity of employees are as crucial to business success as are the tangible assets. The potential of human Capital as against physical capital and organization capital to contribute significantly and in a lasting manner to sustainable competitive advantage is increasingly being recognized (Holland,

Sheehan, & Cieri, 2007). Human capital also relates to the recruitment and retention of the extremely talented and exceptional employees by securing a supply of remarkable talent with productive potential (Robinson 2006).

2.2.2 Equity Theory

Equity theory (Adams, 1965), explains what drives employees into achieving the equity condition to deal with other people in the organization. It brings out the concept that employee de-motivation comes in both the relationship that exists between their job and their employer. This makes employees ask the question; is their input more than the output? Different employee reactions to are expected. They may include; de-motivation, absenteeism at work, boycotts and in the worst scenario possible strikes may be experienced.

There is also the aspect of why people leave organizations in relation to the talent management and (Taylor & Pillemer, 2009) use the concept of employee engagement and commitment to explain about employee turnover. In a situation where employees feel threatened by short term contracts and inadequacy in career development, then they hardly improve on performance. (Sako, 2006) argues that management's choice of structure can be affected by the unions because they have influence over their associations. Outsourced short term employees are always put under strict monitoring and this leads to their high turnover (Gugulis and Vincent 2005) due to lack of employee satisfaction (Batt & Colvin, n.d.).

This theory however has been criticized due to various limitations especially in the workplace. It proceeds on assumption that every employee is sensitive to equity and (Huseman, Hatfield, & Miles, 2007). This is reflected by the assumption that employees are concerned with individual pay as well as what others are getting in comparison. The theory does not also address the best antidote to inequity especially at the workplace ((Redmond, 2009).

2.3 Talent Management Practices

These practices are defined by; strategy and workforce planning, resourcing, developing capabilities and performance, high potential development and leadership and finally talent analytics. Talent

management is dependent on an employee's whole career journey which revolves around remuneration, company ethics and policies, work environment, learning and development, job security and also career development. Dessler (2011) projects that talent management requires synchronizing several human resource activities, in particular acquisition of the workforce, evaluations, development as well as effects of contracting. Employees no longer just look out for higher remuneration but also the environment in which they work as well as how secure their jobs are meaning they would not take up a high paying job if it is not sustainable.

2.3.1 Satisfaction with Talent Strategy and Work Force Planning

Increased people mobility within organizations is a major contributor to the war on talent (Beechler & Woodward, 2009). Highly knowledgeable workers from developing economies migrate to developed economies leading to brain drain. This is as a result of dissatisfaction with some of the talent strategies in the third world countries. Talent strategies shape how people learn, collaborate and lead (Deloitte, 2017). Such strategies have prompted organizations to take keen interest in all stages of employee's lifecycle. To avoid brain drain and reduce employee's attrition rate, new innovations are considered by the Human Resource departments in organizations. Example of such initiatives include; rewards, learning programs through education leaves and performance management's tools to keep critically needed talents.

According to (Hansen (2008) lack of sufficient attention to the future is identified as a liability. The biggest challenge that organizations are facing is the fact that they want to produce too much but the human resource is not available hence low qualities, poor quantities and less profit. This should therefore be considered and measures to attract and retain highly qualified and skilled employees put in place and implemented at the lowest cost possible and also develop a strategy that will ensure their growth within the organization. Some of the employees who are dissatisfied with the workforce planning end up in the first world countries which again leads to a huge brain drain. Such employees are especially those who are not on permanent and pensionable basis.

2.3.2 Satisfaction with Talent Acquisition and Learning and Development

Highly prevalent competitions for high performers and highly skilled and talented skills is the surest way to gain high production. To attain these employees, there must be provision of conducive and motivating working environment. Innovation in science and the interminably increasing competitiveness, organizations have come up with strategies of flexibility and adaptability to changes in the ever growing economy to ensure that the profits are kept as high as they can possibly be (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000). Employees have challenged how talent is acquired externally at the expense of internal promotions and especially for contractual employees. This creates tension amongst the internal employees and external recruits because the process of acquisition is deemed to be flawed consequently leading to job dissatisfaction.

Learning is essential in developing talent and most of all retain the talent by constantly up skilling the employees whenever there are new trends. Employees tend to incline towards organizations that encourage career growth and development through learning (Jiang & Klein, 2000). There should be provision of continuous trainings and development practices such as refreshment trainings, field visits, workshops, etc. to improve retention and commitment of employees (Deery, 2008). Employees who are consistently up skilled are more confident in executing their duties. However, continuous development may turn out for the worse when the employees are continuously poached to work for other organizations. This has actually happened in organizations that have subsidiaries in other countries and where one country is more developed. Employees whose functions are outsourced easily leave to other organizations which seemingly have a higher job security.

2.3.3 Satisfaction with Retention and Rewards

Employees consider the rate of remuneration and compensation for work done and the working conditions such as flexible hours, better management team, culture and values for the organization in order for them to continue working in an organization (Rama Devi, 2009). Organizations that do not consider job security as a major factor for retention risk having a high turnover since the employees are not at ease. Many employees in organizations who are on temporary employment end up leaving the organization slightly after placement since they continuously look for better working or

employment terms during the induction period. Some of them cite the compensation package as one of the factors that lead to job search as well as the terms of engagement. The contracts run barely for one year meaning that the employees already feel uneasy right at the time of placement.

Salary is major determinant in an employee's decision to stay or leave an organization for another one (Milka et al. 2011). An individual can do anything humanly possible to avoid doing unpleasing work according to McGregor's theory X. Similarly, an individual will do anything possible to retain the job which is pleasing doing as per (Podmoroff, 2005) Theory Y. High Impact employees should be considered for a compensation package to retain them within the organization. However, this also has its disadvantage in that some employees use this as a threat to leave the organization. Highly paid employees are offered high pay doing the same duties which can be done by junior officers. This really has an economic impact on the company's financial position, however this can be compared to the cost of recruiting new employees and training them on the same duties (David Pollitt, 2007). Different organizations therefore have ventured into various reward schemes and payment packages to retain their employees (Barrow & Mosley, 2011)

2.4 Effects of terms of employment on talent management.

A lot of studies have been conducted in relations to different terms of employment and their accompaniments. There has been an overall observation among professionals in the labor relations that there's a difference between fixed term/ temporary / short term contracts and the conservative method which commonly refers to full time/ permanent/ long term with regard to how the employees perceive the jobs i.e. social status and whether the jobs are easily available (Kiem et al, 2014). Therefore, short-term contracts are often related with job dissatisfaction and talents under such contracts deemed difficult to manage (Breugh, 2008). He also established that even the highly talented and skilled employees would leave the company earlier than the planned ending dates especially when their morale had been affected. This is because both short term contract employees and employees on permanent terms may be performing the same roles or doing same job, but are subjected to different compensation and benefits terms. In addition, contract employees may not undergo the same training and as a result affecting the risk level in some jobs (Bourhis and Wils, 2001). The duo recognized that should these trends go on, then there will be a workforce that will unfortunately experience

deplorable working conditions forcing them to look for better working conditions thus; providing a great dissatisfaction with talent management in some organizations.

Other researchers studied the influence of permanent job contracts as opposed to the temporary or short term job contracts. Unlike employment on short term contracts, those on permanent job contracts are deemed to have several benefits that are exclusive, for example, defined wages for different job groups, leave that is paid for, insurance covers, facilitation of training and more so education, and are safeguarded from unfair dismissal (Tinuke, 2012). He recognized that these benefits are well appreciated and desirable among employees and have time and again influenced job satisfaction and subsequently brought about positive behavior outcomes (Landsbergis et al., 2014). For such employees since there are opportunities for growth and development through learning, most will be satisfied with the organizations way of managing talent. (Ajani & Adisa, 2013) who studied levels of satisfaction amongst employees of different organizations concluded that there is greater satisfaction for both managements of talent and job among permanent or long- term serving employees than short-term serving employees. (Kiem et al., 2014) studied the effect terms of engagement and job satisfaction on employee behavior. He realized that there is a linkage on minimal levels of job satisfaction with contract type and this influences the level of employee behavior by impacting the possibility of job insecurity and employee projections. This made even the highly skilled employees get insecurities of their service in organizations as they felt they did not belong. What this did was that they ended up not performing as was expected of them and had to terminate their contracts before end of date.

A study by (Cappelli, 2000) concluded that organizations need to embrace a more market-oriented approach in retaining talent. This view challenges organizations to reevaluate the perception that employee turnover has nothing positive with a more informed understanding by focusing on who is leaving and where they are taking up new roles. For employees to work for a long period in an organization, there has to be clear set and well communicated organization's goals, objectives, vision, mission, ethical rules. Moreover, grounds for development without unnecessary pressure to the employees must be provided (Ready et al. (2008). Better terms of engagement with the employees leads to a successful talent management results by giving realistic targets as well as enabling an environment for growth. Employees are now looking for organizations that they can contribute to and

this is the next industrial revolution in matters managing talent. They are no longer just an asset but are recognized as major stakeholders which is a major feature of many organizations that have been recognized as top employers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research methodology to achieve the study objective. It outlines the research design, target population, data collection and analysis.

3.2 Research Design

Descriptive design framework which involves data collection with an aim to test theories and answer questions regarding the participants of the study was used for this research. This case study was done to give assurance, explanations and description of characteristics of variables associated with the subject population. The selection of the design was based on its capability to detect the effect of terms of employment on satisfaction with talent management for the employees of the KCB Contact Centre.

3.3 Population

The study focused on employees of the KCB Contact Centre consisting of senior managers, midlevel managers, emerging leaders and the junior staff who are on clerical level. As per the figures provided by the Contact Centre, the number of employees stood at 137 as at the time of data collection.

3.4 Data Collection

Primary data was used in this case study. A structured questionnaire that had two broad sections with the second section consisting of six subsections in the form of talent strategies was used. Section I sought information on the respondents' demographic profile while section II covered the talent strategies. Statements in section II were evaluated on a five scale Likert scale that was ranging from "strongly agree" to "strongly disagree". The questionnaires were issued to the respondents and thereafter collected at an agreed time within the period of study. Before issuing

the questionnaires a pretest was conducted to ensure that the questions were clearly understood and that they were also relevant in relation to the research.

3.5 Data Analysis

Descriptive data was analyzed to test the perceived effect of terms of employment on satisfaction with talent management. Statistical measures such as frequencies, mean, standard deviations were used for quantitative analyses. Relationship between talent strategy, workforce planning, talent acquisition, learning and development and rewards established using inferential statistics and results presented in charts, graphs and tables.

The proposed equation model was:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \varepsilon$$

Variable Y = Terms of service on job satisfaction

β_0 = Constant i.e. the value of Y when X=0

- X_1 = Talent strategy
- X_2 = Workforce planning
- X_3 = Talent acquisition
- X_4 = Learning and development
- X_5 = Rewards
- B_{1-5} = beta coefficients

CHAPTER 4

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter provides a detailed analysis of the study's outcome.

4.2 Response rate

A total of 76 out of 137 questionnaires representing a response rate of 55.47% were received back from the respondents. A response rate of 50% is considered acceptable for analysis (Mugenda and Mugenda, 1999).

4.3 Respondents' demographic data

This section presents the demographic data of the respondents while includes their age, gender, highest academic qualification and length of service at the KCB Contact Centre.

4.3.1 Age of respondents

The study sought to establish the age distribution of KCB Contact Centre employees. The table below shows their distribution by age.

Table 1: Distribution of respondents by age

Age in years	No. of employees	Percent
20-25yrs	18	23.7
26-30yrs	36	47.4
31-35yrs	18	23.7
41 and above yrs.	4	5.3
Total	76	100

Majority of the respondents (47.4%) are in the age group 26-30 years while only 5.3% are 41 years and older. It can be concluded that majority of the employees at the Contact Centre are below 35

years of age. They account for 94.8% of the respondents.

4.3.2 Respondents' gender

The current study also sought to find out the composition of the KCB Contact Centre employees by their gender. The figure below shows their composition by gender

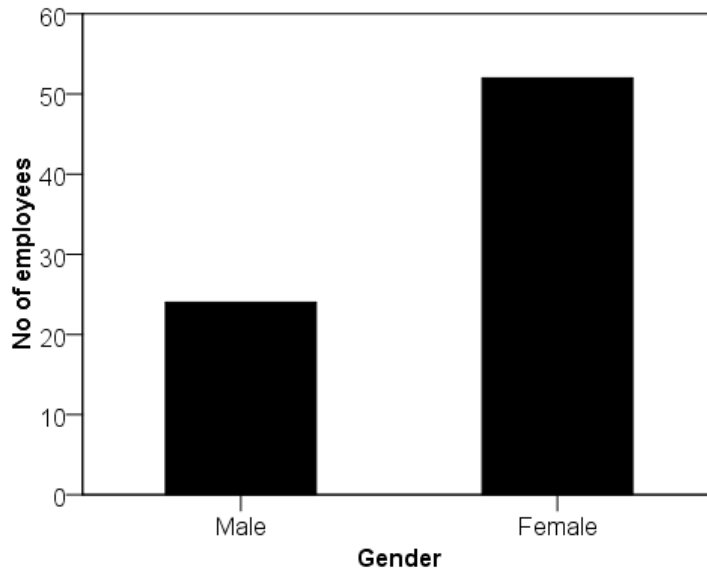


Figure 1: Distribution of respondents by gender

Majority of the respondents 68.4% were female while 31.6% were male. The results indicate that the predominant workers in the KCB Contact Centre are females. Customer service jobs have been seen as a female dominated career and this is not different. Their inherent nature as being nurturing and more sociable means they are at an advantage in forging great rapport with customers hence provide a more amiable customer experience

4.3.3 Respondents' highest level of education

The study also sought to establish the highest qualifications of respondents at the KCB Contact Centre. The results are presented in the table below.

Table 2: Distribution of respondents' highest level of education

Academic Qualifications	No. of employees	Percent
Diploma	4	5.3
Bachelors	62	81.6
Masters	8	10.5
PhD	2	2.6
Total	76	100

Majority of the respondents (81.6%) have a Bachelor's degree while PhD holders are the least in number (2.6%) in the KCB Contact Centre. The greatest proportion of employees have at least a Diploma level of education with Diploma holders and those with a first degree representing 86.9% of the respondents. This is expected as the majority of tasks at the KCB Contact Centre are clerical in nature therefore a Diploma level of education is sufficient to be able to handle these. A higher degree is seen as a necessary requirement in order to scale the ladder into managerial positions.

4.3.4 Respondents' length of service at the organization

The study sought to find out the length of service of the respondents in the KCB Contact Centre. The table below represents this distribution.

Table 3: Respondents' length of service at the organization

Years Worked	No. of employees	Percent
1	17	22.4
2	12	15.8
3	5	6.6
4	15	19.7
5	27	35.5
Total	76	100

Majority of the respondents have served the KCB Contact Centre for more than four years (55.2%) while the least have served for 2 to 3 years (22.4%). From these results we can conclude that most employees at the Centre have served for longer periods. This can be attributed to the strategies put in

place to help in retaining talented individuals at the Centre. It can also be due to chance since a better opportunity has not been spotted by the concerned employees to decamp.

4.3.5 Respondents' job title

The study sought to establish the distribution of the respondent's job designations at the KCB Contact Centre. The figure below represents this distribution.

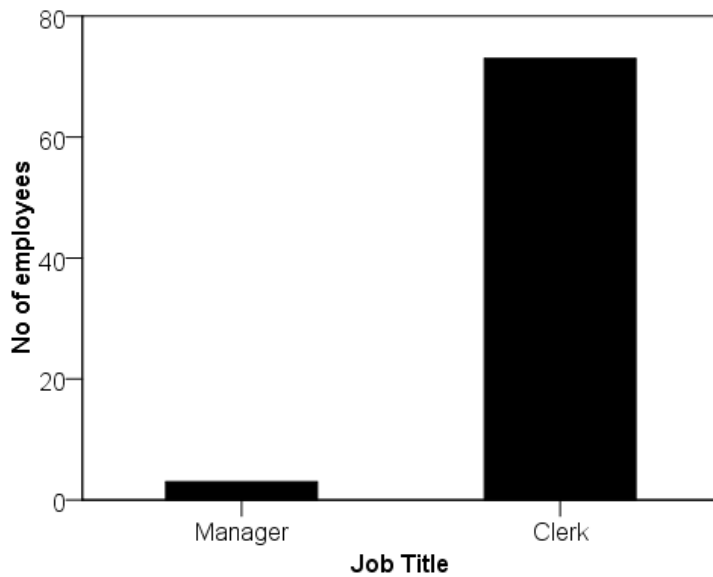


Figure 2: Respondents' job designations

Majority of the employees at the Centre hold clerical jobs (96.1%) while the rest hold managerial positions. The results show that for every manager at the Centre there are about twenty-four (24) clerks, a ratio of 1:24. This is expected of a Contact Centre environment since the work requires many clerical employees in order to attain the set standards and deliver stellar customer experience

4.3.6 Respondents' terms of employment

The study sought to find out the distribution of the respondent's terms of employment at the KCB Contact Centre. The figure below represents this distribution.

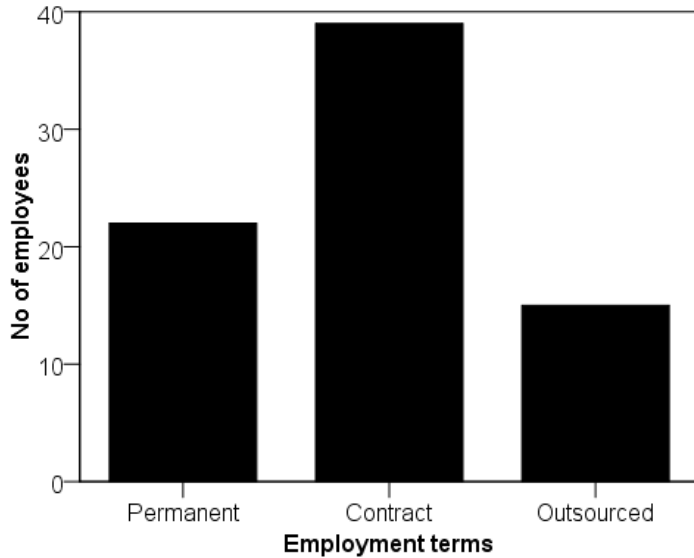


Figure 3: Respondents' terms of employment

Majority of the employees at the Centre are engaged on temporary terms (71%) which can be categorized as either Contractual (51.3%) or outsourced from private companies (19.7%). The results show that the temporary employees who are not on permanent and pensionable terms form the bulk of the workforce. The choice of these type of employees can be attributed to the fact that Contact Centres usually experience high staff turnover due to burn-out and the nature of the work which can be stressful at times. Therefore, the management can opt to engage these kind of employees on the short term and thereby not incur much expenses as those associated with permanent and pensionable terms.

4.4 Talent management practices

The study sought to find out the effect of terms of employment on satisfaction with talent management at the KCB Contact Centre. The respondents were asked to rate their opinion on a 5 point Likert scale for 30 items representing six components of talent management. A scale of 1 was **strongly Agreed**, 2 was **Agreed**, 3 was **moderate**, 4 was **Disagreed** and a scale of 5 was **strongly Disagreed**. The results are presented below.

4.4.1 Talent strategy

The respondents were required to rate on a scale of 1 to 5, the degree to which they agreed with five statements designed to measure the overall assessment of talent strategy on talent management. Higher numbers indicate that the statement is false. The results are shown below.

Table 4: Talent strategy

	Mean	Std. Deviation
There's ability to be innovative across the company	2.79	1.192
The processes and machines are efficient to enable me perform my roles	2.11	1.173
Talent management is one of the strategic objectives in our organization	2.63	1.118
I am well versed with the available technology at my workplace	1.76	0.563
The strategy used to attract and retain talent at my workplace is satisfactory	3.12	1.433
Average Mean/SD	2.482	1.0958

With a mean of 2.48 the respondents agreed with the talent strategy applied at the KCB Contact Centre. The corresponding standard deviation did not show much variance. The respondents were non-committal with most of the statements asked on talent strategy at the Contact Centre. They neither agreed nor disagreed as to whether the strategy used to attract and retain talent at the workplace was satisfactory (M=3.12, SD=1.43), and whether there was ability to be innovative across the company (M=2.79, SD=1.19). However, there was consensus that the respondents were well versed with the available technology (M=2.36, SD=1.32) and that the processes and machines are efficient to enable performance of roles.

From the above analysis, it is evident that the KCB Contact Centre doesn't have a satisfactory strategy to attract and retain talent, it doesn't spur innovativeness in the employees and seems not to prioritize talent management as one of its strategic objective. This has been observed by the high turnover experienced even though generally the Contact Centre is high pressure environment. On the bright side, the employees are competent and well versed with technology and therefore are in a good position to deliver in their job roles.

4.4.2 Work force planning

To assess workforce planning, respondents were asked to indicate on a 5-point scale the degree of their agreement with five statements designed to examine their assessment of workforce planning on talent management. Higher numbers indicate that the statement is false. The results are shown below.

Table 5: Work force planning

	Mean	Std. Deviation
There is enough resource (staff) in our department for maximum productivity	2.68	1.146
The goals are specific, measurable, action oriented, realistic and time based	2.07	0.971
Demographics for the current workforce are balanced (gender, full/parttime)	2.71	1.153
Employees proceed on annual leave as scheduled without being recalled at any time	1.93	0.736
Your impression of the work environment is great	2.42	1.181
Average Mean/SD	2.362	1.0374

The respondents agreed that workforce planning was an integral part of talent management (M=2.36, SD=1.03). Majority of the respondents couldn't decide whether the KCB Contact Centre workforce was balanced in terms of gender basis (M=2.71, SD=1.15). Some felt that the resources (staff) were not enough to ensure maximum productivity while others felt that the resources were enough. The respondents were generally impressed with the work environment and that the environment was comfortable amidst the pressure. They overly agreed that goals set were specific, measurable, action-oriented, realistic and time bound (M=2.07, SD=0.971) and that annual leave was properly managed with no disruptions when an employee proceeds for leave (M=1.93, SD=0.736). Standard deviation for the responses ranged from 0.736 and 1.181 indicating a considerable amount of variation on the responses.

These results portray that the employees at the KCB Contact Centre were in consensus that leave management was handled well and there were clear goals set. Work force planning seems to be well embraced as a talent management practice in the KCB Contact Centre. It can be concluded that the employees understand how work force planning is conducted and that it is done fairly.

4.4.3 Talent acquisition

To assess talent acquisition, respondents were asked to indicate on a 5-point scale the extent of their agreement with five statements designed to examine their assessment of talent acquisition on talent management. Higher numbers indicate that the statement is false. The results are shown below.

Table 6: Talent acquisition

	Mean	Std. Deviation
I was informed of the level of skill required to perform my job	2.09	1.035
Should vacancies arise, qualified employees fill them	2.82	1.314
The Contact Centre absorbs current employees first when filling vacant positions	2.93	1.34
At the KCB Contact Centre there's evidence of unique talents based on diverse educational backgrounds	2.49	1.205
New employees come from different educational background, tribe and gender	1.63	0.67
Average Mean/SD	2.392	1.1128

Majority of respondents surveyed were non-committal on whether the Contact Centre absorbed current employees first when filling vacant positions ($M=2.93$, $SD=1.34$) which was also observed in their response that when vacancies arise, the Centre doesn't fill them with qualified employees ($M=2.82$, $SD=1.31$). Conversely, the respondents were in agreement that the employees at the KCB Contact Centre come from different backgrounds, tribe and gender ($M=1.63$, $SD=1.11$) and that most were informed of the level of skill required to perform their jobs ($M=2.09$, $SD=1.04$). Standard deviation for the responses had great variation as it ranged from 0.67 to 1.34. There was no clear concurrence on whether the Contact Centre absorbs current employees first when filling vacant positions.

These results indicate that in general, some employees at the KCB Contact Centre felt those qualified did not fill vacant position when they arose. However, they acknowledged that new employees recruited came from diverse backgrounds and that they were adequately informed of the level of skill required to perform their jobs.

4.4.4 Learning and development

To evaluate learning and development, respondents were asked to indicate on a 5-point scale the extent of their agreement with five statements designed to examine their assessment of learning and development on talent management. Higher numbers indicate that the statement is false. The results are shown below.

Table 7: Learning and development

	Mean	Std. Deviation
There are many opportunities for me to learn and grow at my workplace	2.7	1.327
I am consistently learning and improving my skills	2.29	1.093
The Contact Centre has a systematic way of identifying employee's learning needs and providing a solution	2.97	1.296
There is continuous training on the latest products and services to enable me perform my job competently	1.76	0.814
At the KCB Contact Centre there's a formal induction program to assist new employees understand the products and processes	1.57	0.55
Average Mean/SD	2.258	1.016

The respondents generally agreed that learning and development was well executed at the KCB Contact Centre. They could not agree or disagree on whether there are opportunities to learn and grow at the Contact Centre (M=2.7, SD=1.33) and on whether the Centre has a systematic way of identifying employee's learning needs and providing a solution (M=2.97, SD=1.09). The respondents were however in agreement that there is continuous training on the latest products and services to improve competencies (M=1.57, SD=0.55), and that there is a formal induction program for new employees. They were also overly in agreement that they are consistently learning and improving their skills. The average standard deviation showed that the variance was insignificant.

The results indicate that KCB Contact Centre has continuous training on latest products and services to increase competencies and a formal induction for new employees. However, the identification of needs is not well aligned.

4.4.5 Retention based on job satisfaction

To find out about employee retention, respondents were asked to indicate on a 5-point scale the extent of their agreement with five statements designed to evaluate their assessment of employee retention on talent management. Higher numbers indicate that the statement is false. The results are shown below.

Table 8: Retention

	Mean	Std. Deviation
I like working for KCB Contact Centre	2.49	1.216
I am consistently looking for another job	2.28	1.04
Should I receive a job offer elsewhere I will leave the KCB Contact Centre without notice	3.46	1.361
I would gladly work for the Contact Centre up to the peak of my career	2.88	1.532
I am planning to work for another organization in the next one year	2.53	1.331
Average Mean/SD	2.728	1.296

As to whether they thought of leaving the KCB Contact Centre, most respondents were consistently looking for another job. They narrowly agreed that they like working for the KCB Contact Centre. Majority of the respondents were non-committal on whether they would leave the Contact Centre without notice should they receive a job offer elsewhere ($M=3.46$, $SD=1.36$) and also whether they would work at the Centre up to the peak of their career ($M=2.88$, $SD=1.53$). Standard deviation for the second item was the lowest indicating that the respondents had a high consensus on looking for another job. Its however interesting to note that the first item has a lower SD compared to the remaining three. This is because most of the respondents like working for the Contact Centre never mind they are consistently looking for other jobs. This means that though they liked working there, certain factors were leading them to look for better opportunities elsewhere. They were non-committal on whether they were planning to work for another organization in the next one year.

The results show that it would be difficult to retain the Contact Centre employees for very long since they are consistently looking for another job and should they get an offer they did not commit to leave with or without notice. They also did not commit to working at the Centre to the peak of their

careers.

4.4.6 Rewards

To assess the reward system, respondents were asked to indicate on a 5-point scale the extent of their agreement with five statements designed to find out their assessment of employee rewards on talent management. Higher numbers indicate that the statement is false. The results are shown below.

Table 9: Rewards

	Mean	Std. Deviation
My remuneration is equal to my job roles	3.59	1.495
I like working at Contact Centre because of remuneration	3.64	1.383
I am better paid compared with other employees of a similar grade in another department	3.58	1.398
A job evaluation should be performed for my current role	2.16	1.033
My employer is considerate when it comes to remuneration unlike others in the same industry	3.46	1.604
Average Mean/SD	3.286	1.3826

The mean scores were consistently high on the four items with only one item returning a lower score. There was consensus among respondents that they did not receive better remuneration compared with other employees of a similar grade in other departments (M=3.58, SD=1.398). The respondents also agreed that the remuneration was not equal to their job roles. Apart from this, the respondents also indicated that the employer was not considerate when it came to remuneration unlike others in the same industry (M=3.46, SD=1.6). They were in agreement that a job evaluation should be performed on their current role. Standard deviation for the fourth item was not significant compared to the others. This shows that there was consensus that a job evaluation should be conducted for the respondents current roles.

This results indicate that most of the Contact Centre employees felt that their remuneration was not equal to their job roles, they were poorly paid compared to counterparts in other departments and others in the same industry. They were however in agreement that a job evaluation should be performed on their current roles.

4.5 Influence of talent management on employees' job satisfaction hence retention.

The main objective of this study was to assess the perceived effect of terms of employment on satisfaction with talent management in KCB Contact Centre, KCB Kenya LTD. To assess this, Multiple Linear Regression (MLR) analysis was carried out using SPSS. The results of the analysis are shown below.

Table 10 below shows the results of the fit of the model. The multiple correlation (R) is .393 with a corresponding R square value of .154 suggesting that 15.4% of the variance in employee job satisfaction at KCB Contact Centre is explained by the set of predictors.

Table 10: Overall model fit

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.393 ^a	.154	.094	.48746	.154	2.554	5	70	.035

a. Predictors: (Constant), Rewards, Work Force Planning, Learning & Development, Talent Acquisition, Talent Strategy

The ANOVA table (Table 11) provides a test of the significance of the regression model. The p-value of 0.035 indicates that the regression was significant in predicting how talent management practices influence employee job satisfaction at the KCB Contact Centre. If a null hypothesis were to be tested in this study it would have been rejected and the alternative accepted given that the p-value < 0.05.

Table 11: ANOVA table for test of significance of regression model

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.034	5	.607	2.554	.035 ^b
Residual	16.633	70	.238		
Total	19.667	75			

a. Dependent Variable: Retention

b. Predictors: (Constant), Rewards, Work Force Planning, Learning & Development, Talent Acquisition, Talent Strategy

Table 12 presents the coefficients for the variables in the regression model. Learning and development ($p=0.005$) had a significant relationship with job satisfaction of employees at the KCB Contact Centre. This can also be seen in the relatively higher values of regression coefficients for this value. The least significant predictors were workforce planning ($p=0.81$) and talent strategy ($p=0.66$) respectively. The results portray that the other talent management strategies contribute very slightly to the retention of employees at the Centre. Therefore, even though these strategies have been put in place, its mostly learning and development that may influence an employee's satisfaction with the job the Centre.

Table 12: Model coefficients

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.739	.244		11.205	.000		
Talent Strategy	.052	.119	.090	.437	.663	.285	3.503
Work Force Planning	.029	.121	.038	.239	.812	.472	2.121
Talent Acquisition	.103	.116	.144	.880	.382	.450	2.222
Learning & Development	-.333	.113	-.505	-2.936	.005	.408	2.448
Rewards	.092	.066	.201	1.399	.166	.583	1.715

a. Dependent Variable: Retention

Fitting values to the regression equation:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \varepsilon$$

$$Y = 2.739 + 0.052X_1 + 0.029X_2 + 0.103X_3 - 0.333X_4 + 0.092X_5 + 0.244$$

Variable Y = Employee retention based on job satisfaction

β_0 = Constant i.e. the value of Y when X=0

X₁ = Talent strategy

- X₂ = Workforce planning
- X₃ = Talent acquisition
- X₄ = Learning and development
- X₅ = Rewards
- B₁₋₅ = beta coefficients

4.6 Discussion of key findings

This study sought to determine the perceived effect of terms of employment on satisfaction with talent management in KCB Contact Centre, KCB Kenya LTD.

The study found that the KCB Contact Centres strategy to retain talent was merely concrete. The employees felt that the Centre has not prioritized talent management as its strategic objective thereby making it difficult to spur innovativeness in the employees. This is despite the Centre being able to attract employees who are competent and technologically savvy and therefore are well placed to deliver on their job roles. Petroni & Panciroli (2002) found that innovation ability significantly influences product development, flexibility in organizations as well as performance by employees of the organization. A majority of the employees concurred that the processes and machines were

efficient to enable them perform their duties. They also overly agreed that they were well versed with technology at the work place which enabled them perform their duties with ease.

It was revealed that the KCB Contact Centre workforce was somewhat balanced in terms of gender. The employees concurred that the goals set were specific, measurable, action-oriented, realistic and time bound. As confirmed by Mills, (2002, p. 41), for an organization to have a great impact, the employees must see a connection between their goals and those of the organization. That way, they will perform optimally towards realizing the set goals and targets. There was modest agreement that annual leave was properly managed with no disruptions when an employee proceeds for leave which is great as employees' time off is regarded highly. Leave management can affect an employee's productivity in that if its mismanaged the employees suffers burn out and is unable to perform optimally. The employees also like the work environment as is evident from the results. According to Molokwu (1993), an office that's located in a good place helps induce good working spirit for employees. This is realized when there's reduction of pollution, good furniture and ambience as it creates healthier life for workers.

The Contact Centre attracts and recruits talent from different educational backgrounds, tribe and gender. As regards to the study, it was established that a majority of the respondents are aware of the qualifications before joining the organization. However, these talented employees who majority are either on contract or outsourced are not able to transition to fill vacant positions when they arise. A lack of proper transition especially when positions fall vacant has significant impact on the retention of the employees as well as job satisfaction. This is a crucial factor in determining the employees' morale and level of productivity. Promotion impacts job satisfaction more when compared to other factors such as achievement and recognition. Employees who are dissatisfied with the opportunities that are available for promotion have a tendency to show a huge intention to leave the organization. Hence, an inference can be drawn that there is a direct relationship between promotional opportunities and job satisfaction (Maniram,2007). Job satisfaction is an individual's subjective viewpoint encompassing the way he/she feels about his/her job and the employing organization. Moreover, job satisfaction is the pleasurable emotional state that results from the achievement of job values (Courtney &Younk young, 2017). The considerable time spent by employees at the work place makes job satisfaction a significant factor since dissatisfaction can have an adverse impact on

the individual's personal life.

On Learning and Development, the respondents were in agreement that the organization ensures that it's executed. There's consistency in learning at the Contact Centre which then ensures that employees continually improve their skills and competencies. Myles (2002), stated that a company that seeks to train its employees well results in motivated employees. who in turn perform highly. However, the respondents felt that there is no systematic way of identifying learning needs with a view of addressing them. Although this may equip the employees with necessary knowledge on the latest products and services, it will not have a great impact on operational performance since training does not have clear connection to an organizations culture (Harris and Brannick 1999).

In regards to retention, the results show that it would be difficult to retain the Contact Centre employees for very long since they are consistently looking for another job. They are also not planning to work to the peak of their careers at the Centre. Its however interesting to note that as if in contradiction, although they are not likely to stay should they get another job offer, they currently like working for the KCB Contact Centre. All the factors considered the respondents did not commit on whether they would leave the Contact Centre without notice. This could be supported by the fact that they like working there and would therefore probably bid farewell to the ones left behind. As established by (Mathis et al.,2015), relationships formed at work can influence an employee's decision of leaving or staying in an organization.

As seen with the rewards, respondents were found to be clearly dissatisfied. They felt that they were doing much more than they were being compensated for. They also disagreed with the fact that they were working at the Contact Centre for the pay as they felt that they were not better paid compared with other employees of a similar grade in another department. As discussed by Mueller & Kim (2008) employees have two types of job satisfaction; firstly, the overall feeling about the job, and secondly, the feelings about the aspects of the job, such as benefits and salary. However, according to a study by Caldwell (2000), employees view pay as important but this is not the most important thing. Usually trying to use money to retain an employee who is already disengaged only leads to an organization that has well paid disconnected employees who have the potential to also disconnect other very productive employees (Harris and Brannick, 1999). Most of the respondents were in

agreement to have job evaluations done and this could probably bring about better satisfaction than just having a pay rise.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines the summary of findings, conclusions made from the analysis of perceived effect of terms of employment on satisfaction with talent management at KCB Contact Centre. Conclusions have been made from the findings and recommendations given. Limitations of the study and suggestions for further research have also been deduced from the findings.

5.2 Summary of findings

The objective of the study was to determine the perceived effect of terms of employment on satisfaction with talent management a case study of the KCB Contact Centre Employees. Majority of the employees are engaged on temporary terms and this is confirmed by a figure of 71% with 51.3% being KCB contracts whereas 19.7% are outsourced from a private company. In addition to that, majority of the employees are below the age of 35years and this can lead to a conclusion that it's a young generation that serves customers at the KCB Contact Centre. They are also educated as the lowest level of education for the employees is a diploma level.

With regards to talent acquisition, majority of the employees feel that they are informed of the level of skill required to perform their roles. There is also a consensus that the KCB Contact Centre employs staff from diverse background, tribe and gender and on the same length, that they have diverse educational background. There was however a high level of discontentment with the criteria that is used to fill vacant positions for the Contact Centre. A high number of respondents felt that qualified employees do not fill the vacant positions and this could be attributed to the high number of employees engaged on temporal basis. These were the two items that had a high number of dissatisfied respondents

The study registered a high level of satisfaction with Learning and Development as a talent management strategy amongst the respondents. In fact, it had the highest mean score amongst the five

independent variables. This could be attributed to the fact that trainings are conducted across the Contact Centre without a bias on the terms of employment. More than two thirds of the respondents felt that the Contact Centre has a good induction program that allows the new hires to understand the products and processes. Most importantly regression analysis indicated that only learning and development was a significant predictor of job satisfaction among the Contact Centre employees.

There is clearly a high level of dissatisfaction with the rewards amongst the respondents. This is clearly shown by the mean in that rewards had the lowest mean. However, though the mean was lowest, the standard deviation was quite high meaning that the opinion of the respondents varied greatly. This could be attributed to the fact that the different terms of employment bring about a difference in the rewards. This can be seen in the first item where the respondents were asked whether their remuneration is equal to their job roles. Variance in opinion was highest in their responses which reflects that remuneration was viewed differently by the respondents.

Finally, the study reveals employees of the KCB Contact Centre are satisfied with most talent management practices irrespective of their terms of employment. Crucially they feel part and parcel of the Contact Centre and like working there. The converse though is that though they like working there, they are consistently looking for another and this could be due to the dissatisfaction with the rewards as well as lack of opportunities for growth.

5.3 Conclusion

This study has established that Learning and Development is a significant predictor of satisfaction amongst the employees of the Contact Centre. Employees who do not feel that there are opportunities to grow in their work environment may end up dissatisfied with their jobs that would in return make it difficult to retain them.

5.4 Recommendation

The KCB Contact Centre should develop effective retention strategies that will make sure that the employees remain committed to the Organization. A key component of this strategy would be to look at the rewarding system which the employees are highly dissatisfied with and this should include a

non-financial factor as one of the component. Given the fact that majority of the employees are below 35 years of age, there should be strategies in place to ensure that their roles are well defined and that the opportunities to grow are key. Young people tend to be greatly innovative and the environment should be conducive enough for innovation. Women form a great proportion of the employees and as such, work life balance should also form a natural factor of the reward scheme. Financial rewards which include Bonuses are usually used to drive organizational values and outcomes. To build strong connections between the employees and the organization, its recommended that the awards be used at least to the extent the Organizations objectives have been attained. Job evaluations should also be conducted for the roles within the Contact Centre as this will lead to a greater satisfaction. The Contact Centre environment is a dynamic one and every so often a lot of processes change due to the ever rising customers' needs. This increases the number of changes that take place within a Contact Centre.

It is also recommended that there be systematic ways of identifying employee's learning needs and providing a solution for the same. As Learning and Development is a critical factor in employees' job satisfaction, it's important that their learning needs be identified and met. A systematic approach will ensure that there is correct diagnosis and the training interventions put in place will be effective in preventive measures rather than curative measures especially where customers are involved. With the formal induction in place, there is definitely a system in place for the company values and culture to be passed to the new hires. For any employee to efficiently work and perform induction is key as this enables new employees settle in well and embrace Organizations values. Employees that are not well inducted tend to feel discontent with their work environment and could easily leave the Organization.

5.5 Limitations of the study

This study was conducted at the tail end of quarter three which is a very important time in the organizations calendar and in regards to performance management. Leave management is a key component of performance management and therefore many employees were away on annual leave. This lowered the response rate which otherwise could have been higher than what was experienced.

5.6 Suggestions for further research

The study focused on perceived effect of terms of employment on satisfaction with talent management a case study of the Contact Centre. Future studies should be expanded to include other departments. This will give a bigger picture of the organization in matters talent management and especially the practices that are in place and those that need improvement.

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APPENDIX 1: Introduction Letter

Introduction Letter

University of Nairobi School of Business Nairobi

Dear

I am a graduate student at the University of Nairobi, School of Business undertaking a research on Employee perceived satisfaction with talent management in KCB Bank Kenya LTD.

Your Division forms a critical part of the population of my study. This letter kindly requests you to provide the necessary information requested for in the course of gathering data.

All responses given will be treated with utmost confidentiality and will be used only for academic venture.

Should you request for a copy of this research work, then it will be availed to you. Yours faithfully,

Judy W. Njuguna Dr. Florence Muindi

MSC HRM student Supervisor.

APPENDIX 2: Questionnaire

UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

DEPARTMENT OF BUSINESS ADMINISTRATION

PERCEIVED EFFECT OF TERMS OF EMPLOYMENT ON SATISFACTION WITH TALENT MANAGEMENT IN KCB BANK LTD. A CASE STUDY OF PERMANENT, CONTRACT & OUTSOURCED STAFF

Purpose

The purpose of this study is to obtain your opinion of employee satisfaction with Talent Management in KCB Bank Kenya LTD. This study is purely for academic purposes.

Confidentiality

Your answers to this survey will be treated with utmost confidentiality; no individuals as well as the company will be allowed to access the information in the questionnaires as this will only be analyzed by the researcher.

Completing and forwarding the completed forms

You are kindly requested to complete the form by 25th October after which they will be collected by the researcher for analysis.

How to complete the questionnaire

The questionnaire will take at most 20 minutes to complete. You are kindly requested to indicate your opinion about the statements therein by placing a (√) on the section that closely matches your opinion.

SECTION A: PERSONAL INFORMATION

1. Age of employees in years

20-25 [...] 26-30 [...] 31-35 [...] 36-40 [...] 41 and above [...]

2. Gender

Female [...] Male [...]

3. Highest academic qualification

Diploma [...] Bachelor's Degree [...] Master's Degree [...] PhD [...]
 Other Please Specify.....

4. How many years have you worked at the Contact Centre?.....

5. Job Title

6. Terms of Employment Permanent [...] Contract [...] Outsourced [...]

SECTION B: TALENT MANAGEMENT PRACTICES

7. Talent Strategy

Please indicate your overall assessment of talent management strategies by placing a check mark (√) in the appropriate below using the following scale; **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)**

s/ no	Talent Strategy	SA	A	N	D	SD
1	There's ability to be innovative across the Company					
2	The processes and machines are efficient to enable me perform my roles.					
3	Talent management is one of the strategic objectives in our organization.					

4	I am well versed with the available technology at my workplace					
5.	The strategy used to attract and retain talent at my workplace is satisfactory.					

8. Work Force Planning

Please indicate your overall assessment of Work force planning on talent management strategies by placing a check mark (√) in the appropriate below using the following scale; **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)**

s/ no	Work Force Planning	SA	A	N	D	SD
1	There is enough resource (staff) in our department for maximum productivity					
2	The goals set are Specific, Measurable, Action Oriented, Realistic and Time Based.					
3	Demographics for the current workforce are balanced (Gender, Full/ Part time)					
4	Employees proceed on annual leave as scheduled without being recalled at any time.					
5	Your impression of the work environment is great.					

9. Talent Acquisition

Please indicate your overall assessment of Talent acquisition on talent management strategies by placing a check mark (√) in the appropriate below using the following scale; **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)**

s/ no	Talent Acquisition	SA	A	N	D	SD
1	I was informed of the level of skill required to perform my job					
2	Should vacancies arise, qualified employees fill them					
3	The Contact Centre absorbs current employees first when filling vacant positions.					
4	At the KCB Contact Centre there's evidence of unique talents based on diverse educational backgrounds.					
5	New employees come from different educational background, tribe and gender					

10. Learning and Development

Please indicate your overall assessment of Learning and Development on talent management strategies by placing a check mark (√) in the appropriate below using the following scale; **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)**

s/ no	Learning and Development	SA	A	N	D	SD
1	There are many opportunities for me to learn and grow at my workplace					
2	I am consistently learning and improving my Skills					
3	The Contact Centre has a systematic way of identifying employees' learning needs and providing a solution.					
4	There is continuous training on the latest products and services to enable me perform my job competently					

5	At the KCB Contact Centre there's a formal induction program to assist new employees understand the products and processes.					
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11. Retention based on job satisfaction

Please indicate your overall assessment of retention on talent management strategies by placing a check mark (√) in the appropriate below using the following scale; **Strongly Agree (SA)**, **Agree (A)**, **Neutral (N)**, **Disagree (D)**, **Strongly Disagree (SD)**

s/ no	Retention	SA	A	N	D	SD
1	I like working for KCB Contact Centre.					
2	I am consistently looking for another job.					
3	Should I receive a job offer elsewhere I will leave the KCB Contact Centre without notice.					
4	I would gladly work for the Contact Centre up to the peak of my career.					
5	I am planning to work for another organization in the next one year.					

12. Rewards

Please indicate your overall assessment of Work force planning on talent management strategies by placing a check mark (√) in the appropriate below using the following scale; **Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD)**

s/ no	Rewards	SA	A	N	D	SD
1	My remuneration is equal to my job roles					
2	I like working at the Contact Centre because of the remuneration					
3	I am better paid compared with other employees of a similar grade in another department					
4	A job evaluation should be performed for my current role.					
5	My employer is considerate when it comes to remuneration unlike others in the same industry.					