UNIVERSITY OF KWAZULU-NATAL

MANAGING THE TALENT PIPELINE IN A RETAIL BANK CONTACT CENTER IN KWAZULU-NATAL: A CASE STUDY

by

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I Melanie Reddy declare that:

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ABSTRACT

Talent management is essentially all the activities in the Human Resource value chain that seeks to identify, develop and retain employees.

The aim of this study is to understand the importance of talent management in the Nedbank Contact Centre (NCC) and the perceptions of employees by collecting relevant information to enable a better understanding of strategic HR practices that the NCC can employ to manage and retain its key people. A comprehensive literature review was undertaken to determine the role of talent management in the NCC, the challenges around managing talent and the impact on employees and overall success. The literature review was used as a basis in the development of a guideline for the Nedbank Contact Centre to develop, implement and manage talent.

Respondents from various departments were requested to complete a questionnaire in order to determine their perceptions of talent management and current practices in the NCC. Using the quantitative approach and the probability sampling method, the total population size was 100. Of this number 88.0% (88) of the sample responded. The perceptions of these 88 respondents were analysed and compared to the findings of the literature review.

The research findings indicate that employees at the NCC have a good understanding of talent management and the current practices. Respondents indicated that although current practices are good and they believe their skills add value to the organisation, there is room for improvement.

The information obtained from the literature review and respondents has thus resulted in various recommendations and conclusions.

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CHAPTER ONE
INTRODUCTION TO THE RESEARCH PROBLEM

1.1 Introduction

In todays' business climate it is necessary to create a competitive advantage. For most organizations the most valuable assets and sources of competitive advantage lies within its human capital. Often talented employees leave organizations and with their departure leave the talent and skills for that particular role.

According to Silzer and Dowell (2010, p. 14), talent management definitions vary and talent management is often used interchangeably with Human Resource Management. Talent management is a process of ensuring that the organisation has the talented people it needs to achieve its strategic goal and involves the strategic management of the flow of talent through an organisation by creating and maintaining a talent pipeline (Armstrong, 2012.p.256). Therefore the ability to uphold a balanced supply of vital talent is a challenge facing all organizations worldwide. Most common among the matters are skills shortages, a cross generational labour force, the necessity of knowledge transfer from departing baby boomers and gaps in leadership. It is therefore imperative that organizations attract, retain and engage talented employees

1.2 Research context: Background

The concept of talent management is not a new phenomenon but in recent years it has gained momentum due to the many challenges being faced by organisations, especially with human resource issues. Rothwell (2010, p.23) points out some of these challenges:

- There is a growing recognition of the aging workforce and many organisations have felt the effects of talent loss resulting from the retirement of experienced workers
- Experienced workers that leave the organisation take with them not only the capacity to do the work but also the accumulated wisdom they have acquired.
- Talent is becoming more willing to travel where pay and benefits are more favourable

- There seems to be a growing interest in tapping retirees, either due to the current or emerging talent shortage. It seems that organisations are increasingly turning to their most experienced workers or seeking them out.

For these reasons and more, it is imperative for organisational leaders to be proactive in planning for future talent needs and implement programmes that will enable them to have the right people for the right jobs in the right place at the right time to achieve the right results.

1.3 Purpose of the study

The aim of this study is to understand the importance of talent management in the Nedbank Contact Centre by collecting relevant information to enable a better understanding of strategic HR practices that the Nedbank Contact Centre can employ to manage and retain its key people.

1.4 Research problem

The competition for talent is a common problem experienced by organisations worldwide. In order to meet these challenges and remain competitive in a global market place, organisations must develop identify, retain and develop high potential employees. The purpose of this research is to investigate the role of talent management in the Nedbank Contact Centre and how this may contribute to the retention, attraction and commitment of employees

1.5 Project title

Managing the Talent Pipeline in a Retail Bank Contact Centre in Kwa-Zulu Natal: A Case Study

1.6 Location of the Study

The proposed unit of analysis for this study will be the Retail Relationship Banking Desk of the Nedbank Contact Centre situated in the Sugar Mill area Mount Edgecombe in Kwa-Zulu Natal.

This desk comprises call centre staff who manage calls received from Small Business Service clients as well as Private Banking clients. There are also proactive calls made to clients to acquire new business.

1.7 Objectives of the study

1. To gain an understanding about talent management and its relevance to the current Nedbank Contact Centre
2. To explore the importance of talent management in the divisions overall success
3. To investigate the role of employee commitment, employee retention and strategic planning in relation to talent management
4. To understand the challenges faced in managing talent in the Nedbank Contact Centre
5. The investigate the role of talent management in prolonged employee satisfaction

1.8 Research questions

1. What are the perceptions of employees regarding talent management at the NCC?
2. Why is talent management important for the success of NCC?
3. What is the role of talent management in employee commitment, retention and strategic planning?
4. What are the challenges in managing talent?
5. What role does talent management have in prolonged employee satisfaction?

1.9 Research methods

The study will use the quantitative approach to collect and analyse data. A questionnaire will be administered to collect data which will be analysed and processed. The questionnaire together with a covering letter will be hand delivered and/ or emailed to respondents. The questionnaire will consist of 2 sections with a total of 25 questions. A 4 point Likert scale will be used in order to minimise the error of central tendency.

The questions formulated in the questionnaire, validated the intended measurement of each objective. The data will be recorded manually by the researcher and the first step will be to capture the results into a Statistical Package for the Social Sciences (SPSS) data base.

1.10 Conclusion

In this chapter the main problem was stated with an outline of the study. It is expected that the findings of this study and recommendations will be used to reinforce the talent management strategies at the NCC, thereby creating value to all stakeholder

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

Current labour markets are going through a novel phase recognisable through efficient and talented workforce scarcity. This means that there is increasing stipulations for productivity and efficiency in the habitual practices of organisations. Intense competition has the ultimate consequence while organisations need to find strategies to perform talent development, growth and retention (Shukla 2009, p. 5). Due to this continued intense competition, few people can dispute the significance of customer satisfaction as a necessity for customer reliability in the banking sector. Every company can promote worker's fulfilment and its competitive edge through making a venture in its human capital.

The new talent management realities are that talented human capital no longer stays reliable in an organisation. The reason behind this is that some organisations do not reflect promising paths for career advancement for employees. It is essential for organisations to realise that talent management goes beyond offering employees the privilege and capability to leave their work stations as early as 3pm. A principal issue for talent management revolves around the speed at which an organisation can respond to transformations occurring in competitive milieu (Oakes & Galagan 2011). The risks relevant to talent/people management are the disparity between skills, people and the cost associated with talent loss. Simply put, the reality of the current business operation is that talent management presents as a problem, unless there is a solid framework of solving it. It is paramount for organisations to develop fresh ways of talent management through adoption of new techniques directed at talent retention. Organisations need talent because it is a dynamic basis for competitive advantage. While there is scarcity of talent, its identification and retention makes a huge difference

The aim for this review is to comprehend the significance of talent management in Nedbank Contact Centre through collection of relevant information. This will facilitate a better comprehension of strategic HR practices that NCC can employ to attract, develop and retain its key employees.

Due to this, the objectives of the study are inclined to add economic value to the management, employee and shareholders as part of the bank stakeholders. Equally, the study will be of significance in helping the Nedbank Contact Centre to recognise their key drivers that augment efficiency leading to greater profits therefore creating shareholder value.

2.2. Theoretical framework of Talent Management

Elegbe (2010, p.5) outlines that, there is no collective description of talent pertinent to all organizations. Generally, the people found to possess talent offer an organisation a competitive edge. Their skills, commitment and abilities ascertain the enduring prosperity of their organisations. Application of the term talent is at times synonymous with scarce and valuable skills. In other examples, it pinpoints the leadership ability and yet for some, it connotes knowledgeable employees. In spite of the diversity of definitions, a widespread denominator is that people who possess talent have technical ability and leadership potential to add considerably to the efficiency of their organisations (Elegbe 2010, p.5).

Shukla (2009, p.5) delineates that, talent management is also known as human capital management. It widely envelops all dimensions of Human Resources management. It also explains the procedure through which all forms of employers such as non-profits, organisations and government expect their employee requirements and make strategies on how to meet them. Recruiting the most suitable human capital in the right career opportunities is a widespread description of talent management. Presently, it is a fundamental concern in organisations. Assessments on talent management outline the proficiencies that organisations possess and their eventual success. From individuals' perspectives, these assessments ascertain the course and pace of professions.

Apart from emphasis on organisational need for talent management, there is ever-increasing demand for talent globally. Fierce competition is being experienced by Multinational Corporations (MNCs) in the bid to find and manage talent in their global operations. On a global platform, talent management entails several facets (Oakes & Galagan 2011). These include the processes of attracting, recognizing, selecting, employing, developing and sustaining high performing and proficient employees.

It is necessary that these employees satisfy the organisation's goals and objectives in a global milieu. These talented workers are frequently designated as 'high potentials' entities that constantly outperform their colleagues, while revealing their organisation's values and culture (Oakes & Galagan 2011). They also demonstrate a powerful capability to develop and prosper inside their respective organisations.

The global best practices, the choosing of individuals to fill leadership positions involves a process. Multinational Corporations can select individuals through acquiring and employing external talent or recognizing and expanding internal talent. Globally, it has been recognized that it is advantageous to venture resources in initial talented workers with the capability to adjust to different circumstances and be incorporated into global roles (Schiemann, William & Meisinger 2009).

The concept of a talent management framework provides a strategy for organizations to recruit, build, and manage performance, development planning, compensation and learning (Gandz 2006). The main objective is to maximize the human resource management functions in order to oversee more efficient operation. In addition, this maximization of resources facilitates development of an integrated system for organizing and managing people. Because of this framework, the organization is able to react rapidly to its organizational needs. A talent management framework needs to have drivers that facilitate the process. In organizations, the drivers may include a system of the organization to compete prospectively with other organizations in the same field. Because of this, HR should implement sufficient drivers that facilitate the process of talent management (Goldsmith & Carter 2009, p.24). These drivers need to be senior leaders with adequate skills and experience to organize and manage other employees in an aggressive environment filled with complicated issues.

The talent framework also consists of ways for organizations to ascertain the best input that proves practical for the organizational achievements. These inputs are not only inclined to the employees but also the organization. They are in the form of resources put into place to ensure that the best talent is recruited, developed and retained by the organization (Porter 2011, p.6). There may be different resources input in the organization's attempt to increase organizational value while reducing the staff turnover. The talent management framework involves primarily defining the needs of the organization.

These may be the falling organizational performance attributed to the problem of losing talent to competitors. This leads to the organization's management finding out more about its community, which comprises of employees and other stakeholders. Through assessment of the community's needs, skills and abilities, the organization can integrate this into the talent framework (Goldsmith & Carter 2009, p.25). The last stage of the framework involves communication and implementation of the community's needs.

2.3 Challenges in talent management

Many organisations have widely adopted, adapted and streamlined the talent management process to fit their organisational needs and gain strategic advantages. However, adopting talent management processes is not without major challenges. Anand (2010.p.26) and Erickson (2008) identify the following as major challenges managers and companies must contend with regarding talent management:

- Identification and assessment of new and existing talent.
- Grooming the talent pool.
- Maintaining a high level of engagement throughout an employee's tenure.
- Retention of the talent pool at all levels to meet the organic and inorganic growth needs.
- Maintaining adequate bench strength.
- Creating a value proposition that relates to multiple generations –   with four generations in today's workplace, it is difficult to create an employee experience that appeals to individuals with diverse needs, preferences and assumptions.
- Developing a robust leadership pipeline and talent pool from which to select future leaders, mainly because the Generation X cohort is smaller and therefore this provides a smaller pool to choose from.
- It's relatively easy to identify experts in particular fields but it is much more difficult to determine whether these individuals have the people skills, leadership capabilities, business breadth and global diversity sensibilities required for the nature of leadership today.

- Transferring key knowledge and relationships – The looming retirement of a significant portion of the workforce challenges all companies, particularly those that are dependent on tacit knowledge and long standing relationships with customers and suppliers.

- According to many talent executives, business leaders still believe that people are lined up outside the door because of the power of the company's brand. The challenge is enlisting the support of all executives from a talent culture that has traditionally operated with a "buy" strategy to one that places more emphasis on a "build" strategy.

- Broad or Narrow Inclusions – Some organisations only identify and develop high potential talent while others try to raise the talent level in all positions by developing a much broader group of employees. More companies are placing emphasis on selectively focusing on specific talent that will have the greatest impact on achieving strategic objectives.

It is clear that organizations are facing numerous challenges to make talent management processes more effective for the entire workforce. For those organisations that have succeeded, for example Microsoft, PepsiCo and GE, it has resulted in accelerated growth and development for organizations and employees, and propelled employees to work harder to increase their level of achievement.

2.4 The talent pipeline

While talent is important to organisational success so is succession planning, because it ensures that there is availability of a pipeline of successors for critical positions in order to promote continuity of organisational success. But smooth succession planning does not happen by chance; it is a result of considerable planning and effort.

Succession planning is one of the core talent and improvement initiatives to prepare for the future of the organization. The importance of placing the right people in the right jobs has always been and will continue to be one of an organisation's strongest competitive advantages and if companies want to grow and ensure continuity, they need to start developing, nurturing and grooming their talent pipeline.

Smith (2012) defines a talent pipeline as a means of building a database of qualified, relevant candidates in anticipation of future hiring needs, so that employers are never without relevant, qualified candidates, whether they are ready to hire right now or a year from now.

2.5 A talent management pipeline approach

The development of a talent management pipeline in an organization presents as a process. This process has four fundamental steps. The first step is assessing external and internal talent pools that are found in an organization. The second step is to determine the existing gaps between needed and available talent in the organization. The third step involves recognizing the best approaches for building and employing the talent required to fill the existing gaps. Finally, the pipeline should execute, monitor and refine the pipeline approaches. Developing a critical-talent pipeline in the organization entails principal activities.

- Ascertain current and prospective needs

  The recognition and evaluation of crucial characters is the initial step prior to building a critical talent pool (Goldsmith & Carter 2009, p.26). Categorizing a job occupation as critical in an organisation should consider the impact of the role on customers, technical proficiency, intellectual property and revenue generation. In addition, there should be evaluation of the roles that deliver the best and highest significance which if unfilled reveal high organisational risks and opportunity costs.

- Evaluation of the organisation's talent inventory

  This step involves categorizing the required competencies and skills for achievement of success in those tasks (Goldsmith & Carter 2009, p.26). Evaluating the employee attributes that are currently accomplished in such tasks can be a practical assistance for completion of this exercise.

- Determine the permutations for filling gaps

  After determining the readiness and availability of external and internal candidates who fit into critical tasks, organisations have the required information for creating decisions regarding how to pursue external recruiting and internal development approaches.

- Define the internal candidates pool

  A valuable phase in building critical positions for internal candidates is to allocate them to a particular talent pool. This assignment helps HR managers to efficiently consign development prospects and evaluate the advancement of individuals and of groups (Goldsmith & Carter 2009, p.27).

- Assessment and creating the pool

  The subsequent phase is consigning specific development tasks to all pool members. These tasks should be devised to fill skills, competencies and gaps. They can comprise of experience-based developmental or formal classroom training activities.

- Track Development Progress

  Through the progress highlighted by internal candidates, it is significant to ascertain there are expected effects of competence and skills through the assigned tasks (Goldsmith & Carter 2009, p.27). Generally, this is achievable through assessments.

2.6 The leadership pipeline model

The Leadership Pipeline Model, which focuses on leadership development, takes the form of six career passage or pipeline turns.

Each of these passages represents a change in organizational position, a different level and complexity of leadership, where a significant turn has to be made. Theses turns involve a major change in job requirements, demanding new skills, time applications, and work value (Charan, Drotter, and Noel, 2001:7

Using the leadership pipeline model, Charan et al. (2001) defines succession planning as perpetuating the organisation by filling the pipeline with high-performing people to assure that every leadership level has an abundance of performers to draw from, both now and in the future.

They also suggested the following five-step plan for succession planning:

- Step one - The Leadership Pipeline Model organization is tailored to fit the organisation.
- Step two - Translate standards for performance and potential into their own language.
- Step three - Documentation and communication of the standards set in the previous step throughout the organization.
- Step four - Organizations evaluate succession candidates through a combined potential-performance matrix.
- Step five - Review the plans and progress of the entire pipeline frequently and seriously

Figure 1 show the critical career turns, where each passage represents a major change in job requirements that translates into:

- New skill requirements
- New time horizons
- New work principals / values

Manage an Organisation

'Custodian of organisation's mission, values and direction'

Time

- Collaborative work with other functional heads
- Cutting edge for function
- Functional strategy
- Medium to long term horizon

Skills

- Strategic thinking
- Assimilate information
- Blend function & organisation strategy

Manage a Function

'Think as a business person'

'Leadership maturity'

Time

- Selecting and developing new managers
- Silo busting
- Modelling management
- Near term to medium term horizon

Skills

- Coach
- Allocating resources and people across units
- Performance management (performance of managers)

Manage Managers

'Success is developing managers'

Time

- Split- self and others
- Near term horizon

Skills

- Coach
- Planning
- Manage task, process & climate
- Job design, recruit
- Situational leadership
- Team development

Manage Others

'Do it through others'

'Value being a manager'

Time

- 100% on task
- Short term horizon

Skills

- Technical competence
- Personal planning
- Team working

Manage Self

'Get the job done'

'Align to organisations values and culture'

Figure 2.1 Critical Career Pipeline Turns Adapted from Charan et al. (2001, p. 7)

2.7 Supporting HR practices

Davenport, Harris and Shapiro (2010, p.54) depicts that, a distinguished corporate culture can construct sustainable enduring competitive gain that assists to attract and maintain talented staff. The diverse organisational and management development agendas are key facilitators. Nedbank Group aims to grow and become the employer of choice, identifying that market competition for talent keeps on growing. In order to identify the best performing employees in the company, companies more and more are engaging in complex process of evaluating employee data to increase their competitive advantage. Using talent analytics, the HR ought to have admittance to good-quality data and reflect them at enterprise level, back analytical leaders in the company while selecting actual targets for evaluation (Davenport, Harris & Shapiro 2010, p.54).

2.8 Importance of talent management in the organisation's overall success

2.8.1 Lower staff turnover

According to Lockwood (2006, p.2), in a competitive global marketplace, the role of talent management in the organisation is a primary driver for success. Providing immense business and organisational value, talent management is composite and continually developing. In the current global market, there has been a notation that the 2008 recession led to a gradual turnover. Even with this, for the longest time in history, the trends propose that organisations are yet to observe a considerable loss in employees. The driving factor behind this is a search for better and novel job opportunities even as the economies try to regain the momentum back as well as the improvement of market conditions. When an organisation loses valuable talent amongst its mostly engaged, well connected and productive employees, it presents this as an expense. This is because, there are particular direct costs associated with attracting, recruiting, developing and training new employees.

According to Ballinger (2011, p.111), the loss of a single experienced marketing manager leads to great financial loss for the organisation since it results in loss of clients and critical marketing knowledge. It also creates disruptions on the critical collaborations and productive informal networks connected to the departing employees.

In terms of staff turnover, the increase of departing staff in the organisation creates a threat whereby the employees may introduce these advantages to rival companies. This creates a drawback for the company. Recent research conducted by Ballinger et al. (2011, p.112), illuminates the significance of retention of staff workplace relationships. There has been demonstration of wider perceptions of associations with colleagues in organisations, which constructs a feeling of embeddedness.

Lockwood (2006, p.2) postulated that, efficient talent management practices and policies show organisational commitment leading to more connected staff and lower turnover. The application of recognition and rewards of the employee is significant in helping attract and retain their diverse talents. In turn, there is an eventual improvement of the overall organisational performance leading to success. There is more harm done than good if the organisation does not put into place strategies to manage talent. The organisational success is dependent on how well it is able to retain the key employees in the business. The study of the organisational network therefore, is a useful measure for reduction of employee turnover.

Organisational network analysis is a cluster of instruments helpful to leaders to enable them to envisage and comprehend the associations in informal networks of employees. This tool helps to impede and facilitate collaboration. Through making this phenomenon visible to the management, it helps leaders and managers to improve their consideration of the contribution the employee in the organisation make. They therefore move toward accounting for how the employee makes successful contribution to the organisations through collaboration. Ballinger et al. (2011, p.112) adds that this also offers managers a technique to identify circumstances where focussed interventions can maintain their network relationships as well as protecting a department or even the whole firm from productivity losses.

Research by Oracle (2012, p.4) demonstrates that a valuable trend in building internal candidates to fill vital positions in the organisation is to allocate them to a particular talent pool.

HR leaders find it more effective to define a talent pool by transferring development activities and evaluating the improvement of a cluster of employees. Organisations may discover that it is supportive to define numerous pools based on the period taken for clusters of employees to organise to go ahead into vital responsibilities.

2.8.2 Employees in association with talent management

Employees are responsible for carrying out activities that advance the organisation. Efficient organisations identify that profits are not the only bottom line to the success of the organisation Very frequently; an organisation recruits a capable person, and then overlooks them. Employees have surprising talents that may remain hidden in circumstances where there is no applicability.

Palmer and Ngiam (2009, p.269) propose that through offering demanding duties, employees learn how to respond. Therefore unless the organisation employs methods of tapping into the unused talent and helping in their career development, there will be increased staff turnover. In helping employees to realise talent and enhance their careers, it would be advisable for firms to provide knowledge management tools and formal training. This is a component of education in the work setting and can present as the most effective method of gathering people together. This creates contact with novel ideas and completing gaps in the preceding training. With each training session, the employees find out new things about themselves (Palmer & Ngiam 2009, p.269).

For organisations to retain talented employees there has to be willingness to motivate them. Most companies that compete for talent realise that lack of motivation of employees reduces efficiency at the same time increasing their chances of moving to the competitors. However, motivation helps to increase commitment and loyalty to the organisation. According to Sokro (2012, p.106) furthermore to motivation, the organisation can incorporate and set a clear organizational culture that is comprehended by all employees. This helps to boost teamwork, which is a form of recognition and understanding of the level of contribution of the employees that ultimately leads to achieving the company's goals.

This form of motivation helps the organisation to retain important and hardworking employees. Through recognition that their contributions are significant to the organisation, employees develop a long-term preference for the company.

2.8.3 Shareholders in association with talent management.

In order to gratify the stipulations of the shareholders, an organisation requires to tackle the issues of customers, workers and their families, government regulators, public interest groups, unions, distributors, member of local societies and alliance partners. These various shareholders are deeply concerned about the management and performance of the investment. They also heed to show how the employees in the organisations are treated. This includes attracting, developing and retaining their talents and skills. Employees are a great asset to any organisation. They are responsible for ensuring efficiency and productivity in the organisation. Due to this, the goal of the organisation towards the shareholders should involve improving productivity, effectiveness and execution as well as keeping smart cost management.

Efficient talent management calls for the organisation to ascertain the principal leadership position and prerequisites, recognise high potential employees, assess their preparedness for their responsibility (Deb 2005, p.269). After this identification, the organisation can strategize on how to offer training as well as growth to complete the gap. Talent management centres on recognising and situating high potential workers to have an inconsistent positive effect on organisational achievement. Due to this, companies have to construct more pioneering talent management frameworks for enhancing corporate performance. Through augmenting the talent intensity by the systematic strategy, organisations can anticipate to observe key achievement indicators grow.

Deb (2005, p.269) postulates that disparate to numerous aspects that also influence shareholder value like competitors, customers, broad economic trends and investors, the senior management can directly influence the talent intensity of the organisation. Connection of shareholder value to talent is that, talent management presents a strategy to generate employee value propositions.

This helps to improve the organisations intrinsic responsiveness, capability and agility to participate and achieve business prosperity in a worldwide marketplace. Deb (2005,p.6) further states that the relationship between retention of talent in employees and shareholders helps to fuel growth in the productivity of the organisation leading to better productivity and greater profits.

2.8.4 Talent management in relation to a competitive advantage

Organisations that build and develop efficient talent management activities will achieve a competitive edge when matched up to their competitors. This is because these organisations appreciate the intangible nature that employees present as assets. In organisational talent management, human resources strategies must not be viewed as an issue (Goldsmith & Carter 2009, p.29). Rather, there is need for incorporation of talent management in the organisation's long term goals. The goals involve development of a talented workforce inside the firm. The possession of an effective talent management map profits recruitment policies through having appropriate talents at the appropriate time. This leads to succession planning, which translates to evading of mismatching of jobs for employees. Ability to have right people in the right roles leads to profitability of the organisation, leading to achievement of a competitive advantage.

2.9 Roles of employee commitment, employee retention and strategic planning in talent management

2.9.1 Role of employee commitment in talent management.

According to O'Malley (2000, p.5), commitment in organisations is a multifaceted and continuous aspect. It usually requires employers to identify methods to improve or repair the psychological work verve of the workers definitely. Employees need to feel valued and believe that their contributions impact the organisation. Organisations that are capable of producing commitment recognise that it is an ultimately personal attribute. It requires flexibility on the part of both corporate and employees as well as the making exceptions.

It also needs consistency on the part of the managers despite the fact that there may be involvement of short-term costs. It requires patience and rigorous effort of the entire organisation.

Therefore, level of commitment acts as a measure of not only talent but also productivity or organisational performance attributable to the employees. In order to build commitment, managers ought to communicate efficiently with workers, evaluate their capability to engage in diverse initiatives and offer honest feedback. Commitment is vital for achievement of organisational success. (O'Malley 2000, p.8). In an effort to attract, develop and retain talent, there must be commitment present in the organisation. Through communicating with workers, evaluation of their capabilities to engage in several initiatives, make decisions, offer honest feedback, take chances and spend money are uncovered.

O'Malley (2000, p.8), states that the management can exhibit commitment in identifying the key capabilities of the employees and help them to develop gradually for the benefit of the organization. On the other hand, (Collings & Mellahi 2009, p.306) depicts that since commitment presents as a personal attribute, it may appear challenging for employees to find out about their talents. This is mainly in cases where there are no extrinsic motivation practices from the management.

Commitment towards an employee's vocation/profession and the company is a practical stimulus for individual growth. To act as a benefit, there should be extensive diffusion of individual ideas and innovations throughout the company. Organisational commitment in employees acts as a dynamic bridge between organisational performance and talent management (Collings & Mellahi 2009, p.306).

Employees who exhibit commitment are capable or offering themselves willingly to add to the organisation's welfare. This differentiates between the retainable and non-retainable employees. Organisational commitment from the employees therefore, contributes as an applicable approach in identifying the key employees.

2.9.2 Role of employee retention in talent management

Sohail (2011, p.897) outlines that, employee retention is a vital and continuous Human Resource Management practice. Employee turnover presents as a principle organisational menace. The concern is occurring in majority of organizations globally. This is because; retention is a key factor in talent management and plays a fundamental role of helping to accomplish the anticipated results by the organisations (Sohail et al. 2011, p.897). The main role of employee retention is to avoid staff turnover since there are major risks and costs in association with loosing organisational talent.

It also helps to identify fundamental concerns in the organisation. This is because, in cases where there is a high employee turnover, it may be indicative of problems that underlie the management or the organisation in general (Sohail et al. 2011, p.899). This provides a platform for the management to plan on how to induce a more dynamic approach of talent management in the organisation. Through investing in different ways of retention, there is satisfaction of employees leading maintenance. The continuous innovation of ways to retain the employees in the organisation ensures that there is progressive satisfaction and loyalty of the employees.

This creates a competitive advantage for the organisation in the aggressively competitive marketplace. The fostering of career development agendas for employees by the organisation plays a crucial role in employee retention. Given that, these career development prospects restrict workers from exiting the organisation while they augment their loyalty. Since the process of employee retention starts from recruitment of employees, the prevention of staff turnover it also plays a vital role in evading any future discrepancies of competent workers (Sohail et al. 2011, p.899). This occurs through incorporation of more competent methods in the recruitment process.

2.9.3 Role of strategic planning in talent management

Rothwell and Kazanas (2003, p.21) stipulates that, the process of strategic planning aims to change the stakeholders, groups, employees and organisations as a whole through undertaking planned and unplanned knowledge acquisition.

The aim of this is to develop the various proficiencies required to assist the organisation accomplish and maintain competitive advantage. Strategic planning acts as a tool by which employees, operating managers and HR practitioners synchronise to attain strategic talent development and retention (Armstrong 2011, p.243). The strategic plans of the HR outline the approaches intended for the process of attracting, recruiting and retaining talent in an organisation. For businesses to achieve efficient talent management there needs to be Human Resource and strategic planning. These act as instruments for assisting in the implementation of the talent management process that involves diagnosis, combination, assessment and retaining.

In addition, Rothwell and Kazanas (2003, p.21) expresses that the value of a business' competitive approach will only present as superior results as the talent demonstrated by the strategists who devise and implement it. Strategic planning provides a doorway for implementation of the plans through constructing proficiencies of employees in the organisation or altering the skills and knowledge of stakeholders outside the business. The process of strategic talent development and management is an approach that guides, unifies and offers guidelines to what takes place in the organisation (Silzer & Dowell 2010, p.67). It also focuses in more methods by which the employees can realise some of the hidden talents to exploit them for organisational success.

In order to achieve organisational success, organisations should also they recognise the benefits of strategic talent management. Alignment of talent management and strategy involves measurement of potential and performance in the employees. Through assessing the organisation's employee performance in a particular job, it can be used as a measurement device for standard evaluation of the employee profitability (Goldsmith & Carter 2009, p.29).

As a strategic tool, talent management focuses on the potential of the employees, which translates to their prospective performance. This happens when the employees are allocated the suitable skill development resources and augmented responsibility. When organisations make talent management fundamental practice, the organisation is transformed into a talent marketplace.

This facilitates the developmental strategy and employee training which is incorporated in the organisation (Shukla 2009, p.5). It acts as the most profitable talent management practice for organisations where most of their industrious employees can choose and pick assignments and projects that are idyllic for particular employees.

Strategic talent management also encompasses building an architecture that embraces leadership, and organisational enablers.

Organisational enablers present as the aspects that offer talent competencies, structure and implementation in an organisation. On the other hand, leadership drivers are aspects that derive, elucidate, motivate and communicate basic business of the organisation. Leadership drivers are vigour and vision (Oakes & Galagan 2011). Vision depicts the capability to efficiently define the organisation and set its course. By articulating the firm's value proposition, leaders are able to create attractive messages to put across the business strategy. However, there needs to be a high degree of general organisational acumen, efficient governance and ability to implement dynamically, for vision to exist. Vigour represents the capability to steer the organisation forward. Passion, competitive spirit, aggressiveness, and relentlessness for organisational strategy and business are required to create vigour (Shukla 2009, p.5).

Beyond leadership enablers is the need for organisational enablers. Capability represents the firm's capability to authorize and accomplish its strategic aims. On the other hand, architecture presents the organising principles and organisation's hierarchical structure. Furthermore, it demonstrates the work environment features which help employees to function efficiently. Action presents the ability of the organisation to develop, execute and implement tactics that accomplish the strategic goals of the organisation (Shukla 2009, p.6). Leadership and organisational enablers are tools that present as the talent management tools. In addition to these enablers are enterprise accelerators which enable organisation of employees at basic level.

To ensure that there is uniformity in the talent management pipeline, there needs to be integration of individual development planning which presents as coaching of the employees (Oakes & Galagan 2011).

This involves creating a good relationship between the employees and supervisors in order to work cohesively to complete training and development plans for the employees. However, even with the provision of coaching employees and supervisors should employ clear distinct rules that help to ease the coaching process. The aspect of evaluation of employee and supervisor goals provides motivation for achievement of the organisational vision.

2.10 Role of talent management in employee satisfaction

Bertels (2003, p.462) points out that, most organisations do not give enough attention to the employee satisfaction aspect. Conversely, enhancing the quality of communication with the workers can influence the firm largely. For several organisations, augmenting employee retention is a foremost indicator of profitability particularly, in businesses that possess high turnover rates. The process of enhancing morale has a considerable effect on consumers and the organisation's profitability (Bertels 2003, p.463) Development of talent management not only ascertains the organisational performance but also the talent management results.

Organisations that possess high levels of development of the process of talent management function and perform well in engagement status, employee satisfaction retaining of good talent and leadership.

These factors assist in driving higher effectiveness and better service and product quality. Eventually, they also play as drivers for thriving organisational financial performance (Bertels 2003, p.462). Organisations that have superior talent management systems usually ensure that there is improvement of the process of hiring the best employees through elimination of bureaucracy as well as decreasing the cycle time.

This facilitates faster filling of positions. The talent management system acts as a driver to improve the precision of performance measurement system. For organisations that do not venture into research on how to deliver customer and employee satisfaction and the relationship of these features, they end up with financial failures.

Explanation of the role of talent management on employee satisfaction sufficiently can be through outlining the relationship between the two. Happy and contented employees work and function better than unhappy ones keeping in mind that the main reason for happiness in an organisation is employee satisfaction. Spreitzer and Porath (2012, p.92) explain that employee who are satisfied have habits such as reporting to work on time, are less likely to quit, and act as an attraction to colleagues who show job commitment.

They are also able to take extra responsibilities for the organisation whenever the management requires the performance of a certain task. A thriving workforce best describes a situation where the employees are productive and exhibit satisfaction of their jobs.

During the process of talent development, there are many resources put in to ensure that these employees realise the potential they have and can control and use it to both individual and organisational benefits. In the process of training and development, there are several workshops, seminars and practicality situations administered to ensure that they realise their hidden talents. Therefore, talent management is a facilitator and growth factor for the employees to enhance themselves. However, during the process of retention, there is use of other motivation and morale systems to evoke employee's commitment towards their jobs. The realisation that the management appreciates them through rewards and recognition, acts as a catalyst for employee satisfaction. This is mainly a gradual process depending on the talent of the employee and the level of input in motivation and morale system by the organisation (Spreitzer & Porath 2012, p.93).

The combination of learning and vitality results in employees who bring results as well as discover novel ways to grow better in their jobs. In talent management, there is teaching of how to embrace talents for personal and career development to employees. Therefore, they realise that through putting more effort and novel innovative methods to deliver good results, they are in actuality enhancing them. Hence, the work of these employees is satisfying not only because they productively deliver the management's expectations, but also due to their sense of organisational and individual direction. Simply put, they are successful in their work and create a contagious energy, which can envelop their colleagues since all employees require motivation, reward and recognition.

Adekola (2011, p.101) highlights that, talent management in organisations enables teaching of developmental initiatives and career planning fostering organisational efficiency. Talent management also involves incorporation of programs that involve individual career growth for the employees. This entails a transitional phase from the traditional pattern of anticipation to one that involves more innovative thinking and responsibilities. A well-planned career development framework enables organisations to capture their affluence of in-house talent. While tapping into this, there is also encouragement of matching the experience, aspirations and skills of individuals to organisational requirements.

Adekola (2011, p.101), stipulates that a career development framework enables the employees to make good decisions around succession planning and compensation to attract, develop, retain and motivate workers. This leads to a more committed, productive and engaged workforce. The human resource department takes charge of career planning to ensure that they keep check of the employee performance over a certain period. Career planning and development is a resultant of talent management to enable the employees to plan well on the prospects of their careers. The process of talent management and career planning is a tool for the employees to explore opportunities, consequences, choices and career related objectives.

The role of talent management in employee satisfaction through career planning is that organisations that venture in career management pose as more in a position to augment employee's job satisfaction. Perception of job satisfaction is a congenial feeling that stems from the discernment that an employee's job satisfies or permits for fulfilment of an individual's significant job values. It is also an attitude that an employee may acquire towards work-associated facets, aspects or conditions (Adekola 2011, p.103). Since career planning enables the employees to identify different areas that they thrive in, they develop a liking and preference for the job in which they can display their talents. When an employee becomes committed in their jobs that highly match their preferred occupational choices, they are likely to have job satisfaction. This works out to the organisations advantage because satisfied employees show dynamic productivity.

According to Doh, Stumpf and Tymon (2011, p.96), culture is also an important tool in the organisation. Perception of talent management practices exhibits a stakeholder culture that has fair and egalitarian HR practices, and leaders who are good role models.

These parties support the development and success of their employees, an aspect that is significant, meaningful and correlates the intention to leave and turnover. During the hiring or recruiting phase of talent management, the Human Resource Department should search for people who possess vitality for work.

However, they should also realise that the environment mainly influences the responses of the employees. Therefore, the process of talent management puts into consideration creation of a culture and environment that maintains enthusiasm for work. The offering decision making decision, giving performance feedback, minimising incivility and sharing information are some of the ways in which there can be inducement of culture of employee satisfaction.

Through offering decision-making discretion, an employee realises that the management trusts them enough to let them make vital decisions on their work (Spreitzer & Porath 2012, p.95). Through this form of empowerment, employees gain better sense of control even as they continue to acquire more learning opportunities. This is a form of employee satisfaction indicator and facilitator.

A satisfied employee is more eager to find out and share more information that may help comprehend how to work towards the organisational mission, vision and strategy. When employees experience incivility, they may intentionally reduce their efforts in the workplace and this leads to diminished productivity, which is demonstrative of lack of contentment.

Spreitzer and Porath (2012, p.96) delineates that, talent management strategy for motivation also includes giving performance feedback to the employees. This helps to form more prospects for learning. Feedback acts as a tool to keep employee's work-associated activities focussed on organisational and personal goals. Hence, positive feedback after efficient performance of work helps to boost employee satisfaction.

In instances when employees may be overwhelmed, the organisation should adjust the strategic talent development programs to ensure employees get a platform to voice their opinions. Hence, guaranteeing enhanced growth for the organisation.

2.11 Talent Management in Nedbank Group & NCC

The Nedbank Human Resource utility went through restructuring in the year 2003 due to the merger that took place between Bank of England, Cape of Good Hope Bank and Nedbank. The bank had to manage the firm's resources effectively while satisfying the client base. Through retention of talent of shareholders, management and employees in the firm, there can be more proficient and easier delivery of services. The appraisal or Operational Review: Nedbank Corporate (2008) reveals that, in the year 2008, Nedbank continued a clear focus on its people, their development and retention, climate and culture in which they function, and eradicating the difficulties presenting to them as workers in an international economy.

Hence, there is need for the whole organisation, to put additional attempts to attract and maintain the best people. This can be through a creative employee value proposition (EVP), an HR strategy as well as simple and efficient instruments to facilitate higher performance. The strategies include tools such as creating job profiles, outlining precise objectives and purpose; job comparison to the overall market directed at the market-created benefits and remuneration, a career organisation model (Operational Review: Nedbank Corporate 2008). This facilitates workers to take individual career decisions. It will also facilitate growth and learning framework that consider all developmental stages from entry-stage matriculants to university graduates. It also gives all senior managers similar opportunities. Flexible work activities facilitate more productive and efficient working hours for both the management and the subordinates efficiently.

The Nedbank Contact Centre is a division of Retail Banking in the Nedbank Group. The main role of the call centre is to deal with internal and external stakeholders i.e. bank customers as well as staff from other divisions. There are separate desks that deal with specific areas in the business.

A talent management strategy for the NCC is aligned to the Group strategy i.e. the Employee value proposition and strategic too however whether it is effective or sufficient is to be determined.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1   Introduction

Saunders, Lewis & Thornhill (2003), define research as something that people undertake in order to increase their knowledge. O'Leary (2004) describes research methodology as a framework related to a set of definitive assumptions that is used to conduct research studies. According to Saunders, Lewis and Thornhill (2003), described the stages in research as the formulation of the research topic, reviewing of relevant literature, choosing an appropriate research strategy, collecting data, analysing data and finally reporting the results.

Saunders, Lewis & Thornhill (2003), emphasize that research is a process of planning, executing and investigating in order to find answers to our specific questions. To ensure reliable answers to the questions are achieved, the research needs to be carried out in a systematic manner, making it is easier for others to understand and believe the interpretations.

Based on the study objectives a descriptive study was undertaken. It is evident that the goal of descriptive studies is to offer the researcher a description of the observable facts from an organisational viewpoint.

The purpose of this chapter is to:

- Discuss our research philosophy in relation to other philosophies
- Expound the research strategy including the research methodologies adopted
- Introduce the research instruments that were developed and utilized to achieve the objectives

In order to gain an understanding of how talent management at the KZN Nedbank Contact Centre works a quantitative approach in gathering data was used.

3.2 Research design

Bryman and Bell (2007) highlighted that "research design relates to the criteria that are employed when evaluating business research and it is therefore, a framework for the generation of evidence that is suited both to a certain set of criteria and to the research question in which the researcher is interested". It is the structure that holds the research together and enables the researcher to address research questions in a manner that is appropriate, efficient and effective.

The research design helps the researcher to (Saunders, Lewis and Thornhill, 1997):

- Make an informed decision about the research methodology in terms of the researchers' decision on how data is to be collected and analysed.
- Adapt the research design to cater for limitations and constraints, such as limited access to data, insufficient knowledge or inadequate understanding of the subject or time constraints.
- Determine the most appropriate research method for the study in question.

This chapter reflects the research methodology used to capture the required data for analysis to achieve the following research objectives:

- To gain an understanding about talent management and its relevance to the current Nedbank Contact Centre in KZN
- To explore the importance of talent management in an organisations overall success
- To investigate the role of employee commitment, employee retention and strategic planning in talent management
- To understand the challenges faced in managing talent in the Nedbank Contact Centre in KZN
- To investigate the role of talent management n prolonged employee satisfaction

3.3   Aim of the study

There has been a paradigm shift across the business environment with a growing demand towards increased efficiency and productivity in the routine activities.

This intense competition has made talent retention and management essential to the commercial success of the KZN Nedbank Contact Centre a challenge. The aim of this study is to understand the importance of talent management in the Nedbank Contact Centre by collecting relevant information to enable a better understanding of strategic HR practices that Nedbank can employ to manage and retain its key people.

3.4   Participants and location of the study

In order to answer the research questions and objectives, data needs to be collected. A population represents every possible item that contains a data value of the random variable under study. According to Sekaran and Bougie (2009), a target population is defined by its elements, geographic location and time. Brynard and Hanekom (2005) referred to a population as objects, questions, observable facts, situations, events specified for the intention of sampling. The proposed unit of analysis for this study was the Nedbank Contact Centre situated at The Sugarmill in Mount Edgecombe. The target population for the research study consisted of employees and line managers in the Nedbank Contact Centre The study targeted the following individuals within the organization taking into account their roles and impact on key areas.

Table 3.1 List of targeted Respondents

Level in the Organization	Involvement in the Organization
Service Desk Agents Sales Desk Agents Retention Desk Agents Call Centre Team Leaders	They are critical to delivering on the strategy of Nedbank. They deal with both internal and external stakeholders on a daily basis.

The service desk consultants are responsible for attending to all incoming calls from clients addressing their service requirements. The sales and retention desks attend to incoming and outgoing calls. Incoming calls generally deal with clients requesting a Nedbank product or customer complaints. Outgoing calls are either proactive sales calls or calls made to retain customers.   All staff across these desks is on the same grade.

3.5   Research methodology and design

Figure 3.1 outlines the research approach, design and process undertaken for this study. These are outlined in the subsequent sections.

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┌─────────────────────────────────────┐
│   Research Methodology and Design    │
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                  │
        ┌───────────────────────┐
        │   Research Approach    │
        └───────────────────────┘
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    ┌───────────────────────────────┐
    │ Research Approach - Descriptive│
    │           Research             │
    └───────────────────────────────┘
                  │
      ┌─────────────────────┐        ┌────────────────────────┐
      │  Unit of Analysis:  │────────│  Nedbank Call Centre   │
      │    Organisation     │        └────────────────────────┘
      └─────────────────────┘
                  │
 ┌───────────────────────────────┐   ┌──────────────────┐   ┌──────────────┐
 │ Research Instrument:          │───│ Self-Administered│───│   Personal   │
 │ Questionnaire                 │   └──────────────────┘   └──────────────┘
 └───────────────────────────────┘
                  │
      ┌─────────────────────┐        ┌────────────────────────────┐
      │     Population:      │        │ Structure of Questionnaire:│
      │ (100) Call centre    │        │  5 demographical questions │
      │      agents          │        └────────────────────────────┘
      └─────────────────────┘
                  │
      ┌─────────────────────┐        ┌────────────────────────┐
      │   Sample Method:    │────────│     Sample Method      │
      │                     │        │     Simple Random      │
      └─────────────────────┘        └────────────────────────┘
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   ┌───────────────────────────┐     ┌────────────────────────────────────┐
   │  Data Analysis:           │─────│ Frequency and Descriptive analysis │
   │  Quantitative analysis    │     └────────────────────────────────────┘
   │  using SPSS software      │     ┌────────────────────────────────────┐
   │                           │─────│       Reliability Checks           │
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   │                           │─────│      Inferential Statistics        │
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3.6   Research approach

This chapter will outline the overall approach taken to investigate the relevance and importance of talent management in the Nedbank Contact Centre. To determine this impact, a descriptive study method was used. The descriptive study was used because there was no attempt made to change the behaviour or condition of the present situation of the call centre, but rather measure things as they are. According to Sekaran and Bougie (2009), descriptive studies are undertaken when the characteristics of a situation are known to exist, and the researcher wants to be able to describe the characteristics better, by presenting a profile of the factors.

In researching a specific phenomenon, there are many tools that can be exploited in order to gather the information required. In these instances qualitative and quantitative research methods are used to collect numerous forms of data in order to construct a clearer understanding of the situation being researched. There are differences between qualitative and quantitative research, which are important to understand before choosing an approach to a study. The research method chosen had direct influence on the questions asked, the methods chosen, the statistical analysis used, inferences made and the ultimate goal of the research. When critically reviewing scientific research, the type of research method chosen influences the questions asked and the answers given.

Goodwin and Goodwin (1996), state that in a survey research, the investigator uses questionnaires to ask questions to people in a sample. In this research, the survey will be the research design which will be used, as it provides an adequate tool to assess respondents' opinion on the research problem.

The importance of this study has dictated the type of research methodology employed, and for the purpose of this study and considering all critical aspects thereof, this study was conducted by means of deductive, quantitative method. In order to gain an understanding of employees' perceptions on talent management a quantitative questionnaire was used in gathering data. The reasons for this choice are detailed below by describing the differences between qualitative and quantitative research.

3.6.1 Qualitative research

Leedy and Ormrod (2005), state that qualitative research has two characteristics in common. Firstly it focuses on phenomena that occur in natural settings and secondly it involves studying the phenomena in all their complexity. According to Saunders, Lewis, & Thornhill (2003), qualitative analysis is classified as data that has not been quantified through the use of conceptualization based on meanings expressed by words.

Sekaran and Bougie (2009), believe that qualitative research adapts an inductive process, which is based on theory building, where the process will start with observations and involve repeated sampling with the aim to establish generalisations about the phenomenon being investigated. Leedy and Ormrod (2005), believe that regardless of the kind of data involved, data collection in a qualitative study takes a great deal of time.

This study did not use the qualitative approach to collect and analyse data, however a questionnaire was administered to collect data that was analysed and processed into statistical form. Due to limited time frames for the study, a cross sectional study was carried out, where data was collected in a single point in time over a 2-3 week period.

A qualitative study would only seek to add a dimension, in understanding the challenges and opportunities in talent management, which is not the main focus of the study, and this understanding can be achieved through an exhaustive literature review.

3.6.2 Quantitative research

According to Sekaran and Bougie (2009), quantitative research is an enquiry into an identified problem, based on testing a theory, measured with numbers and analysed using statistical techniques. Leedy and Ormrod (2005), describe quantitative research as research that involves identifying characteristics of an observed phenomenon and does not involve modifying the situation under investigation.

Bryman and Bell (2007) state that quantitative research method uses mathematical analysis and can reveal statistically significant difference between samples. They further state that the questionnaire method has certain limitations, such as low response rates in certain situations.

Although the questionnaire has limitations, the researcher chose to use it due to the ease of administration, cost effective option and minimised unexpected information, as identification questions were not asked due to the confidentiality commitment by the researcher.

This research remained objectively separated from the subject matter because the research was objective in approach in the sense that it only seeks precise measurements and analysis of employees to answer the objectives of this study. The questionnaire was formulated on the quantitative form of data collection and analysis. In gathering, analysing and interpreting data, the researcher remained objective through the process. The answers to the questions were based on numerical selection instead of words and the data that was generated from the sample was subject to statistical techniques so inference could be drawn on the broader population.

3.7   Sampling

To answer the research objectives and questions, data needs to be collected. However, according to Saunders, Lewis and Thornhill (2009), it is impossible to collect all the data available due to time, money or access restrictions. Therefore, sampling strategy is used, to reduce the amount of data by considering data from a sub-group rather than all possible cases or elements (Saunders et al., 2009).

According to Sekaran and Bougie (2009) sampling is a technique of selecting a suitable representative part of a population for the purpose of determining parameters and characteristics of the entire population. Sampling is used because populations are very large and it is costly and impractical to investigate each member of the population to determine the values of the parameters. A sample is used to draw inferences about parameters of the entire population (Sekaran & Bougie, 2009).

Cooper and Schindler (2006, p.95) state that there are two types of sampling techniques:

- Non-Probability sampling Technique
- Probability sampling techniques

Probability sampling is based on the concept of random selection and consists of a controlled procedure to assure that each element of the population is given a known nonzero chance of being selected. There are four types of probability sampling methods:

- Simple random sampling
- Systematic random sampling
- Stratified random sampling
- Cluster random sampling

Non-probability sampling is arbitrary and subjective, whereby each member does not have a known nonzero chance of being selected. Non-probability sampling provides a range of alternative techniques to select samples based on subjective judgment.

3.7.1   Non-probability sampling

Keller (2009) states that the core characteristic of non-probability sampling techniques is that samples are selected based on the subjective judgment of the researcher. According to Bryman & Bell (2007), researchers are unable to generalize the results of the sample of the population, because no controls are placed on the sample selection process, which means that the sample may not be representative of the entire population. Keller (2009) highlights that for non-probability based samples, the relationship between the sample and the population is unknown, and hence every element in the population does not have the same or equal chance of being selected.

3.7.2   Probability sampling

Keller (2009) states that in probability sampling, the size of the population is known and all elements in the population have approximately equal opportunity of being included in the sample.

According to Bryman & Bell (2007) probability sampling technique core characteristic is that units are selected from the population at random, using probabilistic methods, which enables the researcher to make statistical inferences from the sample being studied to the population of interest. In probability sampling, samples can be generalized to the population with a degree of confidence, which is applicable to this study.

Leedy and Ormrod (2005), suggest that probability sampling is chosen when researchers want precise, statistical description of a larger population. A simple random sample is a type of probability sampling, where each element has an equal opportunity of being selected for inclusion in the sample (Bryman & Bell 2007). Simple random sampling was used to access sufficient people with characteristics required for conducting the research.

3.7.3 The research population and sample

For this research, probability sampling will not be chosen because contrary to non-probability sampling, probability sampling requires to specify the probability that any case will be included in the sample. This is not possible because there is no sampling frame and moreover it will not be appropriate to answer the research objectives of this study. Therefore, non-probability sampling will be chosen.

For the purpose of this study, the research was specifically focused on the Retail Relationship Banking Desks at the Nedbank Call Centre situated in Durban KZN. Simple random sampling was used to collect data for this study, to ensure that all respondents had an equal probability of inclusion in the sample. The study took place over a period of 3 weeks in September to October 2012 with all respondents being of the same job grade.

The suitable population size would be 100 based on the recommendations of Salkind (2000) which say that though it is best to have a large sample size, an appropriate sample size should only be large enough to enable the eventual creation of statistically sufficient numbers in each subcategory or sub-sample.

The targeted sample of respondents was 80 call centre agents, who are directly involved in the day to day operations of the call centre.

The population consisted of 200 call centre agents. For the purposes of this study a sample population of 100 was used. Keller (2009) suggests that "sample sizes larger than 30 and less than 500 are appropriate for most research. Table 3.2 illustrates the response rate for this research

Table 3.2 Population Sample Responses

Desired Respondents	100	Percentage completed
Attempted the survey, but did not complete	12	12 %
Total number of respondents that completed the questionnaire	88	88 %

The desired number of respondents was 100, due to the fact that they were all situated in the call centre. This equated to 88% success rate and 12% of the respondents targeted failed to complete the survey.

3.8 Data collection

According to Cooper and Schindler (2006) data can be described as "information collected from participants, by observing, or from secondary data". According to Saunders et al. (2003), interviews, questionnaires and observations are the most commonly used data collection methods. They further state that questionnaires can be used for descriptive and explanatory research.

According to Kumar (2005), there are 2 types of data:

- Primary Data

  There are data which is collected in response to specific questions and which has been obtained for the purpose of this survey. As such this data is un-analysed. The advantages of primary data are that they are directly relevant to the problem at hand and generally offer greater control over data accuracy. On the converse it could be time consuming to collect and generally more expensive to collect.

- Secondary Data

  These are data which has been collected for another survey, another purpose. This data has already been processed. However, the questions from which this data has been collected may not be the same as those in the survey being undertaken. Secondary data is not always problem specific or relevant and the currency of the data may be outdated and hence inappropriate.

  There are many types of research instruments that can be utilized to quantify the variables in the research. For this specific research a questionnaire will be used. The questionnaire will contain the specific investigative questions to each research objective for which data needs to be gathered. The investigative questions will be in the form of rating questions. Rating questions are used to collect opinion data. Such questions often use the Likert-style rating scale in which the respondent is asked how strongly she or he agrees or disagrees with a statement or series of statements.

  Choosing a data collection method is influenced by the sample frame, the research topic, the characteristics of the sample and the survey costs (Saunders et al. 2003). In this research a questionnaire has been adopted as a data collection instrument.

3.9   Development of the Instrument

The main aim of the study was to ensure that the research objectives were achieved. The questionnaire was compiled to ensure that each research objectives was addressed and the relevant data was systematically collected and analysed for each objective. The questionnaire was designed to ensure that it was simple, user friendly and concise for the respondent to understand.

According to Hamlet (2005) the elements that make a questionnaire valid and reliable include the title: the cover letter, instructions for completion, factual data, focal data, questions that described the topic and closing remarks such as a thank you note. Welman and Kruger (2001) advised that the cover page of the questionnaire should have clear instructions so that respondents understand what is expected of them.

The development of the questionnaire included a covering page that detailed the purpose of the study and a brief instruction of how to complete the questionnaire. An assurance of respondent anonymity and confidentiality was also included on the cover page

According to Kumar (2005) the layout of a questionnaire should be interactive, easily understood, easy on the eye and sequenced to be easily followed. Gillham (2000) argued that questions contained in a questionnaire should be simple, to the point and easily understood.

The questionnaire was based on closed ended questions, which were designed on numerical ranking scale only. All questions were closed ended, allowing the respondent to choose one option only. The respondents answered the questions by placing a tick in the checkbox on each question, which made the data easily identifiable.

Each questionnaire administered was accompanied by a covering letter, which outlined the aim and objectives of the study and providing a brief explanation on the purpose of the research, giving the respondents assurance of confidentially.

3.10   Pretesting and validation

Kumar (2005) described a pilot study as a small scale test that was carried out in order to ensure that a research questionnaire was fully developed prior to proceeding with the full scale research activity. According to Leedy and Ormrod (2005) pilot testing of questionnaires is required to ensure that the type of responses likely to be received was of sufficient quality so that when the actual respondents completed the questionnaire, the research questions would be answered appropriately.

When evaluating a research instrument, reliability and validity are two important aspects to consider. Bryman & Bell (2007) stated that an instrument is said to have high reliability if it can be trusted to give an accurate and consistent measure of unchanging value. Babbie (2009), introduces the concept of validity in an uncomplicated form by stating that validity refers to the degree of which the measuring instrument device used, is effectively measuring what the researcher has intended to measure. A similar concept of validity was applicable for the self - completion questionnaire administered for this study, which showed reliability and validity.

It was important that the questions measured the issues in the research study. Content validity assessed the questions of the measuring instrument. In this study both face and content validity was covered by ensuring that the research questions were linked to the objectives of the study. For content validity the questionnaire was verified by the researchers Supervisor and two colleagues. Face validity was achieved by circulating the questionnaire to fifteen pilot respondents. The recommendations from the pilot study regarding the logic, content and instructions were taken into consideration.

Preliminary analysis of the pilot test data can be undertaken to ensure that the data collected will enable the investigative questions to be answered (Saunders et al., 2009: 394). An initial questionnaire was used to conduct a pre-test on six respondents (table 3.3) to fine tune the questionnaire and ensure that it was user friendly.

Table 3.3 List of respondents included in the pre-test of the questionnaire

Position	Company
Area Manager	Nedbank Retail Relationship Banking
Area Manager	Nedbank Retail Relationship Banking
Investment Specialist	Nedbank Retail Relationship Banking
Personal Relationship Banker	Nedbank Retail Relationship Banking
Relationship Manager	Nedbank Retail Relationship Banking
Lecturer (supervisor)	University of KwaZulu-Natal

Although there were two Area Managers in the pretesting the remaining candidates are of the same grading as the NCC agents. The respondents were comfortable with the questionnaire and there were no corrections suggested.

3.11   Analysis of data

Quantitative analysis is the process of producing, presenting and interpreting quantitative data (Sekaran, 2003). Data analysis is required to bring meaning to the data gathered, so that the research question and objectives will be answered.

Sekaran and Bougie (2009) explained that data obtained from questionnaires need to be statistically coded in order to determine variation. According to Blumberg, Cooper & Schindler (2005) coding involves the assigning of numbers to responses so that the data can be grouped into categories.

For this research, categorical and numerical data was collected. Both descriptive and inferential statistics will be carried out, including hypothesis testing, using a statistics package such as Statistical Package for Social Sciences (SPSS). This program was chosen by the researcher because access to the software was made available by University of KwaZulu Natal, as it is highly recommended for the analysis of quantitative data. Also, the information will be presented using graphs and other visual aid.

3.12   Summary

This chapter presented an empirical research methodology employed to conduct this research. A vast amount of insight was gained on how research should be conducted and the processes to be followed. The methodology used provided guidance in undertaking the study. This chapter outlined the aim of the study, the location and participants of the study and the research approach and the sampling method that the study will pursue. It further explored the data collection methods and the statistical analysis tools employed to present and interpret the data.

The research instrument employed for this research proved to be reliable and valid, providing meaningful information of the objectives of the study. Chapter 4 presents the results of the data and attempts to draw meaningful conclusions from the gathered data.

CHAPTER FOUR
STATEMENT OF RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter reports the empirical research of the study and sets off by explaining the research methodology where after the results obtained are discussed.

The findings and analysis of the study will be presented and discussed in detail. Presenting the results of the empirical study will answer the objectives of the study, namely to gain an understanding of talent management and the importance to the organisations overall success as well as well as investigating the role of employee commitment, retention and employee satisfaction as a result of talent management. The results of this empirical study can be integrated into a model for future reference on which business can be built.

4.2 Statistical methodology

SPSS version 19.0 (SPSS Inc., Chicago, Illinois, USA) was used to analyze the data.

A p value <0.05 was considered as statistically significant.

The overall score for Talent Management was computed by averaging the scores for each Lickert scale question. Scores of 3 or below reflect that respondents selected agree / strongly agree to most of the questions while scores above show that respondents selected disagree / strongly disagree to most of the questions

Reliability

Cronbach's alpha was calculated on all the Lickert scale questions to determine the reliability of the data. Values of alpha above 0.7 indicate a high degree of internal consistency & reliability.

Descriptive Statistics

Descriptive statistics in the form of frequency (Count) & percentage were computed for the biographical data. Means & Standard deviation were computed for the dimensions.

Mean values should be interpreted on a scale of 1 to 5 – values less than 3 indicate high/strong perception (agree/strongly agree) while values above 3 indicate a weak perception and values around 3 indicate a moderate perception.

<u>Inferential Comparisons</u>

Differences in mean scores for the dimensions were compared using the t-test for gender and the Analysis of Variance test for the other biographical variables.

Table reflects the frequency distribution of the biographical variables. The percentages are graphically presented in Figure 4.1 to 4.5.

Table 4.1: Frequency distribution of biographical variables

		Count	%
Which desk at NCC you work for?	Services desk	43	48.9%
	Sales desk	27	30.7%
	Retention desk	9	10.2%
	Other	9	10.2%
	Total	88	100.0%
Years of employment at Nedbank	0-2 years	20	22.7%
	2-5 years	17	19.3%
	5-10 years	40	45.5%
	More than 10 years	11	12.5%
	Total	88	100.0%
Age	18-25 years	18	20.5%
	26-30 years	37	42.0%
	31-40 years	20	22.7%
	40 +	13	14.8%
	Total	88	100.0%
Gender	Male	37	42.0%
	Female	51	58.0%
	Total	88	100.0%
Race	White	7	8.0%
	Indian	43	48.9%
	Black	19	21.6%
	Coloured	19	21.6%
	Other	0	.0%
	Total	88	100.0%

Table 4.1 shows that the majority of respondents work on the Services desk at the Nedbank Contact Centre. Male and female distribution was at 42% and 58% respectively. The majority of the respondents are between the ages of 26 and 30 years with 45.5% of respondents employed for tenure of between 5 and 10 years.

Figure 4.1 Graphical Illustration of Respondents Operating Desk
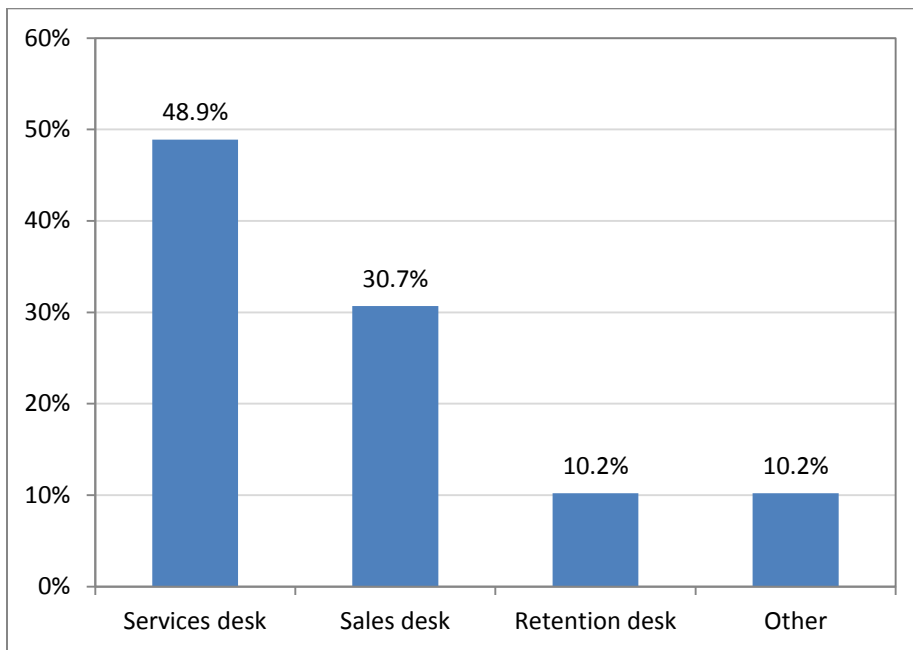
Figure 4.2 Graphical Illustrations of Respondents Age Groups
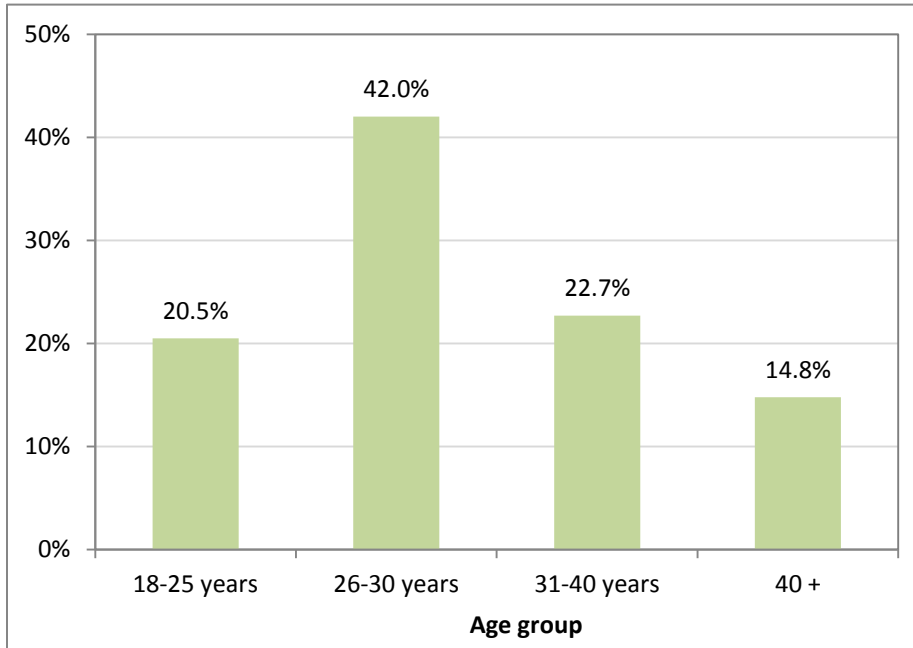
Figure 4.3 Graphical Illustrations of Length of Service

Figure 4.4 Graphical Illustrations of Respondents on Race
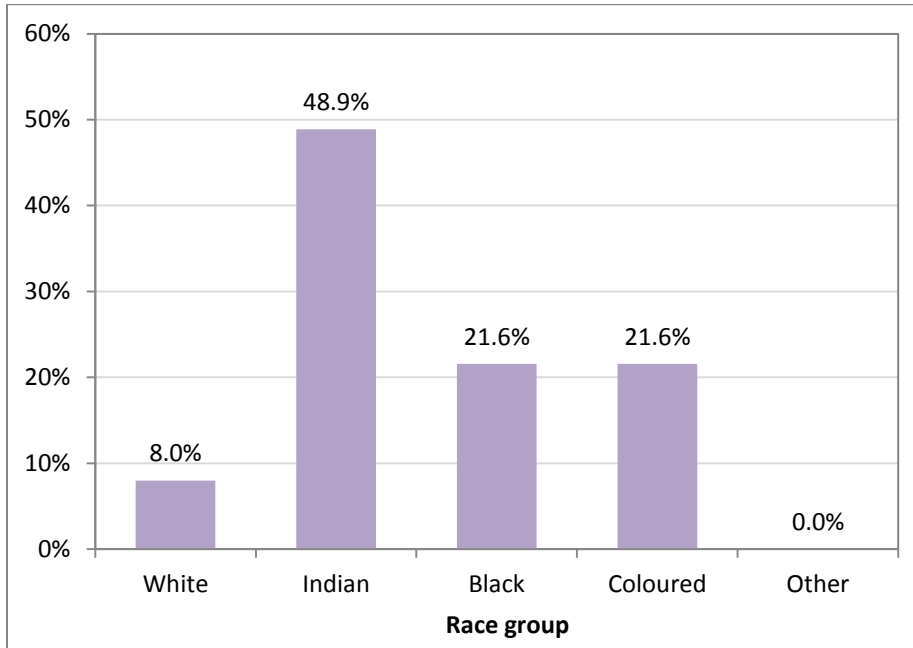
Analysis

B1. I have a clear understanding of what Talent Management is?

		B1									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	10	11.4%	24	27.3%	9	10.2%	0	.0%	43	48.9%
	Sales desk	9	10.2%	16	18.2%	2	2.3%	0	.0%	27	30.7%
	Retention desk	0	.0%	7	8.0%	1	1.1%	1	1.1%	9	10.2%
	Other	0	.0%	8	9.1%	0	.0%	1	1.1%	9	10.2%
	Total	19	21.6%	55	62.5%	12	13.6%	2	2.3%	88	100.0%
Years of employment at Nedbank	0-2 years	3	3.4%	15	17.0%	2	2.3%	0	.0%	20	22.7%
	2-5 years	4	4.5%	12	13.6%	1	1.1%	0	.0%	17	19.3%
	5-10 years	9	10.2%	22	25.0%	7	8.0%	2	2.3%	40	45.5%
	More than 10 years	3	3.4%	6	6.8%	2	2.3%	0	.0%	11	12.5%
	Total	19	21.6%	55	62.5%	12	13.6%	2	2.3%	88	100.0%
Age	18-25 years	6	6.8%	10	11.4%	2	2.3%	0	.0%	18	20.5%
	26-30 years	7	8.0%	23	26.1%	6	6.8%	1	1.1%	37	42.0%
	31-40 years	3	3.4%	14	15.9%	2	2.3%	1	1.1%	20	22.7%
	40 +	3	3.4%	8	9.1%	2	2.3%	0	.0%	13	14.8%
	Total	19	21.6%	55	62.5%	12	13.6%	2	2.3%	88	100.0%
Gender	Male	9	10.2%	20	22.7%	8	9.1%	0	.0%	37	42.0%
	Female	10	11.4%	35	39.8%	4	4.5%	2	2.3%	51	58.0%
	Total	19	21.6%	55	62.5%	12	13.6%	2	2.3%	88	100.0%
Race	White	2	2.3%	4	4.5%	1	1.1%	0	.0%	7	8.0%
	Indian	11	12.5%	25	28.4%	6	6.8%	1	1.1%	43	48.9%
	Black	2	2.3%	14	15.9%	2	2.3%	1	1.1%	19	21.6%
	Coloured	4	4.5%	12	13.6%	3	3.4%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	19	21.6%	55	62.5%	12	13.6%	2	2.3%	88	100.0%

Out of the 48.9% individuals from the Services Desk, 27.3% agreed to possess a clear understanding of the concept of talent management while 11.4% strongly agreed. There was a total of 45.5% of individuals who had 5-10 years of employment in the company. Of this total, 25% agreed to understand talent management. The sample population of interest involved also a population with an age group ranging from 26-30 years old. 42% of the employees at the service desk belonging to this age group were used.

In relevance to the comprehension of B1, 26.1% agreed. However, 6.8% disagreed to understanding B1 while a 1.1% strongly disagreed. This is in contrast to an 8.0% of individuals who strongly agreed to BI.

In relevance to gender, 58% of employees working at the service desk were female respondents. These were the majority as compared to the 42% of the males working in the service desk department. 39.8% agreed to B1 while 4.5% disagreed to B1. According to race, the department has Indian, white, Black and Colored employees. Out of the 48.9% respondents, the majority response was obtained from the Indians with a total of 28.4% in agreement to BI. Below is a graphical representation of B1 and different variables. These include percentage rates of employees who strongly agree, agree, disagree or strongly disagree. Out of the total variables of the study, the majority of the participants with a 62.50% demonstrated a clear understanding of BI.

Talent management as a human capital management outlines human capital management in organizations. From the individual viewpoints outlined by the participants, these evaluations determine the course and speed of the professions. Because of this, the depiction of the results from the service desk department highlights that 62.5% of the participants in NCC recognize the concept and significance of talent management practice and 21.6% strongly agree.

Room for improvement exists in the 15.9% of respondents who do not agree or are not conversant with the concept of talent management. NCC therefore plays a major role in ensuring that the employees realize their contribution to the organization. This realization fuels their motivation to work in order to be retained by the organization. Even with facilitation of NCC to the continuation of energetic focus on construction, retention and people, there is more effort needed to educate the workers on the need to exploit talents. This can only occur through identification of the talent management process in NCC.

Table 4.2: Frequency distribution of B3 across the biographical variables

B3. Talent Management is consistently practiced at the call center

		B2									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	17	19.3%	24	27.3%	2	2.3%	0	.0%	43	48.9%
	Sales desk	18	20.5%	7	8.0%	2	2.3%	0	.0%	27	30.7%
	Retention desk	3	3.4%	6	6.8%	0	.0%	0	.0%	9	10.2%
	Other	2	2.3%	6	6.8%	0	.0%	1	1.1%	9	10.2%
	Total	40	45.5%	43	48.9%	4	4.5%	1	1.1%	88	100.0%
Years of employment at Nedbank	0-2 years	10	11.4%	9	10.2%	1	1.1%	0	.0%	20	22.7%
	2-5 years	8	9.1%	9	10.2%	0	.0%	0	.0%	17	19.3%
	5-10 years	18	20.5%	19	21.6%	2	2.3%	1	1.1%	40	45.5%
	More than 10 years	4	4.5%	6	6.8%	1	1.1%	0	.0%	11	12.5%
	Total	40	45.5%	43	48.9%	4	4.5%	1	1.1%	88	100.0%
Age	18-25 years	10	11.4%	8	9.1%	0	.0%	0	.0%	18	20.5%
	26-30 years	17	19.3%	17	19.3%	2	2.3%	1	1.1%	37	42.0%
	31-40 years	8	9.1%	11	12.5%	1	1.1%	0	.0%	20	22.7%
	40 +	5	5.7%	7	8.0%	1	1.1%	0	.0%	13	14.8%
	Total	40	45.5%	43	48.9%	4	4.5%	1	1.1%	88	100.0%
Gender	Male	20	22.7%	16	18.2%	1	1.1%	0	.0%	37	42.0%
	Female	20	22.7%	27	30.7%	3	3.4%	1	1.1%	51	58.0%
	Total	40	45.5%	43	48.9%	4	4.5%	1	1.1%	88	100.0%
Race	White	4	4.5%	3	3.4%	0	.0%	0	.0%	7	8.0%
	Indian	18	20.5%	23	26.1%	2	2.3%	0	.0%	43	48.9%
	Black	10	11.4%	7	8.0%	1	1.1%	1	1.1%	19	21.6%
	Coloured	8	9.1%	10	11.4%	1	1.1%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	40	45.5%	43	48.9%	4	4.5%	1	1.1%	88	100.0%

According to an independent sample test conducted to test the equality of means, the general perception of the talent does not solely depend on the gender of the respondent population. The results according to this test revealed no significant difference particularly in the overall perception of talent between Male and Female respondents. This conclusion was made at the 95% confidence level (p>0.05). 27.3% of the 48.9% from the Services Desk at NCC agreed that talent management is crucial to the success of any organization. In addition, 19.3% strongly agreed to this concept.

According to the years of employment for the participants, the majority of the individuals who had served 5-10 years of employment were 41.5%. 21.6% agreed to B2 while 20.5% strongly agreed. Of the 42% in the 26-30 year age group, 19.1% agreed and strongly agreed to B2. Gender-wise, of the 58% Female respondents, 30.7% agreed to B2 while 22.7% strongly agreed. 18.2% of male respondents agreed while 22.7% strongly agreed to B2. Among the white, Indian, Black and Colored respondents at the NCC service desk, the majority were Indians. 26.1% of Indian respondents agreed to B2 while 20.5% strongly agreed. The graph above highlights the percentage of respondents who strongly agree as 45.50%, 48.90% in agreement while levels of disagreement are particularly low.

The results of the respondents in relevance to B2 reflect the importance of talent management in the organization's success. Knowledge about talent management reflected by the respondents' highlights that the majority of the NCC service desk employees realize the aspect of both talent and motivation. Most of the employees have serviced the department for 5-10 years. This reveals that the bank realizes the employment of different methods that help to retain the employees for that period. In the same case, this has prevented occurrences of low staff turnover. Through employing different retention strategies, the bank has prevented intense competition through loss of the staff to rivals. With retention strategies such as motivation, recognition and awarding incentives to the staff, the organization can rid of the driving factors for employee turnover. These include dissatisfaction and failure of recognition for the employees' efforts.

B3 Talent Management is Consistently Practiced in Nedbank Contact Center

The graph outlines the comparison of different variables according to the responses of the respondents participating in the study. According to the overall respondents to study, 54.50% was the majority in agreement with B3. Furthermore, 13.60% of the respondents strongly agree with B3. On the other hand, a total of 28.40% disagrees with a diminutive percentage of 3.40% strongly disagreeing with this concept.

Table 4.3: Frequency distribution of B3 across the biographical variables

B3. Talent Management is consistently practiced at the call center

		B3									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	7	8.0%	17	19.3%	18	20.5%	1	1.1%	43	48.9%
	Sales desk	3	3.4%	21	23.9%	3	3.4%	0	.0%	27	30.7%
	Retention desk	2	2.3%	5	5.7%	2	2.3%	0	.0%	9	10.2%
	Other	0	.0%	5	5.7%	2	2.3%	2	2.3%	9	10.2%
	Total	12	13.6%	48	54.5%	25	28.4%	3	3.4%	88	100.0%
Years of employment at Nedbank	0-2 years	6	6.8%	13	14.8%	1	1.1%	0	.0%	20	22.7%
	2-5 years	2	2.3%	9	10.2%	6	6.8%	0	.0%	17	19.3%
	5-10 years	4	4.5%	20	22.7%	13	14.8%	3	3.4%	40	45.5%
	More than 10 years	0	.0%	6	6.8%	5	5.7%	0	.0%	11	12.5%
	Total	12	13.6%	48	54.5%	25	28.4%	3	3.4%	88	100.0%
Age	18-25 years	2	2.3%	11	12.5%	5	5.7%	0	.0%	18	20.5%
	26-30 years	6	6.8%	20	22.7%	8	9.1%	3	3.4%	37	42.0%
	31-40 years	2	2.3%	12	13.6%	6	6.8%	0	.0%	20	22.7%
	40 +	2	2.3%	5	5.7%	6	6.8%	0	.0%	13	14.8%
	Total	12	13.6%	48	54.5%	25	28.4%	3	3.4%	88	100.0%
Gender	Male	6	6.8%	20	22.7%	9	10.2%	2	2.3%	37	42.0%
	Female	6	6.8%	28	31.8%	16	18.2%	1	1.1%	51	58.0%
	Total	12	13.6%	48	54.5%	25	28.4%	3	3.4%	88	100.0%
Race	White	0	.0%	6	6.8%	1	1.1%	0	.0%	7	8.0%
	Indian	5	5.7%	23	26.1%	14	15.9%	1	1.1%	43	48.9%
	Black	4	4.5%	10	11.4%	4	4.5%	1	1.1%	19	21.6%
	Coloured	3	3.4%	9	10.2%	6	6.8%	1	1.1%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	12	13.6%	48	54.5%	25	28.4%	3	3.4%	88	100.0%

Of the 48.9% respondents who worked from the Services Desk, 19.3% agreed to B3 and 20.5% disagreed. In addition, 8% strongly agreed to B3 while 1.1% strongly disagreed. Of the respondents who have had a tenure for 5-10 years of employment, the total was 45.5%. 22.7% agreed to B3 and 14.8% disagreed. On another context 4.5% strongly agreed with 3.4% strongly opposing B3. According to the 42% in the 26-30 year age group, 22.7% agreed to B3 and 9.1% disagreed to B3. Gender-wise, of the 58% Female respondents, 31.8% agreed to B3 and 18.2% disagreed to B3.

According to different ethnic descent among the respondents, of the 48.9% Indian respondents 26.1% agreed to B3 and 15.9% disagreed to B3. 5.7% strongly agreed while 1.1% strongly disagreed.

Over the years, NCC has grown to identify talent management as a dynamic practice in achieving a competitive advantage over its competitors. According to the results, the majority of the respondents identifies that there is a consistent talent management practice in the organization. Nedbank demonstrates this through different objectives that enable to the bank to continue growing while striving to become an employer of choice for the employees. This means that these respondents identify different methods through which NCC executes its talent management practice. Results for B3 highlight that the strategies employed by NCC succeed in retaining employees thus, explaining low staff turnover in the bank. However the risk to the organization does exists in the 31.8% of respondents do not believe that talent management is a consistent practice.

B4. Talent Management is regarded as a priority in the Nedbank Call Centre
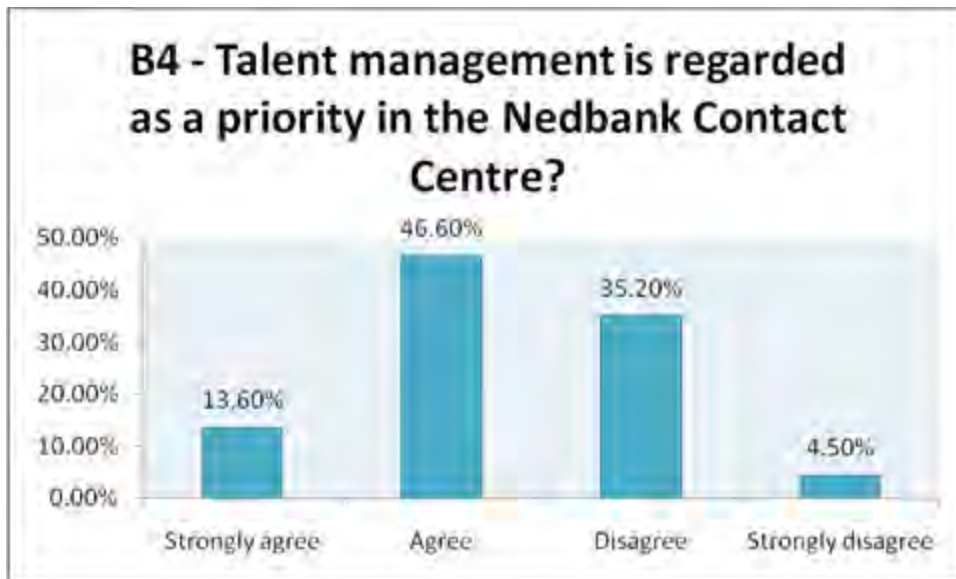
The bar graph shows the perceptions of employees on the NCC priority on talent management.

Table 4.4: Frequency distribution of B4 across the biographical variables

B4. Talent Management is regarded as a priority in the Nedbank Call Centre

		B4									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	8	9.1%	14	15.9%	20	22.7%	1	1.1%	43	48.9%
	Sales desk	3	3.4%	18	20.5%	5	5.7%	1	1.1%	27	30.7%
	Retention desk	1	1.1%	5	5.7%	3	3.4%	0	.0%	9	10.2%
	Other	0	.0%	4	4.5%	3	3.4%	2	2.3%	9	10.2%
	Total	12	13.6%	41	46.6%	31	35.2%	4	4.5%	88	100.0%
Years of employment at Nedbank	0-2 years	7	8.0%	12	13.6%	1	1.1%	0	.0%	20	22.7%
	2-5 years	2	2.3%	6	6.8%	9	10.2%	0	.0%	17	19.3%
	5-10 years	3	3.4%	16	18.2%	17	19.3%	4	4.5%	40	45.5%
	More than 10 years	0	.0%	7	8.0%	4	4.5%	0	.0%	11	12.5%
	Total	12	13.6%	41	46.6%	31	35.2%	4	4.5%	88	100.0%
Age	18-25 years	2	2.3%	10	11.4%	6	6.8%	0	.0%	18	20.5%
	26-30 years	7	8.0%	15	17.0%	11	12.5%	4	4.5%	37	42.0%
	31-40 years	2	2.3%	11	12.5%	7	8.0%	0	.0%	20	22.7%
	40 +	1	1.1%	5	5.7%	7	8.0%	0	.0%	13	14.8%
	Total	12	13.6%	41	46.6%	31	35.2%	4	4.5%	88	100.0%
Gender	Male	6	6.8%	17	19.3%	11	12.5%	3	3.4%	37	42.0%
	Female	6	6.8%	24	27.3%	20	22.7%	1	1.1%	51	58.0%
	Total	12	13.6%	41	46.6%	31	35.2%	4	4.5%	88	100.0%
Race	White	0	.0%	4	4.5%	3	3.4%	0	.0%	7	8.0%
	Indian	6	6.8%	21	23.9%	15	17.0%	1	1.1%	43	48.9%
	Black	4	4.5%	9	10.2%	5	5.7%	1	1.1%	19	21.6%
	Coloured	2	2.3%	7	8.0%	8	9.1%	2	2.3%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	12	13.6%	41	46.6%	31	35.2%	4	4.5%	88	100.0%

As highlighted earlier, NCC performed a restructuring during 2003 due to different crises the organization was facing with the employees. Through the creation of a talent management pipeline, the Human Resource department aimed to impact and different skills in the employees for the benefit of the organization.

As demonstrated by the table 12, 48.9% of respondents from the Services Desk participated in responding to B4. 22.7% of the respondents at the service desk disagreed to B4 and 15.9% agreed. Of the 45.5% to 5-10 years of employment, 18.2% agreed to B4 and 19.3% disagreed.

On the other hand, of the 42% in the 26-30 year age group, 17% agreed to B4. 27.3% out of the 58% Female respondents agreed to B4 while 22.7% disagreed. 23.9% out of the 48.9% Indian respondents agreed to B4 while 17% of this population disagreed. The majority of the respondents at 46% who agreed to B4 do not make conclusion to whether the organization has created a solid framework of talent management. Because of this, NCC possesses a greater task of ensuring that the majority of the employees in the firm realize their abilities and skills. The deficiency observed may include lack of activities that can direct the employees to the concept of talent management.

B5. Current talent management practices make me want to remain in the employ of

Nedbank
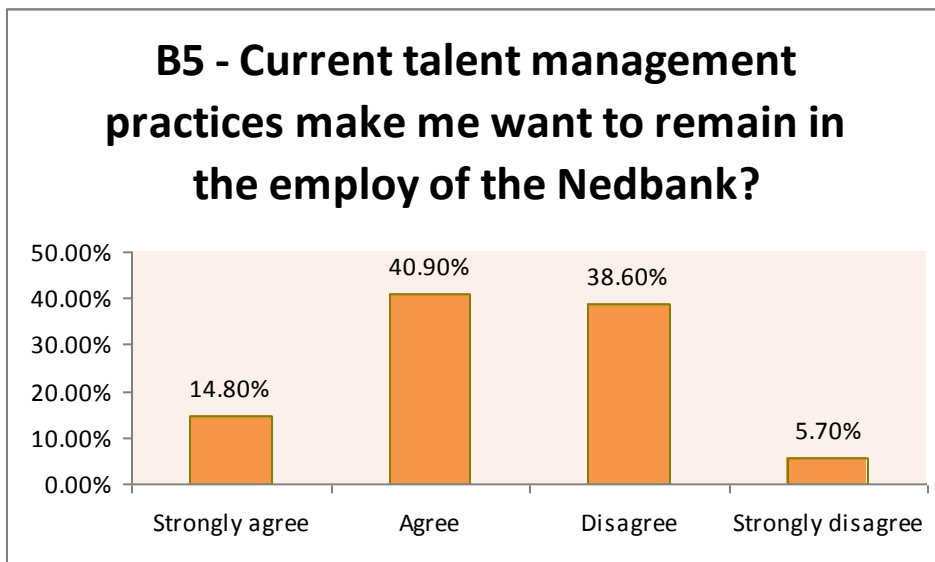
The above bar graph illustrates the responses from the participants on their perceptions and their choices on whether the bank's talent management practices are sufficient enough to retain their services.

According to the graph, 40.90% agree with the practices of the bank while a large percentage of 38.6% is in disagreement. The weight of both the variables can be recognized since there can be strengths and weaknesses identified in the NCC talent management pipeline.

Table 4.5: Frequency distribution of B5 across the biographical variables

B5. Current talent management practices make me want to remain in the employ of Nedbank

		B5									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	6	6.8%	15	17.0%	19	21.6%	3	3.4%	43	48.9%
	Sales desk	6	6.8%	12	13.6%	9	10.2%	0	.0%	27	30.7%
	Retention desk	1	1.1%	6	6.8%	2	2.3%	0	.0%	9	10.2%
	Other	0	.0%	3	3.4%	4	4.5%	2	2.3%	9	10.2%
	Total	13	14.8%	36	40.9%	34	38.6%	5	5.7%	88	100.0%
Years of employment at Nedbank	0-2 years	8	9.1%	11	12.5%	1	1.1%	0	.0%	20	22.7%
	2-5 years	2	2.3%	7	8.0%	8	9.1%	0	.0%	17	19.3%
	5-10 years	3	3.4%	12	13.6%	20	22.7%	5	5.7%	40	45.5%
	More than 10 years	0	.0%	6	6.8%	5	5.7%	0	.0%	11	12.5%
	Total	13	14.8%	36	40.9%	34	38.6%	5	5.7%	88	100.0%
Age	18-25 years	3	3.4%	9	10.2%	5	5.7%	1	1.1%	18	20.5%
	26-30 years	5	5.7%	16	18.2%	12	13.6%	4	4.5%	37	42.0%
	31-40 years	4	4.5%	6	6.8%	10	11.4%	0	.0%	20	22.7%
	40 +	1	1.1%	5	5.7%	7	8.0%	0	.0%	13	14.8%
	Total	13	14.8%	36	40.9%	34	38.6%	5	5.7%	88	100.0%
Gender	Male	8	9.1%	13	14.8%	13	14.8%	3	3.4%	37	42.0%
	Female	5	5.7%	23	26.1%	21	23.9%	2	2.3%	51	58.0%
	Total	13	14.8%	36	40.9%	34	38.6%	5	5.7%	88	100.0%
Race	White	0	.0%	3	3.4%	4	4.5%	0	.0%	7	8.0%
	Indian	5	5.7%	21	23.9%	14	15.9%	3	3.4%	43	48.9%
	Black	6	6.8%	7	8.0%	5	5.7%	1	1.1%	19	21.6%
	Coloured	2	2.3%	5	5.7%	11	12.5%	1	1.1%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	13	14.8%	36	40.9%	34	38.6%	5	5.7%	88	100.0%

17% out of the 48.9% from the Services Desk agreed to B5 while 21.6% disagreed on the capability of the talent management practices of NCC to retain their services. There was no significant difference noted by the respondents at the Service Desk. Therefore, it is evident that individual possess different notions regarding the best practices of talent management that should be applied. For the employees who have served in NCC for 5-10 years, 13.6% of 45.5% respondents agreed to continue their employment on the basis of the talent management practices employed in NCC. However, 22.7% of the 45.5% disagreed with the notion of the practices being sufficient enough to retain their services. In relevance to age, 18.2% out of the 42% of 26-30 year age group agreed while 13.6% disagreed to B5. 26.1% female respondents out of the 58% population agreed while 23.9% disagreed to B5. Of the 48.9% Indian respondents 23.9% agreed while 15.9% disagreed to B5. This is the main reason for the variation of the responses given by the service desk respondents. In addition, there is a possibility that the each individual is able to identify different weakness and strengths of the existing talent management framework of NCC.

B6. Nedbanks culture creates a "Great Place to Work"
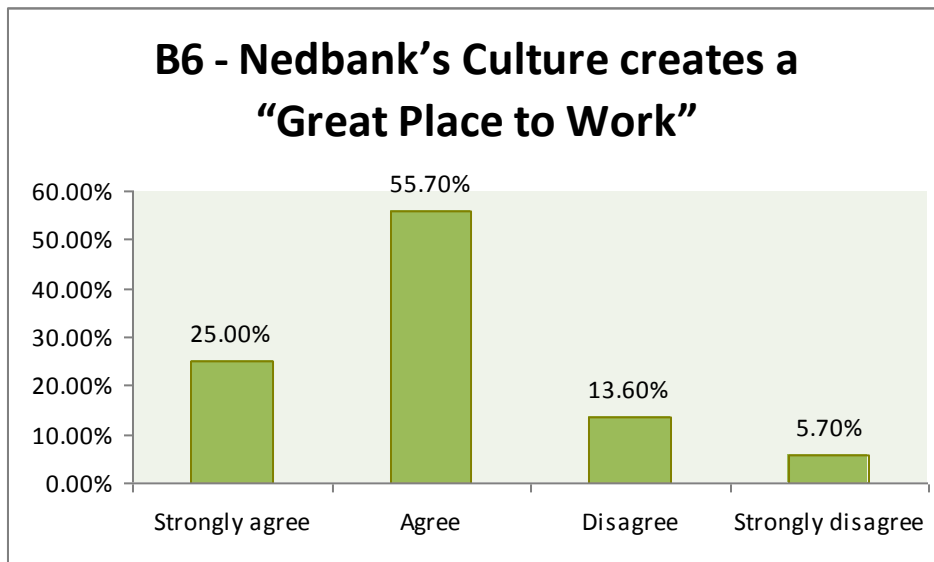
The graph above outlines the perceptions of the respondents on the condition of NCC as an organization. The majority of the respondents agree that the bank is a great place to work. On the other hand, 25% of the population strongly agrees.

Table 4.6: Frequency distribution of B6 across the biographical variables

B6. Nedbanks culture creates a "Great Place to Work"

		B6									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	10	11.4%	22	25.0%	8	9.1%	3	3.4%	43	48.9%
	Sales desk	10	11.4%	16	18.2%	1	1.1%	0	.0%	27	30.7%
	Retention desk	2	2.3%	6	6.8%	1	1.1%	0	.0%	9	10.2%
	Other	0	.0%	5	5.7%	2	2.3%	2	2.3%	9	10.2%
	Total	22	25.0%	49	55.7%	12	13.6%	5	5.7%	88	100.0%
Years of employment at Nedbank	0-2 years	13	14.8%	7	8.0%	0	.0%	0	.0%	20	22.7%
	2-5 years	4	4.5%	10	11.4%	3	3.4%	0	.0%	17	19.3%
	5-10 years	4	4.5%	24	27.3%	7	8.0%	5	5.7%	40	45.5%
	More than 10 years	1	1.1%	8	9.1%	2	2.3%	0	.0%	11	12.5%
	Total	22	25.0%	49	55.7%	12	13.6%	5	5.7%	88	100.0%
Age	18-25 years	6	6.8%	9	10.2%	2	2.3%	1	1.1%	18	20.5%
	26-30 years	9	10.2%	24	27.3%	1	1.1%	3	3.4%	37	42.0%
	31-40 years	5	5.7%	9	10.2%	5	5.7%	1	1.1%	20	22.7%
	40 +	2	2.3%	7	8.0%	4	4.5%	0	.0%	13	14.8%
	Total	22	25.0%	49	55.7%	12	13.6%	5	5.7%	88	100.0%
Gender	Male	13	14.8%	18	20.5%	4	4.5%	2	2.3%	37	42.0%
	Female	9	10.2%	31	35.2%	8	9.1%	3	3.4%	51	58.0%
	Total	22	25.0%	49	55.7%	12	13.6%	5	5.7%	88	100.0%
Race	White	0	.0%	5	5.7%	2	2.3%	0	.0%	7	8.0%
	Indian	11	12.5%	25	28.4%	4	4.5%	3	3.4%	43	48.9%
	Black	9	10.2%	7	8.0%	2	2.3%	1	1.1%	19	21.6%
	Coloured	2	2.3%	12	13.6%	4	4.5%	1	1.1%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	22	25.0%	49	55.7%	12	13.6%	5	5.7%	88	100.0%

Of the 48.9% from the Services Desk, 25% agreed to B6. Of the 45.5% to 5-10 years of employment, 27.3% agreed while 8% to B6. In terms of age, 27.3% of the 42% in the 26-30 year age group agreed to B6. Gender-wise, 35.2% of the 58% female respondents agreed to B6. On the other hand, 28.4% of the 48.9% Indian respondents agreed to B6. According to the results, the center has a combination of different individuals with diverse skills that help to ascertain the best capabilities.

Through this integration, the organization is capable of evaluating and discovers the different employee talents with every procedure of advancement and development. Because of this, the majority of the employees find the organization as a good place for exercising their different capabilities.

Table 4.7: Frequency distribution of B7 across the biographical variables

B7. I find the work I do full of meaning and purpose

		B7									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	12	13.6%	24	27.3%	6	6.8%	1	1.1%	43	48.9%
	Sales desk	9	10.2%	15	17.0%	2	2.3%	1	1.1%	27	30.7%
	Retention desk	2	2.3%	6	6.8%	1	1.1%	0	.0%	9	10.2%
	Other	0	.0%	8	9.1%	0	.0%	1	1.1%	9	10.2%
	Total	23	26.1%	53	60.2%	9	10.2%	3	3.4%	88	100.0%
Years of employment at Nedbank	0-2 years	12	13.6%	6	6.8%	1	1.1%	1	1.1%	20	22.7%
	2-5 years	4	4.5%	11	12.5%	2	2.3%	0	.0%	17	19.3%
	5-10 years	7	8.0%	25	28.4%	6	6.8%	2	2.3%	40	45.5%
	More than 10 years	0	.0%	11	12.5%	0	.0%	0	.0%	11	12.5%
	Total	23	26.1%	53	60.2%	9	10.2%	3	3.4%	88	100.0%
Age	18-25 years	10	11.4%	7	8.0%	1	1.1%	0	.0%	18	20.5%
	26-30 years	7	8.0%	24	27.3%	5	5.7%	1	1.1%	37	42.0%
	31-40 years	5	5.7%	12	13.6%	1	1.1%	2	2.3%	20	22.7%
	40 +	1	1.1%	10	11.4%	2	2.3%	0	.0%	13	14.8%
	Total	23	26.1%	53	60.2%	9	10.2%	3	3.4%	88	100.0%
Gender	Male	13	14.8%	20	22.7%	4	4.5%	0	.0%	37	42.0%
	Female	10	11.4%	33	37.5%	5	5.7%	3	3.4%	51	58.0%
	Total	23	26.1%	53	60.2%	9	10.2%	3	3.4%	88	100.0%
Race	White	1	1.1%	6	6.8%	0	.0%	0	.0%	7	8.0%
	Indian	10	11.4%	27	30.7%	5	5.7%	1	1.1%	43	48.9%
	Black	10	11.4%	7	8.0%	0	.0%	2	2.3%	19	21.6%
	Coloured	2	2.3%	13	14.8%	4	4.5%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	23	26.1%	53	60.2%	9	10.2%	3	3.4%	88	100.0%

27.3% of the 48.9% from the Services Desk, agreed to B7 while 28.4% of the 45.5% to 5-10 years of employment, agreed to B7. Conversely, 27.3% of the 42% in the 26-30 year age group, agreed. 37.5% of the 58% female respondents also agreed that they find full meaning and purpose in their employment at NCC. Furthermore, 30.7% of the 48.9% Indian respondents also agreed to this concept. In order to realize their full potential in NCC, there must be a sense of intrinsic motivation whereby the employees can utilize full capabilities. However, this motivation can be facilitated through the provision of an environment that promotes exploitation of talent.

B8. My employer has a specific career development plan in place
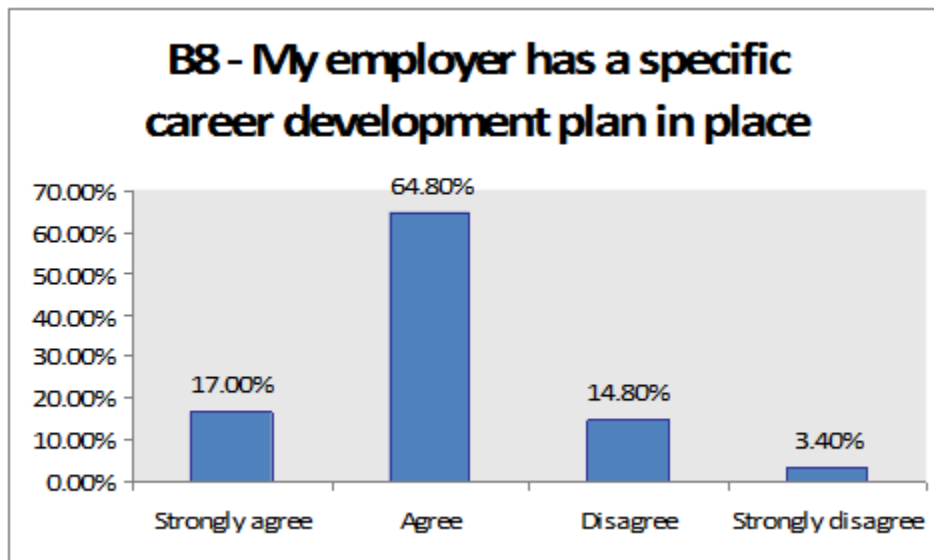
31.8% of the 48.9% from the Services Desk, agreed to B8. Furthermore, 28.4% of the 45.5% to 5-10 years of employment agreed that NCC has created has created a special development plan in the talent management pipeline. Furthermore, 29.5% of the 42% in the 26-30 year age group also agreed to B8. 42% of the 58% Female respondents and 33% of the 48.9% Indian respondents also agreed to the implementation of a career development plan in NCC. According to the graph, 64.0% of the overall population of respondents agrees that NCC is creating an efficient talent management program in place for the employees.

B9. I am confident that I can develop in my workplace

Table 4.8: Frequency distribution of B9 across the biographical variables

		B9									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	9	10.2%	21	23.9%	9	10.2%	4	4.5%	43	48.9%
	Sales desk	10	11.4%	12	13.6%	5	5.7%	0	.0%	27	30.7%
	Retention desk	2	2.3%	5	5.7%	2	2.3%	0	.0%	9	10.2%
	Other	0	.0%	6	6.8%	3	3.4%	0	.0%	9	10.2%
	Total	21	23.9%	44	50.0%	19	21.6%	4	4.5%	88	100.0%
Years of employment at Nedbank	0-2 years	10	11.4%	10	11.4%	0	.0%	0	.0%	20	22.7%
	2-5 years	6	6.8%	7	8.0%	4	4.5%	0	.0%	17	19.3%
	5-10 years	4	4.5%	18	20.5%	14	15.9%	4	4.5%	40	45.5%
	More than 10 years	1	1.1%	9	10.2%	1	1.1%	0	.0%	11	12.5%
	Total	21	23.9%	44	50.0%	19	21.6%	4	4.5%	88	100.0%
Age	18-25 years	6	6.8%	8	9.1%	3	3.4%	1	1.1%	18	20.5%
	26-30 years	10	11.4%	17	19.3%	8	9.1%	2	2.3%	37	42.0%
	31-40 years	4	4.5%	8	9.1%	7	8.0%	1	1.1%	20	22.7%
	40 +	1	1.1%	11	12.5%	1	1.1%	0	.0%	13	14.8%
	Total	21	23.9%	44	50.0%	19	21.6%	4	4.5%	88	100.0%
Gender	Male	14	15.9%	13	14.8%	8	9.1%	2	2.3%	37	42.0%
	Female	7	8.0%	31	35.2%	11	12.5%	2	2.3%	51	58.0%
	Total	21	23.9%	44	50.0%	19	21.6%	4	4.5%	88	100.0%
Race	White	1	1.1%	3	3.4%	3	3.4%	0	.0%	7	8.0%
	Indian	10	11.4%	22	25.0%	7	8.0%	4	4.5%	43	48.9%
	Black	7	8.0%	9	10.2%	3	3.4%	0	.0%	19	21.6%
	Coloured	3	3.4%	10	11.4%	6	6.8%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	21	23.9%	44	50.0%	19	21.6%	4	4.5%	88	100.0%

23.9% of the 48.9% respondents from the Services Desk, agreed while 10.2% strongly agreed to B9. According to the length of employment in the organization, 20.5% of the 45.5% with 5-10 years of employment agreed while 15.9% disagreed to B9. On the other hand, 19.3% of the 42% in the 26-30 year age group agreed and 11.4% strongly agreed to B9. Taking gender into consideration, 35.2% of the 58% female respondents agreed to B9. On the ethnic descent of the respondents, 25% of the 48.9% Indian respondents agreed to B9.

B10. Talent Management practices is effective in developing, attracting as well as retaining staff

Table 4.9: Frequency distribution of B10 across the biographical variables

		B10									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	9	10.2%	21	23.9%	9	10.2%	4	4.5%	43	48.9%
	Sales desk	8	9.1%	16	18.2%	2	2.3%	1	1.1%	27	30.7%
	Retention desk	4	4.5%	4	4.5%	1	1.1%	0	.0%	9	10.2%
	Other	0	.0%	5	5.7%	2	2.3%	2	2.3%	9	10.2%
	Total	21	23.9%	46	52.3%	14	15.9%	7	8.0%	88	100.0%
Years of employment at Nedbank	0-2 years	11	12.5%	9	10.2%	0	.0%	0	.0%	20	22.7%
	2-5 years	3	3.4%	10	11.4%	3	3.4%	1	1.1%	17	19.3%
	5-10 years	6	6.8%	20	22.7%	9	10.2%	5	5.7%	40	45.5%
	More than 10 years	1	1.1%	7	8.0%	2	2.3%	1	1.1%	11	12.5%
	Total	21	23.9%	46	52.3%	14	15.9%	7	8.0%	88	100.0%
Age	18-25 years	9	10.2%	6	6.8%	3	3.4%	0	.0%	18	20.5%
	26-30 years	7	8.0%	22	25.0%	3	3.4%	5	5.7%	37	42.0%
	31-40 years	3	3.4%	12	13.6%	4	4.5%	1	1.1%	20	22.7%
	40 +	2	2.3%	6	6.8%	4	4.5%	1	1.1%	13	14.8%
	Total	21	23.9%	46	52.3%	14	15.9%	7	8.0%	88	100.0%
Gender	Male	11	12.5%	15	17.0%	7	8.0%	4	4.5%	37	42.0%
	Female	10	11.4%	31	35.2%	7	8.0%	3	3.4%	51	58.0%
	Total	21	23.9%	46	52.3%	14	15.9%	7	8.0%	88	100.0%
Race	White	0	.0%	4	4.5%	2	2.3%	1	1.1%	7	8.0%
	Indian	9	10.2%	24	27.3%	7	8.0%	3	3.4%	43	48.9%
	Black	7	8.0%	8	9.1%	3	3.4%	1	1.1%	19	21.6%
	Coloured	5	5.7%	10	11.4%	2	2.3%	2	2.3%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	21	23.9%	46	52.3%	14	15.9%	7	8.0%	88	100.0%

23.9% of the 48.9% from the Services Desk agreed to B10 and 22.7% of the 45.5% with 5-10 years of employment, agreed to B10. 2% of the 42% in the 26-30 year age group and 35.2% of the 58% Female respondents at NCC agreed to B10. On the other hand, 27.3% of the 48.9% Indian respondents agreed to B10.

B10 - Talent Management Practices are effective in developing, attracting as well as retaining staff
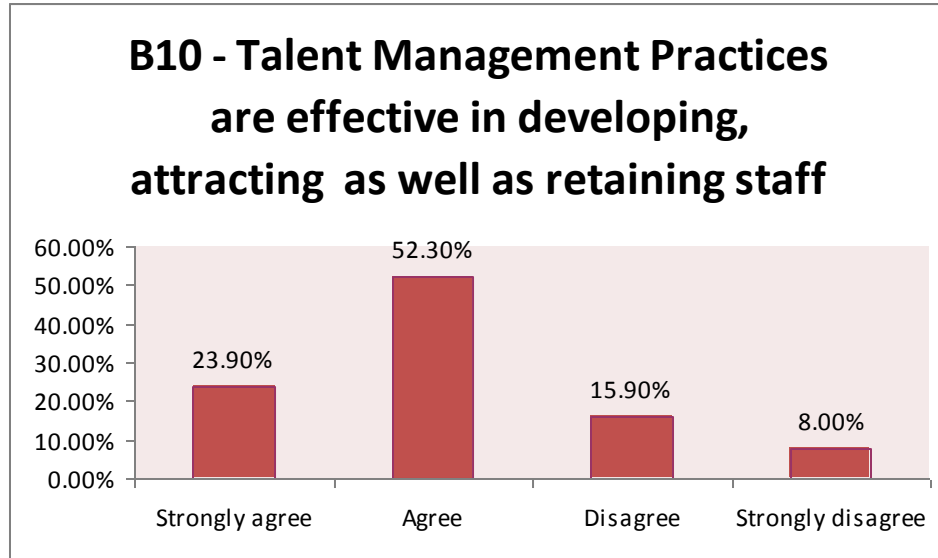
Of the respondents who participated, 52.30% was the majority in agreement that the practice of talent management is effecting in developing, attracting and retaining staff at NCC. 23.90% strongly agree with this concept while 15.90% disagree with this concept. According to results from B9 and B10, The respondents recognize that through talent retention of employees, management and shareholders, there can be a creation of a satisfied client base. This process can be done through the unwavering focus of the bank of the construction and retention. In addition, the concept of culture and climate in terms of atmosphere of function and alleviation of difficulties that emerge during working serves a fundamental process.

B11. Training initiatives are aligned to talent management

Table 4.10: Frequency distribution of B11 across the biographical variables

| | | B11 | | | | | | | | | |
| | | Strongly agree | | Agree | | Disagree | | Strongly disagree | | Total | |
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	6	6.8%	22	25.0%	13	14.8%	2	2.3%	43	48.9%
	Sales desk	4	4.5%	18	20.5%	4	4.5%	1	1.1%	27	30.7%
	Retention desk	1	1.1%	5	5.7%	3	3.4%	0	.0%	9	10.2%
	Other	0	.0%	4	4.5%	3	3.4%	2	2.3%	9	10.2%
	Total	11	12.5%	49	55.7%	23	26.1%	5	5.7%	88	100.0%
Years of employment at Nedbank	0-2 years	6	6.8%	13	14.8%	1	1.1%	0	.0%	20	22.7%
	2-5 years	2	2.3%	10	11.4%	5	5.7%	0	.0%	17	19.3%
	5-10 years	3	3.4%	18	20.5%	14	15.9%	5	5.7%	40	45.5%
	More than 10 years	0	.0%	8	9.1%	3	3.4%	0	.0%	11	12.5%
	Total	11	12.5%	49	55.7%	23	26.1%	5	5.7%	88	100.0%
Age	18-25 years	4	4.5%	10	11.4%	3	3.4%	1	1.1%	18	20.5%
	26-30 years	3	3.4%	21	23.9%	9	10.2%	4	4.5%	37	42.0%
	31-40 years	3	3.4%	10	11.4%	7	8.0%	0	.0%	20	22.7%
	40 +	1	1.1%	8	9.1%	4	4.5%	0	.0%	13	14.8%
	Total	11	12.5%	49	55.7%	23	26.1%	5	5.7%	88	100.0%
Gender	Male	7	8.0%	17	19.3%	10	11.4%	3	3.4%	37	42.0%
	Female	4	4.5%	32	36.4%	13	14.8%	2	2.3%	51	58.0%
	Total	11	12.5%	49	55.7%	23	26.1%	5	5.7%	88	100.0%
Race	White	0	.0%	4	4.5%	3	3.4%	0	.0%	7	8.0%
	Indian	4	4.5%	27	30.7%	10	11.4%	2	2.3%	43	48.9%
	Black	4	4.5%	10	11.4%	4	4.5%	1	1.1%	19	21.6%
	Coloured	3	3.4%	8	9.1%	6	6.8%	2	2.3%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	11	12.5%	49	55.7%	23	26.1%	5	5.7%	88	100.0%

25% of the 48.9% from the Services Desk agreed to B11 and 14.8% disagreed. 20.5% of the 45.5% to 5-10 years of employment, agreed to B11 and 15.9% disagreed. 23.9% of the 42% in the 26-30 year age group agreed to B11. 36.4% of the 58% Female respondents agreed to B11. On the other hand, 30.7% of the 48.9% Indian respondents agreed to B11

B12. Organisations that have effective talent management practices in place are likely to be more competitive in the attraction and retention of talent.

Table 4.11: Frequency distribution of B12 across the biographical variables

		B12									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	16	18.2%	25	28.4%	1	1.1%	1	1.1%	43	48.9%
	Sales desk	13	14.8%	13	14.8%	1	1.1%	0	.0%	27	30.7%
	Retention desk	6	6.8%	3	3.4%	0	.0%	0	.0%	9	10.2%
	Other	4	4.5%	5	5.7%	0	.0%	0	.0%	9	10.2%
	Total	39	44.3%	46	52.3%	2	2.3%	1	1.1%	88	100.0%
Years of employment at Nedbank	0-2 years	10	11.4%	10	11.4%	0	.0%	0	.0%	20	22.7%
	2-5 years	8	9.1%	9	10.2%	0	.0%	0	.0%	17	19.3%
	5-10 years	17	19.3%	21	23.9%	1	1.1%	1	1.1%	40	45.5%
	More than 10 years	4	4.5%	6	6.8%	1	1.1%	0	.0%	11	12.5%
	Total	39	44.3%	46	52.3%	2	2.3%	1	1.1%	88	100.0%
Age	18-25 years	9	10.2%	9	10.2%	0	.0%	0	.0%	18	20.5%
	26-30 years	16	18.2%	19	21.6%	1	1.1%	1	1.1%	37	42.0%
	31-40 years	7	8.0%	13	14.8%	0	.0%	0	.0%	20	22.7%
	40 +	7	8.0%	5	5.7%	1	1.1%	0	.0%	13	14.8%
	Total	39	44.3%	46	52.3%	2	2.3%	1	1.1%	88	100.0%
Gender	Male	17	19.3%	18	20.5%	1	1.1%	1	1.1%	37	42.0%
	Female	22	25.0%	28	31.8%	1	1.1%	0	.0%	51	58.0%
	Total	39	44.3%	46	52.3%	2	2.3%	1	1.1%	88	100.0%
Race	White	2	2.3%	5	5.7%	0	.0%	0	.0%	7	8.0%
	Indian	19	21.6%	22	25.0%	1	1.1%	1	1.1%	43	48.9%
	Black	10	11.4%	9	10.2%	0	.0%	0	.0%	19	21.6%
	Coloured	8	9.1%	10	11.4%	1	1.1%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	39	44.3%	46	52.3%	2	2.3%	1	1.1%	88	100.0%

Of the 48.9% from the Services Desk, 28.4% agreed to B12 and 18.2% strongly agreed. 23.9% of the 45.5% to 5-10 years of employment agreed to B12 and 19.3% strongly agreed. On the other hand, 21.6% of the 42% in the 26-30 year age group agreed and 18.2% strongly agreed to B12. According to gender, the majority of the respondents were females. Of the 58% Female respondents, 31.8% agreed to B12 and 25% strongly agreed. Of the 48.9% Indian respondents 25% agreed to B12 and 21.6% strongly agree.

B13. Talent Management is a line management function

Table 4.12: Frequency distribution of B13 across the biographical variables

		B13									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	6	6.8%	30	34.1%	6	6.8%	1	1.1%	43	48.9%
	Sales desk	7	8.0%	15	17.0%	5	5.7%	0	.0%	27	30.7%
	Retention desk	0	.0%	7	8.0%	2	2.3%	0	.0%	9	10.2%
	Other	1	1.1%	5	5.7%	2	2.3%	1	1.1%	9	10.2%
	Total	14	15.9%	57	64.8%	15	17.0%	2	2.3%	88	100.0%
Years of employment at Nedbank	0-2 years	4	4.5%	14	15.9%	2	2.3%	0	.0%	20	22.7%
	2-5 years	3	3.4%	12	13.6%	2	2.3%	0	.0%	17	19.3%
	5-10 years	5	5.7%	24	27.3%	9	10.2%	2	2.3%	40	45.5%
	More than 10 years	2	2.3%	7	8.0%	2	2.3%	0	.0%	11	12.5%
	Total	14	15.9%	57	64.8%	15	17.0%	2	2.3%	88	100.0%
Age	18-25 years	4	4.5%	14	15.9%	0	.0%	0	.0%	18	20.5%
	26-30 years	3	3.4%	22	25.0%	10	11.4%	2	2.3%	37	42.0%
	31-40 years	4	4.5%	12	13.6%	4	4.5%	0	.0%	20	22.7%
	40 +	3	3.4%	9	10.2%	1	1.1%	0	.0%	13	14.8%
	Total	14	15.9%	57	64.8%	15	17.0%	2	2.3%	88	100.0%
Gender	Male	10	11.4%	18	20.5%	8	9.1%	1	1.1%	37	42.0%
	Female	4	4.5%	39	44.3%	7	8.0%	1	1.1%	51	58.0%
	Total	14	15.9%	57	64.8%	15	17.0%	2	2.3%	88	100.0%
Race	White	0	.0%	5	5.7%	2	2.3%	0	.0%	7	8.0%
	Indian	6	6.8%	30	34.1%	6	6.8%	1	1.1%	43	48.9%
	Black	5	5.7%	11	12.5%	2	2.3%	1	1.1%	19	21.6%
	Coloured	3	3.4%	11	12.5%	5	5.7%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	14	15.9%	57	64.8%	15	17.0%	2	2.3%	88	100.0%

B13 - Talent Management is a line management function
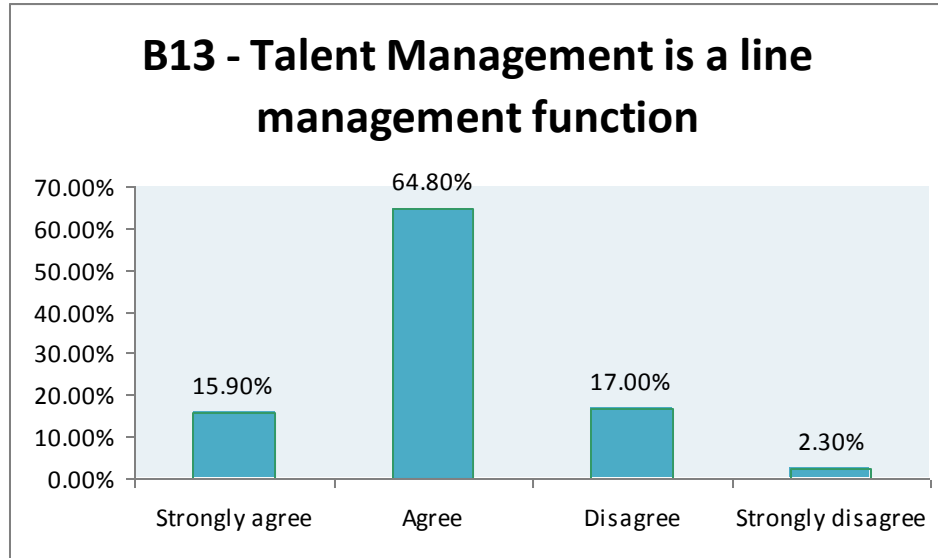
34.1% of the 48.9% from the Services Desk agreed to B13. 27.3% of the 45.5% to 5-10 years of employment, agreed to B13. 25%of the 42% in the 26-30 year age group agreed and 11.4% disagreed to B13. 44.3% of the 58% female respondents agreed to B13. 34.1% of the 48.9% Indian respondents agreed to B13.

According to B11, B12 and B13, it is evident that most responses support the notion that talent management is a fundamental practice in the organization. Most respondents agree that Training initiatives at the NCC are aligned to talent management. This makes the organization more viable to be a key player in the aggressive environment. 64.8% agree that Talent Management is a line management function.

This means that NCC has carefully laid down groundwork for talent management practice as a form of increasing organizational performance while reducing the staff turnover. In addition, most staff is able to recognize the concept of talent management and the practices that are tied to the practice.

B14. Talent Management is an HR function
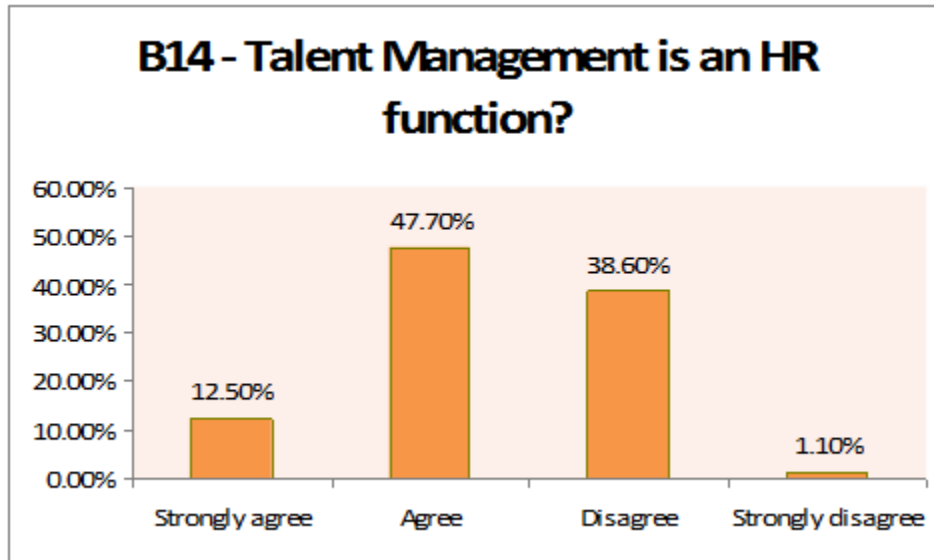
According to the graph, 47.70% talent management is presented as an HR function while 38.60% disagree with the notion.

Table 4.13: Frequency distribution of B14 across the biographical variables

B14. Talent Management is an HR function

		B14									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	3	3.4%	22	25.0%	17	19.3%	1	1.1%	43	48.9%
	Sales desk	6	6.8%	12	13.6%	9	10.2%	0	.0%	27	30.7%
	Retention desk	1	1.1%	3	3.4%	5	5.7%	0	.0%	9	10.2%
	Other	1	1.1%	5	5.7%	3	3.4%	0	.0%	9	10.2%
	Total	11	12.5%	42	47.7%	34	38.6%	1	1.1%	88	100.0%
Years of employment at Nedbank	0-2 years	5	5.7%	9	10.2%	6	6.8%	0	.0%	20	22.7%
	2-5 years	2	2.3%	10	11.4%	5	5.7%	0	.0%	17	19.3%
	5-10 years	4	4.5%	18	20.5%	17	19.3%	1	1.1%	40	45.5%
	More than 10 years	0	.0%	5	5.7%	6	6.8%	0	.0%	11	12.5%
	Total	11	12.5%	42	47.7%	34	38.6%	1	1.1%	88	100.0%
Age	18-25 years	5	5.7%	11	12.5%	2	2.3%	0	.0%	18	20.5%
	26-30 years	2	2.3%	18	20.5%	16	18.2%	1	1.1%	37	42.0%
	31-40 years	3	3.4%	9	10.2%	8	9.1%	0	.0%	20	22.7%
	40 +	1	1.1%	4	4.5%	8	9.1%	0	.0%	13	14.8%
	Total	11	12.5%	42	47.7%	34	38.6%	1	1.1%	88	100.0%
Gender	Male	8	9.1%	20	22.7%	8	9.1%	1	1.1%	37	42.0%
	Female	3	3.4%	22	25.0%	26	29.5%	0	.0%	51	58.0%
	Total	11	12.5%	42	47.7%	34	38.6%	1	1.1%	88	100.0%
Race	White	0	.0%	5	5.7%	2	2.3%	0	.0%	7	8.0%
	Indian	2	2.3%	24	27.3%	16	18.2%	1	1.1%	43	48.9%
	Black	6	6.8%	6	6.8%	7	8.0%	0	.0%	19	21.6%
	Coloured	3	3.4%	7	8.0%	9	10.2%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	11	12.5%	42	47.7%	34	38.6%	1	1.1%	88	100.0%

25% of the 48.9% from the Services Desk agreed to B14 while 19.3% disagreed. 3.4% strongly supported B14 while 1.1% strongly disagreed. 20.5% of the 45.5% with 5-10 years of employment, agreed to B14 and 19.3% disagreed. 20.5% of the 42% in the 26-30 year age group agreed and 18.2% disagree to B14. 25% of the 58% Female respondents, agreed to B14 and 29.5% disagreed. 27.3% of the 48.9% Indian respondents agreed to B14 and 18.2% disagreed.

B15. Remuneration and reward should be used to retain talented employees

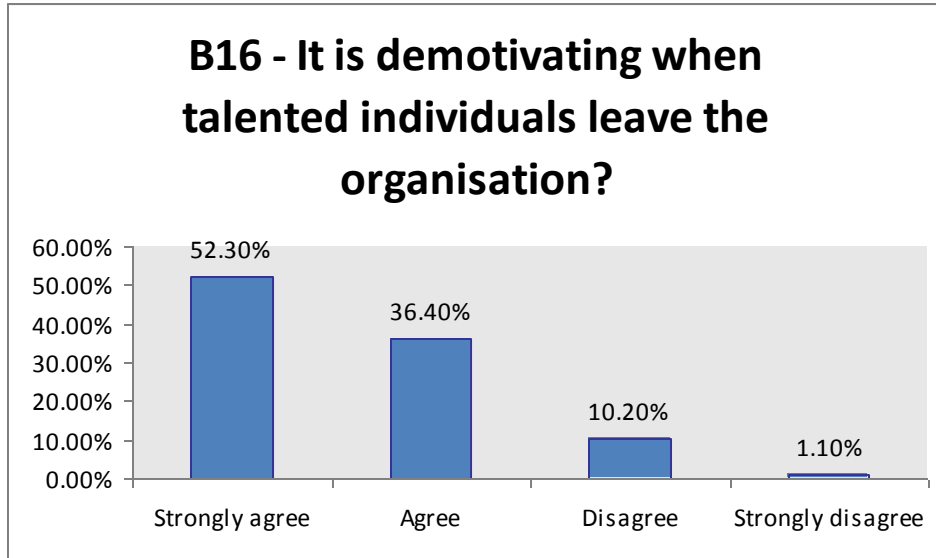**Table 4.14: Frequency distribution of B15 across the biographical variables**

		B15									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	21	23.9%	21	23.9%	1	1.1%	0	.0%	43	48.9%
	Sales desk	19	21.6%	7	8.0%	1	1.1%	0	.0%	27	30.7%
	Retention desk	4	4.5%	5	5.7%	0	.0%	0	.0%	9	10.2%
	Other	6	6.8%	3	3.4%	0	.0%	0	.0%	9	10.2%
	Total	50	56.8%	36	40.9%	2	2.3%	0	.0%	88	100.0%
Years of employment at Nedbank	0-2 years	10	11.4%	10	11.4%	0	.0%	0	.0%	20	22.7%
	2-5 years	12	13.6%	4	4.5%	1	1.1%	0	.0%	17	19.3%
	5-10 years	22	25.0%	17	19.3%	1	1.1%	0	.0%	40	45.5%
	More than 10 years	6	6.8%	5	5.7%	0	.0%	0	.0%	11	12.5%
	Total	50	56.8%	36	40.9%	2	2.3%	0	.0%	88	100.0%
Age	18-25 years	9	10.2%	9	10.2%	0	.0%	0	.0%	18	20.5%
	26-30 years	21	23.9%	15	17.0%	1	1.1%	0	.0%	37	42.0%
	31-40 years	13	14.8%	7	8.0%	0	.0%	0	.0%	20	22.7%
	40 +	7	8.0%	5	5.7%	1	1.1%	0	.0%	13	14.8%
	Total	50	56.8%	36	40.9%	2	2.3%	0	.0%	88	100.0%
Gender	Male	24	27.3%	13	14.8%	0	.0%	0	.0%	37	42.0%
	Female	26	29.5%	23	26.1%	2	2.3%	0	.0%	51	58.0%
	Total	50	56.8%	36	40.9%	2	2.3%	0	.0%	88	100.0%
Race	White	3	3.4%	4	4.5%	0	.0%	0	.0%	7	8.0%
	Indian	23	26.1%	18	20.5%	2	2.3%	0	.0%	43	48.9%
	Black	11	12.5%	8	9.1%	0	.0%	0	.0%	19	21.6%
	Coloured	13	14.8%	6	6.8%	0	.0%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	50	56.8%	36	40.9%	2	2.3%	0	.0%	88	100.0%

23.9% of the 48.9% from the Services Desk agreed to B15 and 23.9% strongly agreed. 19.3% of the 45.5% to 5-10 years of employment agreed to B15 and 25% strongly agreed. 17% of the 42% in the 26-30 year age group agreed and 23.9% strongly agreed to B15. 26.1% of the 58% Female respondents agreed to B15 and 29.5% strongly agreed. 20.5% of the 48.9% Indian respondents agreed to B15 and 26.1% strongly agreed.

B16. It is demotivating to staff when talented individuals leave the organisation

Table 4.15: Frequency distribution of B16 across the biographical variables

| | | B16 | | | | | | | | | |
| | | Strongly agree | | Agree | | Disagree | | Strongly disagree | | Total | |
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	25	28.4%	14	15.9%	3	3.4%	1	1.1%	43	48.9%
	Sales desk	13	14.8%	10	11.4%	4	4.5%	0	.0%	27	30.7%
	Retention desk	4	4.5%	4	4.5%	1	1.1%	0	.0%	9	10.2%
	Other	4	4.5%	4	4.5%	1	1.1%	0	.0%	9	10.2%
	Total	46	52.3%	32	36.4%	9	10.2%	1	1.1%	88	100.0%
Years of employment at Nedbank	0-2 years	5	5.7%	9	10.2%	5	5.7%	1	1.1%	20	22.7%
	2-5 years	9	10.2%	6	6.8%	2	2.3%	0	.0%	17	19.3%
	5-10 years	25	28.4%	13	14.8%	2	2.3%	0	.0%	40	45.5%
	More than 10 years	7	8.0%	4	4.5%	0	.0%	0	.0%	11	12.5%
	Total	46	52.3%	32	36.4%	9	10.2%	1	1.1%	88	100.0%
Age	18-25 years	6	6.8%	7	8.0%	5	5.7%	0	.0%	18	20.5%
	26-30 years	19	21.6%	15	17.0%	2	2.3%	1	1.1%	37	42.0%
	31-40 years	13	14.8%	6	6.8%	1	1.1%	0	.0%	20	22.7%
	40 +	8	9.1%	4	4.5%	1	1.1%	0	.0%	13	14.8%
	Total	46	52.3%	32	36.4%	9	10.2%	1	1.1%	88	100.0%
Gender	Male	19	21.6%	13	14.8%	4	4.5%	1	1.1%	37	42.0%
	Female	27	30.7%	19	21.6%	5	5.7%	0	.0%	51	58.0%
	Total	46	52.3%	32	36.4%	9	10.2%	1	1.1%	88	100.0%
Race	White	3	3.4%	3	3.4%	1	1.1%	0	.0%	7	8.0%
	Indian	25	28.4%	14	15.9%	4	4.5%	0	.0%	43	48.9%
	Black	10	11.4%	5	5.7%	4	4.5%	0	.0%	19	21.6%
	Coloured	8	9.1%	10	11.4%	0	.0%	1	1.1%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	46	52.3%	32	36.4%	9	10.2%	1	1.1%	88	100.0%

B16 - It is demotivating when talented individuals leave the organisation?

15.9% of the 48.9% from the Services Desk, agreed to B16 and 28.4% strongly agreed. 14.8% out of the 45.5% to 5-10 years of employment agreed to B16 and 28.4% strongly agreed. 17% of the 42% in the 26-30 year age group, agreed and 21.6% strongly agreed to B16. 21.6% of the 58% Female respondents, agreed to B16 and 30.7% strongly agree. 15.9% of the 48.9% Indian respondents agreed to B16 and 28.4% strongly agree

B17. My work makes sufficient demands on all my skills and capabilities

Table 4.16: Frequency distribution of B17 across the biographical variables

		B17									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	10	11.4%	24	27.3%	8	9.1%	1	1.1%	43	48.9%
	Sales desk	4	4.5%	17	19.3%	4	4.5%	2	2.3%	27	30.7%
	Retention desk	0	.0%	7	8.0%	1	1.1%	1	1.1%	9	10.2%
	Other	3	3.4%	4	4.5%	1	1.1%	1	1.1%	9	10.2%
	Total	17	19.3%	52	59.1%	14	15.9%	5	5.7%	88	100.0%
Years of employment at Nedbank	0-2 years	6	6.8%	11	12.5%	1	1.1%	2	2.3%	20	22.7%
	2-5 years	4	4.5%	11	12.5%	2	2.3%	0	.0%	17	19.3%
	5-10 years	6	6.8%	20	22.7%	11	12.5%	3	3.4%	40	45.5%
	More than 10 years	1	1.1%	10	11.4%	0	.0%	0	.0%	11	12.5%
	Total	17	19.3%	52	59.1%	14	15.9%	5	5.7%	88	100.0%
Age	18-25 years	5	5.7%	12	13.6%	1	1.1%	0	.0%	18	20.5%
	26-30 years	4	4.5%	18	20.5%	10	11.4%	5	5.7%	37	42.0%
	31-40 years	4	4.5%	13	14.8%	3	3.4%	0	.0%	20	22.7%
	40 +	4	4.5%	9	10.2%	0	.0%	0	.0%	13	14.8%
	Total	17	19.3%	52	59.1%	14	15.9%	5	5.7%	88	100.0%
Gender	Male	10	11.4%	16	18.2%	8	9.1%	3	3.4%	37	42.0%
	Female	7	8.0%	36	40.9%	6	6.8%	2	2.3%	51	58.0%
	Total	17	19.3%	52	59.1%	14	15.9%	5	5.7%	88	100.0%
Race	White	1	1.1%	4	4.5%	2	2.3%	0	.0%	7	8.0%
	Indian	5	5.7%	28	31.8%	7	8.0%	3	3.4%	43	48.9%
	Black	6	6.8%	11	12.5%	1	1.1%	1	1.1%	19	21.6%
	Coloured	5	5.7%	9	10.2%	4	4.5%	1	1.1%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	17	19.3%	52	59.1%	14	15.9%	5	5.7%	88	100.0%

27.3% of the 48.9% from the Services Desk agreed to B17 and 11.4% strongly agreed. 22.7% of the 45.5% to 5-10 years of employment agreed to B17 and 12.5% disagree. 20.5% of the 42% in the 26-30 year age group, agreed and 11.4% disagree to B17. 40.9% of the 58% Female respondents, agreed to B17. 31.8% of the 48.9% Indian respondents agreed to B17.

According to the majority respondents in NCC, talent management practice is an HR function as opposed to the perception of a large number. However, it is evident that for a talent management framework to thrive, there are other departments involved apart from HR.

However, HR plays a major role in facilitating the process of implementing the framework. The majority of respondents also agreed that remuneration and reward should be used to retain talented employees. This is a form of motivation to the employees for the service rendered to the organization. It is a form of intrinsic motivation that demonstrates the organization's recognition to the employees. According to B16, 52.3% of respondents agreed that it is de-motivating when talented individuals leave the organization. This creates fear and uncertainty to other individuals in terms of the working environment. Because of this, most employees have begun to prepare themselves for such situations since with high staff turnover comes greater workload for them.

According to results from B17, the majority of respondents agree that their work makes sufficient demands on all my skills and capabilities. However there are some who feel that their skills are not adequately used by the organization. In this form of a scenario, it is significant to understand that some employees do not display most of their capabilities in the work environment unless the organization creates a framework for exploring these abilities. Therefore, in a case where the employee leaves without application of a structure to retain them, it is a loss of intellectual and manual skills to the organization.

B18. Nedbank has a talent pool of individuals to choose from should an individual leave
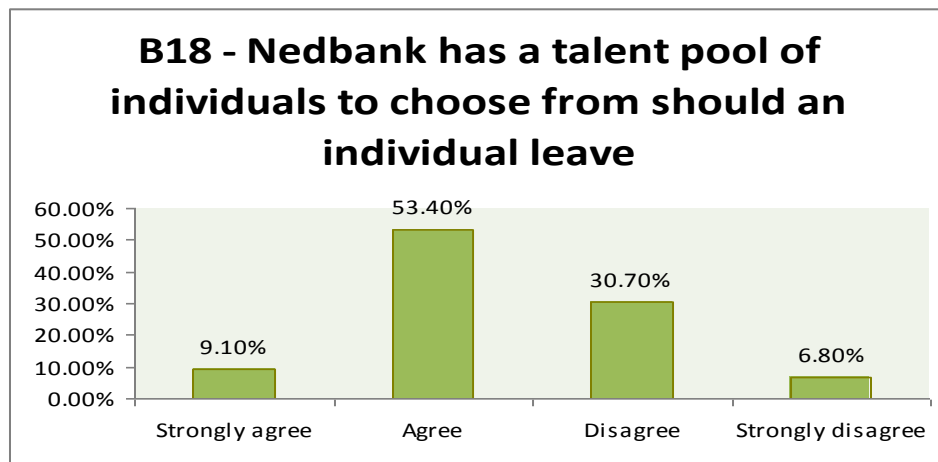
Table 4.17: Frequency distribution of B18 across the biographical variables

B18. Nedbank has a talent pool of individuals to choose from should an individual leave

		B18									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	4	4.5%	19	21.6%	16	18.2%	4	4.5%	43	48.9%
	Sales desk	2	2.3%	19	21.6%	6	6.8%	0	.0%	27	30.7%
	Retention desk	1	1.1%	4	4.5%	4	4.5%	0	.0%	9	10.2%
	Other	1	1.1%	5	5.7%	1	1.1%	2	2.3%	9	10.2%
	Total	8	9.1%	47	53.4%	27	30.7%	6	6.8%	88	100.0%
Years of employment at Nedbank	0-2 years	3	3.4%	16	18.2%	1	1.1%	0	.0%	20	22.7%
	2-5 years	4	4.5%	7	8.0%	5	5.7%	1	1.1%	17	19.3%
	5-10 years	0	.0%	20	22.7%	16	18.2%	4	4.5%	40	45.5%
	More than 10 years	1	1.1%	4	4.5%	5	5.7%	1	1.1%	11	12.5%
	Total	8	9.1%	47	53.4%	27	30.7%	6	6.8%	88	100.0%
Age	18-25 years	2	2.3%	11	12.5%	5	5.7%	0	.0%	18	20.5%
	26-30 years	4	4.5%	21	23.9%	8	9.1%	4	4.5%	37	42.0%
	31-40 years	0	.0%	10	11.4%	9	10.2%	1	1.1%	20	22.7%
	40 +	2	2.3%	5	5.7%	5	5.7%	1	1.1%	13	14.8%
	Total	8	9.1%	47	53.4%	27	30.7%	6	6.8%	88	100.0%
Gender	Male	6	6.8%	19	21.6%	9	10.2%	3	3.4%	37	42.0%
	Female	2	2.3%	28	31.8%	18	20.5%	3	3.4%	51	58.0%
	Total	8	9.1%	47	53.4%	27	30.7%	6	6.8%	88	100.0%
Race	White	1	1.1%	2	2.3%	3	3.4%	1	1.1%	7	8.0%
	Indian	5	5.7%	22	25.0%	14	15.9%	2	2.3%	43	48.9%
	Black	1	1.1%	13	14.8%	4	4.5%	1	1.1%	19	21.6%
	Coloured	1	1.1%	10	11.4%	6	6.8%	2	2.3%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	8	9.1%	47	53.4%	27	30.7%	6	6.8%	88	100.0%

21.6% of the 48.9% from the Services Desk agreed to B18 and 18.2% disagreed. 22.7% of the 45.5% to 5-10 years of employment agreed to B18 and 18.2% disagreed. 23.9% of the 42% in the 26-30 year age group agreed and 9.1% disagree. 31.8% of the 58% Female respondents agreed to B18 and 20.5% disagreed. 25% of the 48.9% Indian respondents agreed to B18 and 15.9% disagreed.

B19. Talent management is a key driver to a high performance culture

Table 4.18: Frequency distribution of B19 across the biographical variables

|		B19									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	16	18.2%	23	26.1%	4	4.5%	0	.0%	43	48.9%
	Sales desk	12	13.6%	13	14.8%	2	2.3%	0	.0%	27	30.7%
	Retention desk	2	2.3%	6	6.8%	1	1.1%	0	.0%	9	10.2%
	Other	4	4.5%	5	5.7%	0	.0%	0	.0%	9	10.2%
	Total	34	38.6%	47	53.4%	7	8.0%	0	.0%	88	100.0%
Years of employment at Nedbank	0-2 years	10	11.4%	9	10.2%	1	1.1%	0	.0%	20	22.7%
	2-5 years	8	9.1%	9	10.2%	0	.0%	0	.0%	17	19.3%
	5-10 years	13	14.8%	22	25.0%	5	5.7%	0	.0%	40	45.5%
	More than 10 years	3	3.4%	7	8.0%	1	1.1%	0	.0%	11	12.5%
	Total	34	38.6%	47	53.4%	7	8.0%	0	.0%	88	100.0%
Age	18-25 years	8	9.1%	8	9.1%	2	2.3%	0	.0%	18	20.5%
	26-30 years	16	18.2%	19	21.6%	2	2.3%	0	.0%	37	42.0%
	31-40 years	4	4.5%	14	15.9%	2	2.3%	0	.0%	20	22.7%
	40 +	6	6.8%	6	6.8%	1	1.1%	0	.0%	13	14.8%
	Total	34	38.6%	47	53.4%	7	8.0%	0	.0%	88	100.0%
Gender	Male	17	19.3%	17	19.3%	3	3.4%	0	.0%	37	42.0%
	Female	17	19.3%	30	34.1%	4	4.5%	0	.0%	51	58.0%
	Total	34	38.6%	47	53.4%	7	8.0%	0	.0%	88	100.0%
Race	White	2	2.3%	4	4.5%	1	1.1%	0	.0%	7	8.0%
	Indian	14	15.9%	26	29.5%	3	3.4%	0	.0%	43	48.9%
	Black	11	12.5%	7	8.0%	1	1.1%	0	.0%	19	21.6%
	Coloured	7	8.0%	10	11.4%	2	2.3%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	34	38.6%	47	53.4%	7	8.0%	0	.0%	88	100.0%

26.1% of the 48.9% from the Services Desk agreed to B19 and 18.2% strongly agreed. 25% of the 45.5% to 5-10 years of employment, agreed to B19 and 14.8% strongly agreed. 21.6% of the 42% in the 26-30 year age group, agreed and 18.2% strongly agreed to B19. 34.1% of the 58% Female respondents, agreed to B19 and 19.3% strongly agreed. 29.5% of the 48.9% Indian respondents agreed to B19 and 15.9% strongly agreed.

B20. Talent management creates a competitive advantage in the banking industry

Table 4.19: Frequency distribution of B20 across the biographical variables

		B20									
		Strongly agree		Agree		Disagree		Strongly disagree		Total	
		n	%	n	%	n	%	n	%	n	%
Which desk at NCC you work for?	Services desk	18	20.5%	21	23.9%	4	4.5%	0	.0%	43	48.9%
	Sales desk	13	14.8%	12	13.6%	2	2.3%	0	.0%	27	30.7%
	Retention desk	3	3.4%	5	5.7%	1	1.1%	0	.0%	9	10.2%
	Other	4	4.5%	4	4.5%	1	1.1%	0	.0%	9	10.2%
	Total	38	43.2%	42	47.7%	8	9.1%	0	.0%	88	100.0%
Years of employment at Nedbank	0-2 years	12	13.6%	7	8.0%	1	1.1%	0	.0%	20	22.7%
	2-5 years	7	8.0%	8	9.1%	2	2.3%	0	.0%	17	19.3%
	5-10 years	15	17.0%	21	23.9%	4	4.5%	0	.0%	40	45.5%
	More than 10 years	4	4.5%	6	6.8%	1	1.1%	0	.0%	11	12.5%
	Total	38	43.2%	42	47.7%	8	9.1%	0	.0%	88	100.0%
Age	18-25 years	10	11.4%	7	8.0%	1	1.1%	0	.0%	18	20.5%
	26-30 years	16	18.2%	19	21.6%	2	2.3%	0	.0%	37	42.0%
	31-40 years	7	8.0%	10	11.4%	3	3.4%	0	.0%	20	22.7%
	40 +	5	5.7%	6	6.8%	2	2.3%	0	.0%	13	14.8%
	Total	38	43.2%	42	47.7%	8	9.1%	0	.0%	88	100.0%
Gender	Male	20	22.7%	15	17.0%	2	2.3%	0	.0%	37	42.0%
	Female	18	20.5%	27	30.7%	6	6.8%	0	.0%	51	58.0%
	Total	38	43.2%	42	47.7%	8	9.1%	0	.0%	88	100.0%
Race	White	0	.0%	4	4.5%	3	3.4%	0	.0%	7	8.0%
	Indian	19	21.6%	21	23.9%	3	3.4%	0	.0%	43	48.9%
	Black	12	13.6%	7	8.0%	0	.0%	0	.0%	19	21.6%
	Coloured	7	8.0%	10	11.4%	2	2.3%	0	.0%	19	21.6%
	Other	0	.0%	0	.0%	0	.0%	0	.0%	0	.0%
	Total	38	43.2%	42	47.7%	8	9.1%	0	.0%	88	100.0%

23.9% of the 48.9% from the Services Desk agreed to B20 and 20.5% strongly agreed. 23.9% of the 45.5% to 5-10 years of employment, agreed to B20 and 17% strongly agreed. 21.6% of the 42% in the 26-30 year age group, agreed and 18.2% strongly agreed to B20. 30.7% of the 58% Female respondents, agreed to B20 and 20.5% strongly agreed. 23.9% of the 48.9% Indian respondents agreed to B20 and 21.6% strongly agreed.

B20 - Talent Management creates a competitive advantage in the banking industry
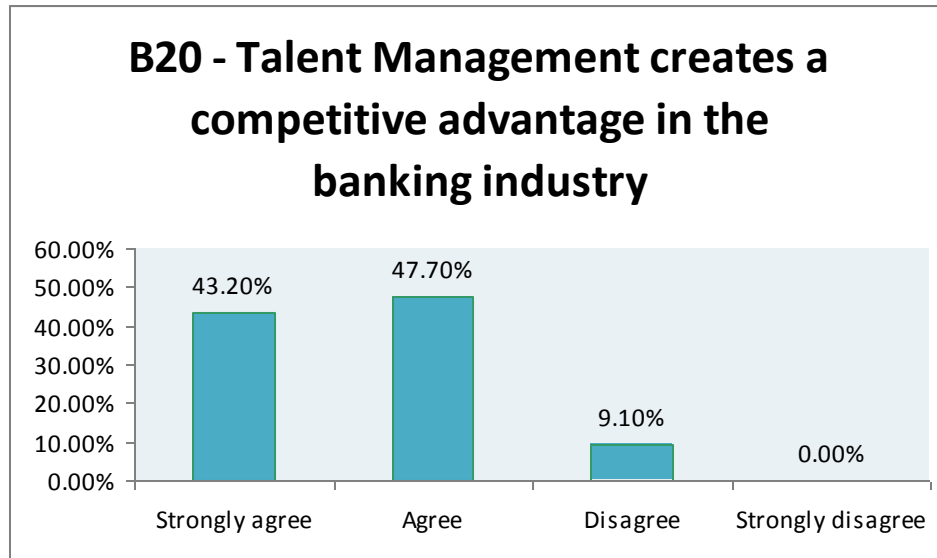
According to the majority of respondents, Nedbank has a talent pool of individuals to choose from should an individual leave. However, some other respondents disagree. In this case, it is important to realize that the aim of an organization participating in talent management practice should be to retain its employees. This includes exhaustion of all methods to ensure that these individuals do not leave. This includes creating a culture that overseas absolute integration of all individual skills into the framework. This concept aligns with respondents to B19. On the other hand, 43.20% strongly agree that through the creation of a dynamic talent management framework, there can be a competitive advantage for an organization.

4.3 Summary

This chapter, the purpose of which was to analyse and interpret the data obtained from the research questionnaire, serves as the backbone of the empirical study. From the findings it is evident that the information obtained from the literature review could be applied. Although the concept of talent management is fairly understood and the majority perceptions indicate positive responses, there is also evidence that there is room for improvement.

Chapter five, the final chapter which concludes this research project consists of recommendations on how the NCC can embed the concept and implementation of talent management.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Findings from literature review

Managing talent has proven to be a challenge to many organisations as highlighted by Anand (2010.p.26) and Erickson (2008) (refer 2.3). Amongst the challenges are grooming the talent pool, maintaining a high level engagement throughout an employee's tenure, retention of the talent pool as well as developing a robust leadership pipeline to select future leaders. The literature review identified that various organisations that do not realise the need for creating talent management frameworks, lead to increased staff turnover, financial losses and employee/client dissatisfaction.

Extensive literature review suggests that establishing a talent management framework in an organization can assist to (refer to 2.2, Gandz, 2006):

- Recruit talent
- Build talent
- Manage performance,
- Assist in development planning
- Retain talent

Furthermore recognising talent in an organisation serves as a platform for competition. A competitive advantage is achieved through proper recruitment, identification, application and retention of employee talents, which present in the form of commitments, abilities and skills. The main purpose for the human resource management in talent management is to ensure that the organisation is able to apply its resources to identify and retain the best talent.

Succession planning is also linked to the talent management process as it is one of the initiatives that prepare for the future of the organization. Having the right people in the right positions and creating continuity is one of the organisations strongest competitive advantages.

Smith (2012) highlights the point that organisations should always have a database of qualified, relevant candidates available for future hiring purposes so that employers are never without employees.

In relevance to talent management, the 2003 restructuring led to identification of decreasing talents, with employees leaving to join the NCC competitors. Therefore, the bank needs to implement a talent management framework which involves identifying the perceptions and knowledge of employees on talent management. The identified importance of talent management in any organisation, include reducing staff turnover, increasing employee responsiveness, reinforcing the confidence on the organisation. It is significant to ascertain the role of employee commitment in the process of talent management.

Employee commitment helps to identify the different perceptions employees have towards the organisation, and their willingness to leave or stay. As such, it is important to identify the factors and reasons that make employees leave or choose to stay. Through identification of these attitudes, it is possible to evaluate the effectiveness of the existing processes of talent management in the organisation. The processes implemented by the organisation also play a role in employee retention. These include the reward processes and methods through which employees are appreciated (Lockwood 2006, p.2). Through identification of the employee perceptions on this issue, it may be possible to employ a strategic plan which oversees implementation of a talent management framework.

Therefore, despite any problems experienced by the bank in terms of profit margins at the end of financial years, investment in talent management can assist in improving the competitive advantage and the overall performance of the organisation. In order for employees to assist the organization to attain its objectives, they must be satisfied. Hence, the talent management framework must contain different methods of satisfying the organisation's talent.

5.2 Findings from research

According to the research performed in NCC on the talent management practices, there was a demonstration of a clear understanding on the concept of talent management among the

participants. Furthermore, the participants also agreed to observe talent management practices in the organisation. Not only was the concept of talent management clear to them, but they agreed that it is critical for the organisation's success. Knowledge about talent management reflected by the respondents' highlights that the majority of the NCC service desk employees realises the aspect of both talent and motivation. A larger part of participants agree that the organisation has in the recent years consistently practiced talent management in NCC. Various participants do not make a strong conclusion according to their opinions on whether the organisation has a solid framework for the talent management and its effectiveness. A 44.2% response of individuals that want to leave the employ of NCC would suggest including almost 24% of respondents who feel the talent management practices are ineffective. Because of this, NCC possesses a greater task of ensuring that the majority of the employees in the firm realises their abilities and skills. The deficiency observed may include lack of activities that can direct the employees to the concept of talent management.

However, they outline that NCC develops strong career plans for its employees as a form of talent management through the individual development plans. Most respondents agree that training initiatives at the NCC are aligned to talent management. This means that NCC has carefully laid down the groundwork for talent management practice as a form of increasing organizational performance while reducing the staff turnover. The majority of respondents also agreed that remuneration and reward should be used to retain talented employees. This is a form of motivation to the employees for the service rendered to the organization. It is important to realize that the aim of an organization participating in talent management practice should be to retain and improve its employees.

5.3 Recommendations

To reflect the findings of this study in facilitating a better and more dynamic talent management framework in NCC the following recommendations should be taken into consideration. Different elements help to satisfy the functioning of a strong framework.

The results have indicated that the majority of the employees at NCC recognize the concept of talent management. In addition, they deem it practical and useful for the accomplishment of at a competitive edge by an organization. Because of this, there should steps that should be followed by the Contact Centre.

- **Incorporate drivers in the talent management framework**

The talent management framework of NCC is run mostly by the HR department. However, in order to ensure that the best talent is recognized, there must be incorporation of drivers. These are senior leaders who specialize primarily on identifying individuals and their abilities in the organization (Goldsmith & Carter 2009). They principally focus on talent development and retention. However, before they undertake the process of talent development, they create their individual research to ensure that they identify the best capabilities out of different individuals. Talent management is a continuous process. Therefore, having drivers who deal with the element of talent in an organization enables the continuous identification of better skills and abilities that are useful to the organizational innovation capabilities. These drivers should possess shared values that make certain that the organization's identified talent is crucial. The talent management drivers also include tools such as leadership and organisational enablers.

- **Promote input by employees in the organization**

Input into the organization comprises of the physical and intellectual contribution made by the employees. In a talent management framework, the NCC should ensure that there is promotion of participation in all activities by the employees. This may involve teamwork and team challenges created to evaluate the performance of groups against others. In addition, NCC can ensure that there is involvement of the employees in decision making exercises that concern them. Some decision making processes can help to identify different individuals with the best reflective and decision-making skills (Pulakos 2009, p. 5).

Through identification of these individuals, the organization should evaluate their performance in the organization to assess their level of leadership skills. It is however, significant to realize that different individuals have different inputs for the organization. Most of the input may prove to be practical, but this can only happen if the drivers assess the level of their relevance to the organization.

Moreover, participation allows the organization to understand strengths, career and personal interests, areas for improvement and executive talents contained in most of the employees. In order to avoid staff turnover, there should be continuous exploitation of these areas to ensure that all the staff needs are catered for. Even with the exploitation of these areas, the organisations need to incorporate coaching and developmental planning as additional strategies that facilitate motivation. When employees realise that the organisations recognize their efforts to develop their careers, they would take part in the processes leading to profitability of the organisation.

5.4 Creation of a better motivational system for employees at the NCC

As indicated in the results, most employees feel that remuneration and rewards are of great importance in the talent management practice (Lockwood, 2006. p.2) This is categorized as motivation, a very significant practice in an organization. Even through the employees outlined that NCC attempts to provide good rewards, there needs to be an improvement in the existing reward system of the organization. Motivation can be divided into intrinsic and extrinsic motivation. Both forms of motivation are essential to ensure that employees experience appreciation, recognition and satisfaction from their jobs.

Without motivation, the drivers cannot be able to identify the best abilities the employees possess. With motivation, the employees are satisfied with their jobs, a situation that leads to low staff turnover.

5.5 The NCC should build a career management framework

It is noteworthy that, most employees in an organization aim develop their careers. A career management process goes alongside a talent management framework. Some employees at NCC have worked in the organization less than 5 years. These are some of the employees who look to improve their careers. In cases where they do not receive satisfaction from their current work setting, they are likely to move under the employment of the bank's competitors. The problems of development planning, leadership development, talent mobility and succession management are currently linked to failure in career management (Pulakos 2009, p. 5).

Therefore, for a talent management process to thrive in NCC, there should be development of a career management practice or leadership pipeline framework that enables employees in the organization to pursue different interests. Through this, they can develop interest in learning the fundamentals of the organization. This is the basis of a talent management framework.

5.6 The NCC should also involve the management in workforce planning

Since NCC is currently involved itself energetically in the process of talent management, they should also venture into workforce planning that is business-driven. In this form of process, the organization should require different managers of different levels to construct a value model for each hire. With the existence of such a model, the organization can be conscious of its performance and financial returns from the hired individuals in diverse roles. This acts as a form of workforce planning that places different goals in the workforce.

With these goals, the organization can act on a talent management model that considers the capability of the workforce according to the goals placed on them (Goldsmith & Carter 2009).

5.7 Conclusion

The main rationale for recognising talent in the organisation is to act as a base for competition. In order to achieve a competitive advantage, despite implementing other processes in the organisation, there is a need for a talent management system. Talent among the employees helps an organisation to enhance the process of goal realisation. Furthermore, it is easier for employees to innovate better and uncomplicated organisational processes, through the acknowledgement of their capabilities. In regard to this, the organisation must realise that talent management processes need involvement of various organisational departments to function in a synchronized manner. For instance, the human resource management department enables the successful recruitment of the employees. Nevertheless, managers of the various departments in which employees function, can endorse training and propose the reward systems that are best for the employees.

The large number of the various participants demonstrated knowledge in talent management while a diminutive number did not have an understanding of talent management. Through conducting research, there was significant information gathered regarding the process of talent management in NCC. The bank should apply this information in its process of creating a framework.

A principle step that should be applied in the framework is the decreasing number of employees who are not aware of the concept of talent management. This would go a long way in ensuring that all employees are enlightened on the processes the organisation adopts to ensure their satisfaction. Employee satisfaction translates to commitment, engagement and better work output. The output is mainly directed towards making the organisation better. Thus, NCC needs to strengthen its talent management framework while clearly defining employee careers. NCC should adhere to recommendations as a means of creating a better talent management framework, which incorporates all dimensions of talent management.

These include talent management drivers, promotion of employee input, construction of better motivational and career framework for its employees. Furthermore, the organisation should involve the workforce planning in the talent management system to help monitor the performances of the employees.

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