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The Impact of Talent Management Practices on Employee Well-being and Turnover Intention: The Case of CBE

BY

SIMENEH GETANEH KEBEDE

*Addis Ababa University
Addis Ababa, Ethiopia
Jun, 2020*

**THE IMPACT OF TALENT MANAGEMENT
PRACTICES ON EMPLOYEE WELL-BEING
AND TURNOVER INTENTION: THE CASE
OF CBE**

BY

Simeneh Getaneh Kebede

Advisor: - Tilahun Teklu (PhD)

**A Thesis Submitted to College of Business and Economics,
Department of Management of Addis Ababa University in Partial
Fulfilment of the Requirements for the Masters of Business
Administration (MBA) in Management**

Addis Ababa University

Addis Ababa, Ethiopia

Jun, 2020

Addis Ababa University
College of Business and Economics
School of Graduate Studies

This is to certify that the thesis prepared by Simeneh Getaneh Kebede, entitled: “*The Impact of Talent Management Practices on Employee Well-being and Turnover Intention: The case of CBE*” and submitted in partial fulfilment of the requirements for the award of the degree of Master of Business Administration (MBA) in Management, with regulation of the university and the accepted standards with respect to originality and quality.

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Addis Ababa University
Addis Ababa, Ethiopia
Jun, 2020

Declaration

I, Simeneh Getaneh Kebede, announce this research paper entitled “*The Impact of Talent Management Practices on Employee Well-being and Turnover Intention: The Case of CBE*” is my own and I have the courage to say, it is original research work that has not been produced by others in any other institutions or universities for any other requirements in any form. To this end, I acknowledge all sources of information that I used to produce the study appropriately and I would say perfectly.

Simeneh Getaneh Kebede

(Student Researcher)

Letter of Certification

This is to certify that Simeneh Getaneh has carried out his thesis work on the topic entitled “*The Impact of Talent Management Practices on Employee Well-being and Turnover Intention: The Case of CBE*” under my guidance and supervision. Accordingly, I here assure that his work is appropriate and standard enough to be submitted for the award of Master of Business Administration (MBA) in Management.

Tilahun Teklu (PhD)

Acknowledgements

With the completion of this thesis, I would like to humbly express my profound thanks and gratitude to the Lord Almighty, the supreme personality of godhead, for granting me the strength, wisdom and guiding my intellect in the right direction.

My second gratitude goes to my advisor Tilahun Teklu (PhD) for the valuable professional and technical assistance as well as his support and constructive criticism he gave me all through my work, thus making the writing of this research a real success. I am so honored that you agreed to advise me and I am truly grateful for your positive words of encouragement.

Finally, I owe my gratitude to my brother Solomon Getaneh and his wife Rahel Amisew, to all my colleagues especially Mr. Gizachew Animaw, my family and my neighbors who provided their constant assistance and encouragement towards the completion of my study.

Dedication

To my dearly loved wife, Zebenay Assefa whose love, support and patience made this graduate study possible.

To my children, Samrawit Simeneh and Elazar Simeneh from whose I have learned more than one could imagine.

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Abbreviations

ANOVA	–	Analysis of Variance
CBE	–	Commercial Bank of Ethiopia
CIPD	–	Chartered Institute of Personnel and Development
CTR	–	Center for Talent Reporting
DV	–	Dependent Variable
HR	–	Human Resource
HRM	–	Human Resource Management
IV	–	Independent Variable
TA	–	Talent Acquisition
TE	–	Talent Engagement
TDP	–	Talent Deployment
TDV	–	Talent Development
TI	–	Turnover Intention
TM	–	Talent Management
TMS	–	Talent Management Strategy
TR	–	Talent Retention
TRP	–	Talent Review Process
WB	–	Well-being

Abstract

Assessing current employee well-being and turnover intention, and understanding the impact of talent management towards reducing turnover intention and increasing their well-being is important. Giving attention to this point, the purpose of this study was to investigate the impact of talent management on employee well-being and turnover intention in Commercial Bank of Ethiopia. The study has used quantitative research method and has employed survey design to achieve the research objectives. For achieving these objectives, 303 sample respondents were selected through simple random sampling technique. Accordingly, to collect data from sample respondents the researcher has used self-administered closed-ended questionnaire. Out of 303 respondents, workable data was obtained from 276 respondents. The data, then, was analyzed through descriptive and inferential statistics. The research has identified the impact of the overall talent management practice and its seven components (talent management strategy, talent review process, talent acquisition, talent engagement, talent development, talent deployment and talent retention) on employee well-being and turnover intention. The inferential analysis result showed that there is a significant negative relationship between overall talent management practices and employee well-being, whereas, there is a significant positive relationship between overall talent management practices and employee turnover intention in Commercial Bank of Ethiopia. Moreover, the overall talent management practice is a predictor of employee well-being and turnover intention in the organization. And also, all components of talent management practice, except talent deployment, have significant impact on employee well-being and all components of talent management practice are not the predictors of employee turnover intention in Commercial Bank of Ethiopia. Finally, there is no significant relationship between employee well-being and turnover intention in the organization. On the basis of the research findings, appropriate conclusions and recommendations along with implications for further studies were forwarded.

Key Terms: Talent, Talent Management, Talent Management Strategy, Talent Review Process, Talent Acquisition, Talent Engagement, Talent Development, Talent Deployment, Talent Retention, Turnover, Turnover Intention, Well-being

Chapter One

1. Introduction

This chapter introduces and provides a brief background information about the topic and the organizations under consideration in this study. It also presents the statement of the problem; the research questions; objectives of the study; significances of the study; delimitations and limitations of the study, definition of key terms and organization of the study.

1.1. Background of the Study

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing challenges of employee retention and making them well. For decades organizations have faced various challenges and undergone numerous battles to survive, achieve competitive advantage and sustain it. These challenges occur on different levels and grounds; whether on business lines, technology and innovation, people management, and new trends in society and markets. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Employees of any organization are the most central part so that they need to be influenced and persuaded towards tasks fulfillment. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing their performance. Very few organizations believe that the human capital of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, an organization cannot progress or achieve success (Armstrong, 2012).

Since human resources are one of the major valuable capitals of organizations, they often have to compete among themselves for these resources for the fact that human capital can enable them to advance and gain bigger market values and shares. In a number of markets, the availability of talented employees is decreasing, as the need is emphasized not for obtaining any kind of employees whom can work, but on bringing in resources that can add value to the company with the skills, capabilities and the progression potential that they possess.

Due to the challenge in having talented employees available as a consequence of their demand in global labor markets, organizations have started to develop human resources to be at the right level of knowledge and capabilities that they need. With internal and external acquired resources aligned for these strategic developments and investments, organizations have started thinking and acting differently in protecting these resources from burnout and leaving. As a result a set of practices have evolved to address these challenges and needs, labeled in the Talent Management Practices concept, which is the focus and subject of this study.

Talent management is recognizing employees' personal skills, abilities and offering him/her a suitable job which is far from danger. Its primary responsibility is to employ the right talent at the right place. It is a systematic and well-organized practices of attracting, identifying, developing, engaging, deploying and retaining of those who are of particular value to the organization, either in view of their 'high potential' for the future or because they are fulfilling business/operational-critical roles. Thus talent management is important for both the organization and employees as it helps to increase productivity of the organization and develop the personal skill of employees as well.

According to Narayanan (2016), talent management practices in organizations are not only about attracting the best people from the industry but it is a continuous process that involves sourcing, hiring, developing, retaining and promoting them while meeting the organization requirements simultaneously. Therefore, it can be said that talent management practice is a full-blown process that not only controls the entry of an employee but also his or her well-being and exit. Talent is accredited to those individuals that have the potential to make a positive impact on organizational performance either through their immediate contribution or in the longer term by demonstrating the highest levels of potential. Talent, in the context of the workplace, provides a distinction between those individuals that have the potential to make a difference, and the rest of the workforce. Those identified as talented are usually linked with leadership and managerial, technical or specialist positions. Thus, talent also serves to refer to those limited number of people who possess the highest quality of managerial and leadership skills who take the organization to the next level.

Recent studies by Alkahtani (2015) and Zhang (2016), that examined factors influencing turnover intention, indicated several traditional HR management practices and their outcomes

such as job satisfaction, organizational commitment, organizational engagement, employee training and development, performance management, employee compensation and promotion opportunity, organizational support, organizational climate and quality of work life. Then, if these factors in organizations are well functioning, the organization would be able to create a climate that encourages employees to remain there, thus boosting the organizations' competitiveness. According to Strydom, et al. (2014) study, apart from individual HR management practices, employee retention programs require an overall, comprehensive and carefully considered process, if they are to be effective. Thus, taking the factors into consideration, an integrated approach to TM offers a pathway toward sustaining outstanding business results and TM in its comprehensive effort can reduce turnover and employee TI in significant way since TM is a necessary factor by means of which the employees become valued and involved in the affairs of the organization (Garg and Rani, 2014; and Esmaeili, 2016).

Research outputs of Alias, et al. (2014) and Lee, et al. (2015) also revealed that, *talent management practices in talent management approach to attract, develop and retain talent are identified as a basis for achieving sustained competitive advantages, particularly for organization operating in challenging and rapidly changing international competitive environments through enabling them to retain talent and talented workforce*. Accordingly, CBE also functioning in this challenging and competitive environment which calls for effective TM practices. Thus, nowadays, assessing the impact of talent management practices on employee well-being and turnover intention is vital for management professionals and researchers.

1.2. Background of the Organization

Commercial Bank of Ethiopia (CBE)

Commercial Bank of Ethiopia (CBE) was established in August 1942 G.C. as a State Bank of Ethiopia by proclamation with the aim of providing commercial banking service to the public. But a year later, in addition to its commercial banking functions, the bank was entrusted with three basic duties of a central bank i.e. controlling the issuance of currency, holding the foreign reserves of the country and acting as fiscal agent of the government. Since its creation up to 1963 GC CBE combined these official and private functions acting at the same time as a Central Bank of Issue and the only important deposit Bank operating in the country.

Now a days, CBE carries a banking business such as, providing different types of loans for borrowers, different types of saving deposits, providing local and foreign money transfer and facilitating domestic and international trade in and between the country with the help of its above 1288 branches all over the country and three branches in abroad to its corporate, business, commercial and retail customer which makes it a truly national as well as the largest and dominant Commercial Bank in Ethiopia.

CBE is one of the largest employers in the country. Currently, it has more than 54,000 employees. To make the staff fit to “service excellence” which the bank upholds as its central motto, CBE has developed a comprehensive HR strategy. Of the HR strategy packages, on-the-job training and working on job satisfaction are conducted extensively and on a continuous basis in the bank.

1.3. Statement of the Problem

Well-being and turnover intention of employees are two of the challenging issues of most of today’s public and private organizations because employees are the soul of their existence. If organizations are unable to retain well trained and talented employees, they will surely fail. Several organizations have faced these problems and maximum time of high management and directors is consumed over them in order to minimize these problems to some extent or reduce their negative and damaging impacts (Khan, 2014). Consequently, to sustain outstanding business results in a global economy, as Ashton and Morton (2005) suggested, organizations should rethink and reinvent their approaches to management and retention of their talent. Effective TM, then, calls for management commitment, a pleasant working environment, engaging all employees and managerial staff, good organizational culture and communication with talent management metrics (Abdul-Kareem, 2016).

According to Abdul-Kareem (2016), TM practice is the key to organizational success and sustainable growth as it allows organizations to retain high potential and top talent employees while increasing their effectiveness. Moreover, it is relevant for TM practices to be integrated across all facets of the organization; this will help in recruiting and retaining the right number and right kind of employees that will work towards achieving organizational success and survival. Collings and Mellahi (2009) in their study also underline that, effective TM practice have an indirect positive relationship with organizational performance mediated by HR

management practices' outcomes such as work motivation, organizational commitment and extra-role behavior. Whereas Alias, et al. (2014) argue that TM practices directly influence employee TI with mediating variable of employee engagement. Therefore, to enhance organizational performance, an organization should focus on TM practices by means of increasing the well-being and the intention of employees to stay in the organization.

Moreover, the success of an organization is invariably judged on the basis of its financial performance and its ability to provide high-quality goods and services over time (Cartwright and Cooper, 2009). Having the right people in the right position at the right time is the critical success of any organization. Business rise or falls on the strength of their people. Organizations today are finding themselves in talent crisis with serious gaps in the executive capacity to formulate and execute winning business strategies. They are also realizing that they do not have the sufficient tools, resources and process to attract, develop and retain talent (Deb, 2005).

In recent years, when reviewing the success of TM strategies, many organizations look at retention figures. According to CIPD (2015) one of the four most common ways TM activities are evaluated is via the retention of those identified high potentials and through the ability of the organization to fulfil its succession management plans, the direct costs, work disruptions and loss of organization memory and seasoned mentors associated with turnover are significant issues. Even when economic circumstances are volatile, it is short sighted to ignore retention management, as there is evidence that high employment rates have little impact on turnover of high performing employees (Gilmore and Williams, 2012). And according to them, departing employees often take valuable knowledge, expertise and relationships with them when they go and will often use them with their new employer, meaning that loss of an employee can result in the loss of competitive advantage.

Prior researches, such as Girma, et al. (2015), Mulu (2014), Andualem (2017) and Kumar (2011) conducted to determine factors of turnover on several sectors in Ethiopia. And also evidenced employee TI is influenced by HR management activities such as career development, pay and benefit conditions, training and development, promotion, performance management and employee relation. Even though those researches, conducted earlier studies, surely able to portrait the factors of employee TI in Ethiopia, as per the researcher's knowledge, there was no ample study which investigate the impact of talent management practices on employee well-

being and turnover intention in Ethiopian context. Simultaneously, though there are plentiful researches worldwide, which focus on the relationship of TM and employee TI, there was a research gap in analyzing the impact of TM on both employee WB and TI.

Furthermore, even though reducing employee TI and increasing their WB are the issues of CBE and clearly stated them in its strategy document; it is not stated how to perform them. In addition, the impact of TM practice on WB and TI of employees was not yet researched at CBE. Thus, as the organization is knowledge based organization, and since its vision is becoming world class business organization; investigating the implementation of TM practices, the current level of employee WB and TI, and understanding the impact of TM towards reducing TI and increasing WB of employees is important and, therefore, the need to conduct this research was lied on the extent of the practices of TM interventions and their impact on employee WB and TI in this organization was indispensable. The statement of the problem can be stated as “What is the impact of talent management practices on employee well-being and turnover intention in CBE?”

1.4. Research Questions

The research questions for this research are:

- 1) What is the impact of overall TM practice on the well-being of employees in CBE?
- 2) What are the impact of individual TM practices (TMS, TRP, TA, TE, TDV, TDP and TR) on the well-being of employees in CBE?
- 3) What is the impact of overall TM practice on turnover intention of employees in CBE?
- 4) What are the impact of individual TM practices (TMS, TRP, TA, TE, TDV, TDP and TR) on turnover intention of employees in CBE?
- 5) What is the relationship between employee well-being and turnover intention in CBE?

1.5. Objective of the Study

The research objective is a statement of purpose because it is the guide to be accomplished by the researcher in conducting his / her research project (Cooper and Schindler, 2006). The study has the following general and specific objectives.

1.5.1. General Objective

The general objective of this study is investigating and determining the impact of talent management practices on the well-being and turnover intention of an employee in CBE.

1.5.2. Specific Objectives

In line with the above general objective, the specific objectives of the study are:

- 1) Determining the impact of overall talent management practice on the well-being of employees in CBE.
- 2) Determining the impact of individual talent management practices (TMS, TRP, TA, TE, TDV, TDP and TR) on the well-being of employees in CBE.
- 3) Investigating the impact of overall talent management practice on turnover intention of employees in CBE.
- 4) Investigating the impact of individual talent management practices (TMS, TRP, TA, TE, TDV, TDP and TR) on turnover intention of employees in CBE.
- 5) Assessing the relationship between employee well-being and turnover intention in CBE.

1.6. Significance of the Study

The purpose of this study is to investigate the impact of TM practices on employee WB and TI; and the relation between employee WB and their TI in CBE. Depending on this purpose, the researcher believed that this study contribute to the organization and the group of people in this profession in three ways, that is, theoretical, methodological and practical contribution. Regarding theoretical contribution, this study contributes to the knowledge that exists on the concepts of this study: The impact of TM on the WB and TI of an employee.

The practical contribution of the study enables the organization as it inform managers to ensure that TM is seen as an important strategic objective of the business and it must also be in line with the business strategies and programs for the organization. The study also helps the employees to know how to manage their careers effectively by identifying their strengths and weaknesses and taking corrective measures to develop their talent and improve their performance. The

organization also supports its skill in identifying the effective measures of retaining employees so as to avoid loss of talented employees to competitors.

This study provides knowledge regarding the impact of TM practices on employee WB and TI which addresses the problems in the development of the organization regards to survival and become competent in the business. The economic downturn being experienced has created the need for organization to invest in the talent of an employees to increase the WB of an employee and to decrease the intention of such employees to leave their organization. The study also initiate other interested researchers to explore the area further. Students and academicians who wish to carry out further research in TM, WB and TI of an employee find the study helpful since it open up other research gaps.

1.7. Delimitations of the Study

This study was delimited to head office of CBE. The study was also delimited to investigate the impact of talent management practices on the well-being and turnover intention of an employee; and the data for the study was gathered during the 2019/20 budget year and the respondents in the sample were in various degree of knowledge and career experience.

1.8. Limitations of the Study

The study was constituted in one organization which may be a relatively small number since there are many more other organizations working in Ethiopia. The study faced the problem of hiding of information by respondents and the problem of long duration to complete filling up the questionnaires. The study was assumed that there are other factors that may have an impact on WB and TI of an employee in the enterprise which may include political interference, other benefits and lack of transparency.

And also, since the research has included only seven components of TM practices, it may not gave completed and full picture of TM practices but it gives clear picture about the current status of TM practice and its impact on employee WB and TI within its specified scope. Furthermore, even though there were a good number of primary and quantitative data available, major limitation remains in finding secondary data and not employ qualitative data, such as data obtained from managers through interview or Focus Group Discussion. In addition to this, the

limitations still remains, as the study does not include managerial, contractual workers' and new employees' perspective. These factors were considered as limitation of this study.

1.9. Definition of Key Terms

Talent: In this study talent is defined as those individuals who can make a difference to organizational performance either through their immediate contribution or, in the longer term, by demonstrating the highest levels of potential.

Talent Management: In this study TM is defined as an integrated set of processes, programs, cultural norms in an organization designed and implemented to attract, develop, deploy and retain talent to achieve strategic objectives and meet future business needs.

Talent Management Strategy: In this study TMS is defined as meshing together the processes involved in creating a talent pool with the overall organizational objective with a view to providing talent whenever and wherever it is needed using a number of policies and practices.

Talent Review Process: In this study TRP is defined as a mechanism which consists of a series of structured, facilitated meetings where employees are reviewed in terms of their key strengths, career goals, degree of readiness for promotion, development needs and their development plans.

Talent Acquisition: In this study TA is defined as the process of finding, acquiring, assessing, and hiring candidates to fill roles that are required to meet organizational goals.

Talent Engagement: In this study TE is defined as a collective result of complex factors such as people's sense of identity and belonging, feeling valued and their emotional and intellectual connection with colleagues, and more extrinsic factors such as satisfaction in work content and the support they get to perform effectively.

Talent Development: In this study TDV is defined as a process of ensuring that employees acquire or enhance the skills and competencies they need; it encompasses most suitable initiatives for improving the competencies that the employees lack for his / her career ahead.

Talent Deployment: In this study TDP is defined as the process of drawing on identified talent to fill critical workforce gaps. This include placement of identified talent in short-term roles or selection for long-term positions. It is also about matching between an employee's competencies and job requirement and smooth transition from position to position within the organization.

Talent Retention: In this study TR is defined as a process of retaining the talented employees with the organization for a longer period of time in order to be more effective.

Turnover: In this study turnover is defined as the percent of employees leaving the organization for whatever reasons.

Turnover Intention: In this study TI is defined as the employee's plans for leaving the organization.

Well-being: In this study WB is defined as the creation of an environment to promote state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization.

1.10. Organization of the Study

This study is organized in to five chapters. The first chapter states the general introduction and background of the study. Chapter two presents theoretical and empirical literatures related to the research area. It also consists of research gap and conceptual framework of the study. The third chapter outlines the research methodology and research design. The research results and discussions are presented in chapter four. The last chapter presents the major findings, the drawn conclusions and recommendation, and wind up the report by highlighting future research areas.

Chapter Two

2. Literature Review

2.1. Introduction

Literature review explains to the reader why a particular question is important and allows the author to explain how other scholars both within their own discipline and outside of that discipline approach the question. It also helps the author to declare the importance of research (Miller and Yang, 2008). Literature reviews add credence to the researcher's assertions of the importance of the topic proposed for investigation. Literature review enhances the body of knowledge on particular issue or may establish that there is paucity of knowledge on the subject in question (Houser, 2012).

This study used the basic idea "The Impact of Talent Management Practices on Employee Well-being and Turnover Intention". The issues on these concepts have been the concepts in the literature concerning TM practice and its impact on employee WB and TI. This chapter deals with the arguments highlighted in the literature on the practices of TM and its impact on employee WB and TI. It begins with the varied definitions of TM and factors for the successful implementation of TM; and the components in TM practices. And also employee WB and its components; employee TI and reasons to turnover were highlighted. At the end, empirical review on the relation between the variables, the conceptual framework and the research hypotheses were indicated.

2.2. Talent Management

According to McDonnell (2011), talent management is considered as one of the most vital factors in ensuring sustainable organizational achievement which offer various benefits such as improved employee engagement, alignment to tactical goals with the purpose to identify the potential leadership of the organization, culture of quality and much more (Ballesteros, 2010).

Mohammed (2015) also have the same view that TM is considered as a set of tactics and structures to increase efficiency by initial enhanced processes for attracting, developing and retaining talents with the vital expertise and ability to meet existing and future business needs and success.

In addition, TM is also an action taken by the organizations with the intention to attract, develop, and retain the talent workers in the most tactical roles (Scullion and Collings, 2011). Talent management can be summarize as part of the corporate strategy to accomplish the mission and vision of the organization (Ballesteros, 2010) as well as the ability of talent management in attracting and retaining talent which has been promptly becoming one of the significant concerns for the organizations across the globe (Hiltrop, 1999).

An effective TM strategy and program must be aligned with the organization's mission, vision, culture and overall policy as organization is depending on a talented pool of employees to transform the organization's vision and mission into reality. Hence, TM plays an important role in effectively manage and retain the talent workforce in the organizations which is the objective of HR management (Frederick, 2014).

Besides that, Gubman (1988) also commented that the increasing effect of global competition, complex information economy and demographics change is compatible to form a new business era, which is TM. In addition, Evans, et al. (2002) also emphasized that there is no lack of talented people in this world; but there is always a deficiency of the right talent in the right place at the right time. TM practices will also have significant impact on organizational outcomes such as enhanced competitive advantages, increase company attractiveness, achieve organizational business goals as well as increase customer satisfaction.

On the other hand, Cheese (2008) was identified skilled employees can generate high performance through TM which sequentially attracts new talent, creates the capitals to reward it and initiative enhancements in productivity, innovation, quality as well as customer satisfaction.

2.2.1. Defining Talent Management

According to Farley (2005), talent management is defined as the actions that include all necessary talent processes to “optimize” employees in an organization which take into consideration of performance management, succession planning, talent selection, career development, development planning and support, recruiting and workforce planning. TM can conclude as assigning the right talent in the right job at the right place.

TM is focusing on the ability to retain and develop talents as it can positively affect employees' retention in organizations (Frederick, 2014). Generally, TM is the execution of incorporated

systems or strategies premeditated to enhance workplace efficiency by increasing developed procedures for attracting, developing and retaining talent with the essential skills and ability to meet the existing and upcoming business needs (Lockwood, 2006). With that, talent retention has become a major component and driver of TM (Oladapo, 2014). Moreover, an effective talent management practice can also have a significant influence on human resource outcomes such as increase employees' job satisfaction and engagement, high level of motivation and commitment as well psychological ownership and trust in leaders.

On the other hand, Evans, et al. (2002) given a more complex definition of TM which is TM act as the contemplate actions to attract, develop, and retain those individuals who have the capability to make a substantial impact on the outcomes of the organization.

In this research, TM is a set of processes and function of strategic management concerning the motivation for superior performance to build up the trust between management and the employee, training and development for the talented employees, performance reviews, job enrichment and attraction of talent as well as the opportunities for promotion to increase the employees engagement and enhance the employee WB and retention (Tanton, 2007).

2.2.2. The Importance of Talent Management

According to Stans (2012), TM has becoming so important where organizations are forced to go wherever the talent is and organization's performance seems to be increasingly reliant on its employees' skills and expertise. Effective TM has become the fundamental to achieve organizational excellence and function as a driving force for the business accomplishment (Tanton, 2007).

The researcher has encouraged the need for managing talent and Bhatnagar (2008), also argues that talented employees have become the vital differentiator for HR management as leveraging competitive advantage. Organizations have to fully utilize TM to understand their employees better as well as retain the talent for their competitive advantage and benefits (Zorlu, 2009). It is also strongly supported by Boudreau and Ramstad (2007) that the essential to effectively manage talent has been harmonized with talent metrics.

Zorlu (2009) and Frederick (2014) also highlighted that the importance and the benefits of TM which are TM assist the organization getting the right talent in the right job, retaining the top

talents, understand their employees better as well as gaining competitive advantages compare to those organization that do not maintain TM practice.

2.2.2.1. Understanding an Employee Better

An effective TM system or practice able to helps the organization to understand their employees better. Besides that, management able to understand employee skills, knowledge and experience through TM and place them on the right jobs to maximize their talent for high performance (Zorlu, 2009). Moreover, management is easier to determine what to motivate their employee to enhance their engagement by understanding their wellness, development needs, abilities, career aspirations and weaknesses (Frederick, 2014).

Furthermore, organization also needs to look into the employees' compensation and benefits to reward and retain top talent such as guaranteed base salary, performance bonuses, health and retirement benefits (Abiodun, 2011). Most of the employees willing to continue the relationship they have with employer if variables of compensation and benefits is being priorities by the organization (Abiodun, 2011).

Lastly, the organization's ability to support employees' work-life balance, understanding an employee will definitely an important value that it has a significant impact on how individuals assess their career results (Abiodun, 2011).

2.2.2.2. Getting the Right Person in the Right Job

Organizations are able to identify their HR talents capability with TM as well as identified the talents lacking within the organization. Organizations will try to get the right talents and skills through recruitment and selection by understand what talents or skills are obtainable and those that are needed but not existing in the organizational (Zorlu, 2009).

Frederick (2014) also agree that when these new talent deployed and positioned in the organization with the right jobs will increase their productivity and efficiency as well as increase their job satisfaction when there is a better arrangement between employee interests and the job profile.

2.2.2.3. Retaining Top Talents

According to Frederick (2014), organizations should effectively plan their retention strategies with TM practice through better recruitment standard and talent selection, provide and enhance training and development as well as having an effective compensation system.

Retaining top talents in the organization is considered very crucial in securing a competitive market stance for the organizations. Organizations who fail to do so are at the verge of losing out to their competitor as well as the market share (Zorlu, 2009). This is due to long-tenured employees will have established close relationships with their colleagues and customers, if they are leaving the company, it will have impact on the organization morale (Meyer, 2005) and issue with regard to the interactions between employees and customers (Olckers, 2015). Organizations also have to deal with the risk that new hired employees will not fit the organization culture or perform as expected. Hence, retaining top talents can have constructive result on good customers' relations and ultimately enhance organization profitability (Meyer, 2005).

2.2.2.4. Competitive Advantages

Zorlu (2009) clarify that employees are an organization's most valuable asset which organization must effectively manage them. The effectively TM will help the organization to create competitive advantages through engaging the employees in the organization. Mackay (2007) states that if the employee leave the organization and join their competitor, it drive a clear message that there are something more attracting about their competitor. Hence, organization needs to look into this issue seriously.

The TM strategy will focus on five primary areas which are attracting new talent, selecting suitable talent, engaging, developing and retaining the current talented employees to drive the organization to gain the competitive advantages (Lockwood, 2006).

2.3. Talent Management Practices

As we discuss in the previous section, the definitions and theoretical framework suggested by different authors have mentioned several practices for managing talent in organization, the central idea around the different practices, which are strongly related to traditional HR management practices, are attracting talent (Talent Acquisition), engaging talent (Talent

Engagement), developing talent (Talent Development), deploying talent (Talent Deployment) and retaining talent (Talent Retention).

Accordingly, based on the research conducted by Gallardo-Gallardo, et al. (2015) and Thunnissen (2015), among the ninety six studies on TM conducted worldwide between the years 2006 – 2014, forty six of them focused on specification of the TM practices. In view of that, the academic interest is particularly concentrated on four sets of practices: attraction, recruitment and selection, training and development, retention and talent identification.

Du Plessis, et al. (2015) adopted Human Capital Institute's TM practices in their empirical research and they underlined the importance of assessing organizational business strategy-human capital strategy alignment, performance management, staffing, and talent review process practices for gauging the effectiveness of TM. Meanwhile, even if, Du Plessis and her friends contributed on the TM practices' research by adding more practices, Gallardo-Gallardo and Thunnissen, (2015) found that performance management and staffing practices had less attention (less than 10%) of researchers on their papers. They also summarize the dominant practices of TM as attraction, identification, development, engagement, retention and deployment of talent.

In this regard, the researcher combined the dominant five practices of TM (Talent Acquisition, Talent Engagement, Talent Development, Talent Deployment, and Talent Retention) and two of the Human Capital Institute's practices (Talent Management Strategy and Talent Review Process) for this research. In this section these seven TM practices were discussed.

2.3.1. Talent Management Strategy

Talent management strategy (TMS) is meshing together the processes involved in creating a talent pool with the overall organizational objective with a view to providing talent whenever and wherever it is needed using a number of policies and practices (Armstrong, 2012). Cappelli (2008) as cited in Armstrong (2012) pointed out that one sign of an effective TMS is that it can address the dichotomy between the supply and demand of talent. Furthermore, he noted that some organizations have more employees than required for their vacant positions, while others are short of talent. Barkhuizen, et al. (2015) remarked that an integrated TMS entails the alignment of an organization's talents and business strategy, after which the organization can proceed with attracting and recruiting talent with a view of creating a talent pool. Barkhuizen, et

al. (2015) also stated that the organization will need to recreate an employee brand that will attract the right candidates and establish a culture of recognition and value of talented employees at this stage. According to Bhatnagar (2008) TMS is the configuration of goals and action plans. Armstrong (2012) noted that the TMS starts with talent planning, talent resourcing and talent development which creates a talent pool. Bhatnagar (2008) maintain that TM processes are oriented around: identifying, acquiring, diagnosing, developing, motivating, utilizing and retaining talent in the organization, as well as the measurement and analysis of the effectiveness of the processes in talent management.

The time and attention paid to TM in an organization is directly influenced by the top managers' perspective; and whether the management truly believes that attracting, developing, and retaining talent is a competitive advantage to their organization. According to Slizer and Dowell (2010), top leaders who understand how critical those talents are, then, surely support and drive TM as part of the long term business strategy. Thus, TMS should be aligned to each business strategy of the organization and need to be parallel to the organizations' human capital strategy, so the TMS always has a business connection and business outcome. Thus, one can say that, the TM practice is started at the strategy formulation of the organization.

Furthermore, when they support their argument, Slizer and Dowell (2010) claim that, sound TMS starts with the organization's strategy and a thorough understanding of the organization's competitive position. Because it is imperative to know and understand the business plans in order to ensure that organizations have talented employees and leaders who can make those plans a reality. For talent acquisition, organizational strategy drives key decisions about who, what kinds of talent, is needed, when they are needed, and for what purpose they are needed.

2.3.2. Talent Review Process

Talent review processes (TRP) are a very important part of the TM process. According to Hatum (2010), TRP is a process where individuals' role and potential are evaluated in a structured way using various methods. The review process enable organizations to segment employees based on their potential, value and performance for future career development and moving employees through the pipeline overtime.

TRP involve identifying the people who can meet the different needs of the organization, such as, potential successors, emergency replacements, high potentials or critical talent. Inherently, each of these decisions involves identifying the people who can meet these different organizational needs. It also enable organization to provide rewards and opportunities for employees based on the talent they have (Hatun, 2010).

According to Hatun, (2010) TRP is a process where individual roles and potentials are evaluated in a structured way using various method. TRP is conducted at more senior levels of the organization to identify the potential successors to senior leaders and puts in place developmental plans to prepare people identified for future roles (Berger, 2004). According to Quttz (2010) in the TRP employee potential for movement within the organization is assessed. Managers compare talent needs identified in the business planning processes with capabilities of current senior level employees. Regular discussions occur among the highest level managers regarding talent and talent gaps (Quttz, 2010). In a TRP the leadership team looks at each unit of talent pool in order to identify the highest and lowest performed in order to decide how to strengthen the organization (Michaels, et al., 2001). It is further stated that TRP should serve as the basis for allocating opportunities, compensation and further development and should allow the organizations leaders to discover the depths and weakness of each unit (Michaels, et al., 2001). By conducting a regular TRP in organization knowledge about existing talent is known and the organization makes commitment to developing talent (Velsor, et al., 2010).

Finally, according to Hatun (2010) some of the reasons for TRP are assessing leaders or potential leaders within the organization; defining a succession plan for key leadership positions; developing talent pools; assessing critical positions to ensure they are filled by high performance talent; and review talent development plans and vacancy risks.

2.3.3. Talent Acquisition

Talent acquisition (TA) is the trickiest of all acquisitions and it is not surprising as it is all about people who can also be tricky (Mey, 2012). TA involve attracting and selecting talent that the business needs to achieve its goals. The talent needs to be acquired at the right time, in the right place for the right price (Detuncq and Schmidt, 2013). War for talent begins with the organization having a sound and comprehensive TA strategy that takes advantage of all the tools and channels. It is an important element for an organization to make great talent choices is

having lots of talent to choose from (Dowel and Silzer, 2010). The most important step that an organization can take to improve the overall effectiveness of its TA process is to gain senior level executive alignment on the goal of its recruiting effort. It would be costly for an organization to employ a new staff candidate only to have them leave after heavily investing on them. The organization should develop motivation strategies and incentive programs in order to help in retaining those (O'Meara and Petzal, 2013).

Once organizational strategy drives key decision about the need for talent, attracting the talented people is one of the most important processes in the TM practice. As Du Plessis et al. (2015) noted, TM is aimed at ensuring availability of competent and highly talented workforce who possibly contributes to the organization objective, and identifying most critical jobs in the organization and staffing them with the right level is critical. Accordingly, based on the work of Slizer and Dowell (2010), the challenge for employers is to make their organization both known and attractive in order to create a level of familiarity that will offset the fear of the unknown. In the case of TA, to attract top talent, Esmaeili (2016), Rabbi, et al. (2015), Armstrong (2012) and Iyria (2013) agreed that organizational brand and introducing the unique features of the organization to the prospective employees are very important.

The other element which should not be ignored in the TA practice is the concept of talent pool, which is referred to, according to Collings and Mellahi (2009), the pool of high potential and high performing incumbents that the organization can draw upon to fill pivotal talent positions. As Rabbi, et al. (2015) noted, the creation of talent pool can be done in two forms, one is internal and second one is external. The internal recruitment of talent pool will be from the already existing employees of the organization. The internal recruitment may be able to give advantage as the employees already know the culture and way of doing work in the organization and it also might uplift the morale of the employees if their position is uplifted. However, the external sources will be the best way of gathering a talent when organization wants to bring the cultural change and wants innovation. It is also important to note that a fast and productive start of newly hired employees, in simplest term “successful on boarding”, is a key part of any TMS. With the high cost of recruiting, leaders must understand that effectively integrating new hires into the organization is an important step to ensure their success (CTR, 2016).

2.3.4. Talent Engagement

According to Cheese, et al. (2008), talent is the engine of the modern organization, and engagement is the mystery ingredient that can transform the engine's output. Having the best talent is worth little if they are not motivated or aligned with organizations' business objectives, and yet there is much evidence to suggest that large segments of workforces are disengaged, and the challenge is growing with attitudinal shifts across the generations. Consequently, the results of poor TE are visible, in high levels of absenteeism, valued employees quitting their jobs, and people harming customer service and other key business objectives.

Engagement is a combination of heart and mind. At the high end, TE represents the degree to which they are aligned, confident and committed to achieving higher performance, and motivated to apply additional discretionary effort to their work; and at the low end, it manifests itself in low levels of responsiveness and energy, and high absenteeism. An important and closely related concept to TE is alignment: the degree to which employees understand and identify with their organization's goals, the linkage to their own objectives and abilities, and how they direct their energies to achieving them. Therefore, these days' researchers offer so many ways to define and measure TE, and it is important to measure TE level of employees and should strive to be best place to work (Cheese, et al., 2008).

According to Maslach, et al. (2008), TE is characterized by energy, involvement, and efficacy, the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Employee engagement involves giving for workforce a sense of participation, freedom and trust. It differs from motivation and job involvement, and is something that is felt at three levels: the emotional, the cognitive and the physical. If an employee feels engaged on all of these levels, is to say they feel that they have meaningful relationships with peers and co-workers and are aware of their specific mission and role; they are more likely to produce good work and stay within the organization.

2.3.5. Talent Development

Talent development (TDV) is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Iyria, 2013). As businesses

continually apply new technologies, new business growth models, and new market strategies, the workforce's up-skilling becomes constant and continuous. Understanding strategies to talent retention and TDV will be able to help companies to be successful in operating in the market place hence lead to good organization performance. Organizations which practice effective TDV begin with their employees. This implies that they identify the employees who need learning and development, the level of learning and development they need and the duration during which learning takes place (Strydom, et al., 2014). Organizations with first class TDV initiatives are excellent in listening on employee improvement needs and are able to express those needs back to the employee in clear and enlightening terms. Cheese, et al. (2008) noted that TA and TDV are of the paramount importance to the success of the business objectives.

According to Berger (2004), organizations should create opportunities for employees to further their knowledge for work-related functions as well as career-focused training. This act will improve employees' performance in the organization and will guarantee employability in the future. A study by Noe, et al. (2014) showed that, employees do not actually get into organizations for job security, but for developmental opportunities: in other words, to remain marketable. In today's business world, very few careers involve repetitive tasks. More rely on an expanding base of knowledge. Since jobs are not likely to last a life-time, employees have to prepare for newly created opportunities.

2.3.6. Talent Deployment

According to Cheese, et al. (2008), talent powered organizations have unique capabilities in talent deployment (TDP) to the mutual benefit of the organization and its employees. They assign and combine talent to ensure meaningful opportunities for individuals in roles and experiences that have strategic impact for the organization. Moreover, high performing businesses have institutionalized methods for matching and moving the best internal and external talent to the most critical positions for which they are well suited, ensuring sufficient organizational capability to face current and future business challenges and opportunities.

Thus, according to Cheese, et al. (2008) TDP is essentially focuses on creating the best possible match between employees' talents and aspirations and the strategic goals of the organization; making strategic use of assignments and experiences to further develop those talents to maximize employees' future contributions to the organization's strategic goals; expanding organizational

capabilities by leveraging individuals' strengths, perspectives and experiences; shaping the composition, responsibilities and practices of teams to leverage the diversity of thinking styles, experiences and perspectives; encouraging and enabling the sharing of knowledge and best practice to encourage continuous renewal.

TDP is also about matching the task and work requirements to the available talent, wherever that might be, so that in the end the organization has the right people performing the right tasks at the right time. To this point, the implicit assumption has been that the task is to put people into jobs, the fact that, jobs are stable and well defined sets of duties and responsibilities. Therefore, people were assigned to these jobs and they are moved around as required to fill jobs (Cheese, et al., 2008).

2.3.7. Talent Retention

Narayanan (2016) remarked that factories, plants, railroads, ships transportation and money cannot be equated to employees input. Therefore, talent retention (TR) is important. Bidisha and Mukulesh (2013) stated that TR is the biggest challenge in organizations today and that securing and retaining high performing employee would play a very significant role as the skills and abilities of these employees are central to the organization's economic competitiveness. As reported in the White paper (United States of America, 2012), TR in organizations produces a substantial drain on corporate resources. In other words replacing an employee who left the organization is very costly. Many organizations put more effort into attracting employees but put very little effort into retaining them. TM should therefore be implemented into organization as this will help to build and retain qualified employees, (Ndungu, 2015). This will save on recruitment cost and time to organize training for new employees, there will be increase of employee performance and productivity which will later increase profits in the organization.

Retention of top talent has become a primary concern for organizations today. Edwards and Philips (2009) view the retention of existing employees and the ability to attract a stream of new employees as a necessity for organizational advancement and success and contend that a knowledge and experience gap would be created if an employee leaves an organization. Iyria (2013) noted that retention is more important than hiring even though many employers have under-estimated the cost associated with turnover. Bardisha and Mukulesh (2013) stated that an organization's ability to retain the best employees will lead to customer satisfaction and

organizational performance; increased sales; succession planning; and satisfied employees. On the contrary, Narayanan (2016) believe that non-cash incentives are more effective. However, satisfying employees on a continuous basis is a difficult nut to crack for most employers as most employers are affected by the global economic crisis.

TR was measured by whether the company has flexible working hours, training opportunities, career growth, effective performance assessment, satisfied and motivated employee, competitive compensation, attractive non-monetary rewards. TR will also be measured by existence of good company image, recruitment policy of the company and the style of the leadership. Talent turnover is harmful to a company's productivity because costs of attraction are high. Direct cost refers to turnover costs, replacement costs and transitions costs, and indirect costs relate to the loss of production, reduced performance levels, unnecessary overtime and low morale (Garg and Rani, 2014). Mendez and Stander (2011) further emphasizes that a company needs to invest in employee retention in order to be successful. For example, a good compensation package is important in retaining employees, offering an attractive, competitive; benefits package with components such as life insurance, disability insurance and flexible hours motivates employees to commit themselves to an organization (Lockwood, 2008).

2.4. Employee Well-being

In today's ever changing world, yesterdays' methods of doing work are inapplicable and non-functional. A major contributing factor to monitoring stress level is that the nature of work has changed dramatically and rapidly more than employee's ability to deal with work (Allen, 2008). Work activities are becoming more complex and often imply emotional labor. Employees are often required to perform job under conditions of uncertainty, sometimes with lack of sufficient information. The performance requires extra role behaviors, initiatives, role innovation, self-regulation and dedication (Naswall, et al., 2007). It is noted that all the managers and employees concerned with the well-being (WB) and mental health of people need to be aware of broader business environment and changes that take place and are likely to put more pressure on employees (Cranwell-Ward and Abbeyc, 2005). The following are the changes that are taking place in the organizations that are putting pressure on employees. Due to the more stressful and demanding workplace many employees report higher level of anxiety, increased feelings of

uncertainty, lower levels of satisfaction, poor physical health and greater intention to leave their organizations (Cartwright and Cooper, 2009).

The biggest asset any organization has is its employees, and employers are becoming increasingly aware of the performance benefits of investing in health and WB of their employees (Jarvis, 2010). It is assumed that high levels of physical fitness and psychological WB uniformly lead to better performance and ultimately organizational productivity. It is the organizations interest to promote physical and psychological WB of its employees (Dewe and O'Driscoll, 2010).

WB at work exists when people are happy with what they do, how they are treated, how they got on with others. The WB of employees depends on the quality of working life provided by their employers - the feelings of satisfaction and happiness arising from the work environment. The work environment consists of system of work, design of jobs, working conditions and the ways in which people are treated at work by their managers and coworkers. WB is achieved when account is taken in designing the work systems and the jobs in it of the needs of the people concerned (Armstrong, 2012).

2.4.1. Components of Well-being

According to Reiley, et al. (2012) WB has three components namely psychological well-being, physical well-being and social well-being. These concepts were discussed below.

2.4.1.1. Psychological Well-being

Psychological WB is defined as the affective and purposive psychological state that people experience while they are at work. Psychological WB plays a major role in delivering important outcomes that are associated with successful, high performing organizations. It is sated that research has established that people with higher levels of psychological WB will perform better than those with lower psychological WB (Cartwright and Cooper, 2009).

It is stated that employees do not derive high levels of psychological WB when there is absence of goals, achievements and striving that is they do not experience psychological WB when they are not challenged (Cartwright and Cooper, 2009). Psychological WB is important because of: it is associated with a number of highly desirable characteristics. People with lower levels of

psychological WB are more likely to see ambiguous events as threatening (Cartwright and Cooper, 2009). And also it is important because when people are higher on psychological WB their organizations perform better. In addition it is dynamic that it is regular and flexible.

2.4.1.2. Physical Well-being

Physical WB is described as the optimal functioning of the body's major physiological systems (Seaward, 2006). Health promotion initiatives reflect a philosophy that efforts to enhance worker WB both (physical and psychological) will be benefiting not just to the individual but the organization as a whole (Dewe and O'Driscoll, 2010).

2.4.1.3. Social Well-being

Social WB consists of five facets namely social acceptance, social actualization, social contribution, social coherence and social integration. Subjective or psychological WB is associated with various aspects of a person's subjective experience and evaluation of the quality of life and quality of emotional, psychological and social WB (Bergh, et al., 2008).

2.5. Employee Turnover Intention

Turnover intention (TI) is defined as the intention of workers to leave their job. Employee TI is not thinking stay in organization that do not have well work environment, benefits and good leader. It is highly related with work environment, benefits and supervisor. Employee TI may affect organization in achieving its objectives, which in turn lead to a reduction in the overall level of innovation, quality of customer service and a negative psychological effect on the employees that remain in the organization (Ayinde and Adegoroye, 2012). As TI to quite be an individual desire or willingness to leave employer organization, TI has been found to be one of the major determinants of turnover behavior. But the determinants of TI are different variables such as, compensation, supervisor, and not well working condition. When the employees are not satisfied with their job and organizations do have not trust their employees, the employee TI will be greater and they will leave the organization; and the duration of their job will be smaller (Malik, et al., 2011).

Organizations must try to ensure that good performers want to stay with the organization and those employees whose performance is chronically low are encouraged, or forced, to leave. Both

of these challenges involve employee turnover, that is, employees leaving the organization. When the organization initiates the turnover (often with employees who would prefer to stay), the result is involuntary turnover. When the employees initiate the turnover (often when the organization would prefer to keep them), it is voluntary turnover. Both kinds of turnover are costly since replacing workers is expensive, and new employees need time to learn their jobs and build teamwork skills. Effective HR management, then, can help the organization minimize both kinds of turnover, as well as carry it out effectively when necessary (Noe, et al., 2011).

According to Armstrong (2012), an analysis of the reasons for leaving derived from exit interviews will provide useful information on which to base retention plans. Exit interviews aim to establish why people are leaving, not to persuade them to stay. The reasons for leaving can be one of the following headings: more pay; better prospects (career move); more security; more opportunity to develop skills; better working conditions; poor relationships with manager or team leader; poor relationship with colleagues; bullying or harassment; pregnancy; illness, moving away from area etc. However, exit interviews are not completely reliable, and it is desirable to gain a more comprehensive picture of the views of existing employees through attitude surveys. Thus, according to Curtis (2016), in order to determine the likelihood of staff leaving the organization and to have comprehensive picture of the view of current employees, it is advisable to measure employee TI in the organization. Moreover, this can help organizations to find out where possibly found opportunities to reduce actual turnover.

Many scholars defined that TI is the single best predictor of turnover and as a key element in study employee behavior, and be the measure of HR outcome. Hom and Griffeth (1995) conducted a meta-analysis of research on turnover among individuals and the study yielded interesting results; TI is proved to be the best predictor of actual turnover. Similarly, after almost two decades, a cross sectional study by Bothma and Roodt (2013) to evaluate the reliability, the factorial, criterion-predictive and differential validity of the TI scale in measuring TI or predicting actual turnover also revealed that, specific scales of TI are valid and reliable in predicting actual turnover. The research findings of Allen (2008), to identify the actual employee turnover predictors, also shows that TIs and thoughts of quitting alongside with search behaviors and search intentions are predictors of turnover with statistically significant relationship with

actual turnover. Thus, measuring the TI of employees in the organization is enabler for taking measures to retain talented employees.

In general, to be preventive, and to understand the view of the existing employees, it is advisable to measure employee TI in the organization. Furthermore, it gives opportunity to the organization for reviewing their practice of retaining their workforce.

2.6. Theoretical Review

A theory is a set of assumptions, propositions, or accepted facts that attempts to provide a plausible or rational explanation of cause-and-effect relationships among a group of observed phenomenon. A theoretical framework on the other hand is a group of related ideas that provides guidance to a research project or business endeavor (Zima, 2009). The study was anchored on four theories namely: human capital theory, expectancy theory, resource-based theory and talent-based theory.

2.6.1. Human Capital Theory

The theory of human capital was developed by several researchers, of which Becker (1964) and Mincer (1974) were the most prominent. Several earlier economists regarded individuals and their skills as a component of capital and estimated their value through cost-of-production and/or capitalized-earnings procedures. The foundation of the human capital theory lies in the fact that individuals and firms invest in human capital based not on present gains but on future pecuniary and non-pecuniary returns. Investments include various aspects such as schooling, training, acquiring information, secondment, and activities that improve an individual's health. Disregarding the type of investment, human capital investment can be thought of as any other investment decision based on a comparison between the rates of return that equates the present values of earnings after the investment, with rates that could be obtained elsewhere (Andersson and Aggerholm, 2011). The current research draws on human capital theory because it can be linked to the factors that have led to the adoption of employees' attraction with expected returns of high productivity and profits for the organization.

2.6.2. Expectancy Theory

Expectancy Theory is based on the belief that employees' effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. To the contrary, the more negative the reward, the less likelihood the employee will be motivated. Expectancy theory is also considered a highly rational theory of work motivation (Robinson and Morrison, 2010). According to Robinson and Morrison (2010), expectancy theory argues that employees will be motivated to exert a high level of effort when they believe it will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as bonuses, salary increases, or promotions; and that the rewards will satisfy the employee's personal goals. Vrooms (1964) theory of job satisfaction argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. The principle of this theory is that if employees put more effort into their jobs and perform better at work, then they will be compensated consequently. Therefore, this theory is relevant in addressing TR such that an employee would choose to do or not do job tasks based on their perceived ability to carry out the task and earn a fair-minded reward.

2.6.3. Resource Based Theory

Resource Based Theory also called Resource Based View (RBV) of the firm is concerned with the relationships between internal resources (of which HRs are one), strategy and firm performance. It focuses on the promotion of sustained competitive advantage through the development of human capital rather than merely aligning HR to current strategic goals. Beardwell and Claydon (2010) argues that a firm will have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any competitor. On the other hand, a firm will have sustained competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by competitors and when the competitors are unable to duplicate the benefits of this strategy. Barney (1991) studied four empirical indicators: values, rareness, imitability and substitutability in order to assess the relationship between firm resources and sustained competitive advantages. In his research, he clarified the main relevant concepts, which are, firm resources, competitive

advantage and sustained competitive advantage. Firm resources can be classified into three resource categories: physical, organizational (Tomer, 1987), and the last resource is human capital (Beardwell and Claydon, 2010) which is the main interest of this present study.

Barney (1991) argues that to understand the source of competitive advantage, it is assumed that a firm's resource may be heterogeneous and immobile with four potential attributes. The first characteristic is that the resource must be valuable in terms of executing the organizational strategy efficiently and effectively. The second attribute is the resource should be rare and not possessed by current and future competitors. Imitability is the third resource attribute which means that not only do competitors lack them but also cannot obtain them. The last characteristic is substitutability which means that the resource cannot be copied and there are no possible alternative options with other firms (Barney, 1991). To illustrate this relationship between firm resources and sustainable competitive advantage, Barney (1991) developed a resource-based model which is the interaction between the firm's immobile resources which are rare and the sustainability of the firm's competitive advantage which can be used by organizations to analyze its resources with the potential of generating a sustainable competitive advantage. This theory, is important, to effectively execute the career management as human factor is essential because only individuals with appropriate competencies can understand, describe and analyze all types of resources and their applicability to the evaluation criteria.

2.6.4. Talent-Based Theory

Talent-based theory of the firm postulates that talent is the only resource that provides sustainable competitive advantage, and therefore, the firm's attention and decision making should focus primarily on talent and the competitive capabilities derived from it (Roberts, 2008). The firm is considered being a talent integrating institution. Its role is neither the acquisition nor the creation of organizational talent; this is the role and prerequisite of the individual. Talent resides in and with individual persons; the firm merely integrates the individually owned talent by providing structural arrangements of co-ordination and co-operation of specialized talent workers. That is, the firm focuses on the organizational processes flowing through these structural arrangements, through which individuals engage in talent creation, storage, and deployment (Roberts, 2008).

The concept of talent in regard to talent-based theory is extremely impoverished in many enterprises. Various types of projects created and implemented in diverse organizations programs raise objections. They indicate the risk of inconstancy in talent management. Hence, the suggestion that the term talent management should be replaced with talent development, which means to create appropriate environment for talent identification, development, and exploitation. An organization that develops talents is the one that cares for the development of organizational culture and simultaneously has results of it, as probably the talented employees have opportunities there for self-realization. The processes are the success factors that should arise so that the people indeed want to give everything of themselves of what is possible to give, and even more (Lepak and Snell, 2012). Therefore, this theory is relevant to the study as it helps in understanding learning and development. It also constitutes the management style which rejects the haphazardness and replaces it with a constant improvement of working conditions and management.

2.7. Empirical Review

2.7.1. Talent Management and Employee Well-being

Many of the factors that influence positive WB of the worker relates to the social environment at work such as, style of management, working culture, the psychological demands of work, work overload, levels of social support and job security (Keyes, 2012). According to the findings of researchers, there is direct combination between the TM and the employee WB. As Collins and Smith (2006) illustrate not only that TM practices shape the employee trustworthy regarding the organization as well. And also few researches realized TM practices are negatively impact for the employee WB due to high work load pressure, job strain, emotional exhaustion, and work intensification (Naseebullah, et al., 2016). And also David and Dr. Mary (2015) found that the majority of TM practices were associated with organizational performance, but not with team processes. In short, the studies show that TM is predominantly positively associated with relational aspects of employee WB and with organizational performance established. And as they reported a positive relationship between TM and performance but also reported a simultaneous negative effect of TM on employee health WB (workload and strain).

2.7.2. Talent Management and Employee Turnover Intention

Langenegger, et al. (2011) in their research paper investigate the effects of different types of TM strategies on employee performance in Swiss Companies. The results found that TM focusing on TR and TD has a significant positive impact on job satisfaction, motivation, commitment and trust in leaders which are directly related to employee TI. Besides, TM practices having a strong focus on corporate strategy have a higher impact on organizational outcomes such as company attractiveness, the achievement of business goals, customer satisfaction and corporate profit. Kamil, et al. (2011) explored that TM practices such as recruitment and selection, coaching, training and development, performance management have a positive impact on the employee TI and organizational performance. Ali and Hamid (2014) found significant relationship between TM, employee retention and organizational trust. Empirical investigations by Chami-malaeb and Garavan (2013) also suggest that employees who are benefited from a TM system have less intention to leave the organization.

2.7.3. Employee Well-being and Turnover Intention

According to Mendez and Stander (2011) explained organizational commitment, job satisfaction, and WB at work as a predictor of the emergence of TI. Employees who have fulfilled their WB in the workplace are more productive, contributing to the organization's goals, and low of intentions to leave. And employees who have good psychological WB will be accepted themselves, low level of absenteeism, and can work longer at the organization (Harter, 2002). Samad (2006) also stated the process of identifying factors influence of TI becomes important to be considered in turn lower of turnover rate in the company. Robertson and Cooper (2011) suggested employee WB contributed towards increase of productivity and organizational performance. It will increase service to customers, profitability, and reduced employee turnover and absenteeism. As Harris and Cameron (2005) investigates when individual have a good psychological WB, they able to function properly. Thus, it would be optimal to do all the duties and responsibilities as individuals and has positive relationships with others. Strong group bond can form and maintain interpersonal relationships that sense of belonging in the group which indicates the decrease in TI.

2.7.4. Summary of Empirical Review

Table 1: Summary of empirical review

Topic / Focus	Author and Date	Theoretical Model	Method and Context Setting	Questions / Hypotheses	Brief Result / Findings
Employees' Turnover Intention in Public Service Bureau in Ethiopia	Selam G. & Belay F. (2018)	Human resource theories.	Descriptive survey design. On all employees.	There is a significant negative relationship between compensation, supervision and work environment employee TI.	Organizational compensation, work environment and supervision were negatively associated with the employee's TI.
Turn over issues in the textile industry in Ethiopia	R. Renjith K. (2011)	Human resource theories.	Descriptive study. On all employees.	There will be no turnover by experienced employees than less experienced employees from the organization in future.	The turnover of employees is mainly due to low salary.
An Assessment Of Employee Turnover Intention At Oromia Credit And Saving Share Company	Sisay S. E. (2016)	Organizational Equilibrium Theory, Unfolding Model of Turnover, and Job Embeddedness Theory.	Descriptive study. On all employees.	Have the company employees an intention to voluntarily resign?	A number of employee intentions is voluntary resign. And the drivers are supervision, unfair promotion, less monetary reward and job scope.
Assessment Of Compensation Practice And Employee Turnover Intention In Ethiopia	Ermiyas K. B. (2017)	Theories in compensation and turnover.	Both quantitative and qualitative methods. On compensation and benefit managers and other employees.	What causes the intention of employees to quiet their job?	Direct financial compensation is one common cause of turnover and indirect financial compensation and non-financial compensation is less likely to cause turnover.
Assessment Of Strategic Talent Acquisition Practices in Ethiopia	Girum G. W. (2015)	Talent management theories.	Descriptive research approach. On human resource professionals.	What are the challenges of Talent Acquisition?	As part of the strategic TA, workforce planning takes the highest credit for a successful operation of the process.
Impact Of TM Practices On Employees' TI In Ethiopian	Andualem K. (2017)	RBV, Social Exchange Theory, and Strategic Talent Management Model	Survey research design. On all employees	There is significant relationship between overall TM practice and employee TI.	There is a significant negative relationship exists between TM practices and employee TI.
An investigation into TM and employee retention	Isah L. N. (2016)	Theories on talent management and employee turnover.	Quantitative research design. On academic staff.	What effect does talent management have on employee retention?	The TM of academics has a significant effect on employee retention.
Effect of talent management practices on employee morale.	Caroline M. M. (2017)	Talent management theories	Descriptive design. On all employees.	How does talent development affect employee morale?	Talent development practices do not significantly influence employee morale.
Relationship Between TM Practices And Employee Turnover	David K. N. & Dr. Mary O. (2015)	Herzberg Two Factor Theory, and Human Capital Theory	Case study researches design. On managers and other employees.	Does training have an effect on employee turnover? Do retention strategies have an effect on employee turnover?	There was statistically significant and moderate positive relationship between retention strategy and employee turnover.
The impact of workplace relation on engagement, well-being and turnover	Yvonne B., Matthew X., Art S., Rod F., Kate S., Stefanie N. & Joy D. (2013)	Social Exchange Theory	Literature review and descriptive survey. On nurses	There is a negative relationship between levels of well-being and TI.	Well-being is a predictor of turnover intentions.
TM and Employee	Anoopa N., S.	RB View, SE	Literature review	Talent management has a	TM has advocated as an

Retention: An Integrative Research Framework	Rajithakumar, & Manoj M. (2018)	Theory, Perceived Organizational Justice Theory and Congruence Theory		significant positive relationship with employee retention.	important strategy to retain talented employees, but their relationship are limited.
Examining The Effect Of TM On Employee Retention	Dr. Atalla F. Al-S. (2019)	Theories on talent management	Descriptive Survey. On all skilled manpower	There is no significant impact of TM on employee retention.	There is a significant impact of TM practices on employee retention in selected companies.
The effect of talent retention on organizational performance	Rita K. L, Prof. G. S. Namusonge & Dr. Kabare K. (2017)	Talent management model by Optimis and Herzberg two-factor theory	Descriptive and correlation survey research designs. On top managers		There is a strong and positive relationship between TR and organization performance.

2.8. Conceptual Framework

A conceptual framework explores the relationship between the independent variables and dependent variables. An independent variable is the presumed cause of changes in the dependent variable (Kothari, 2004). The conceptual framework for this study was illustrate the perceived link between the independent variables (TMS, TRP, TA, TE, TDV, TDP and TR) and the dependent variables (employee WB and TI). And also it illustrate the link between the two dependent variables employee WB and TI.

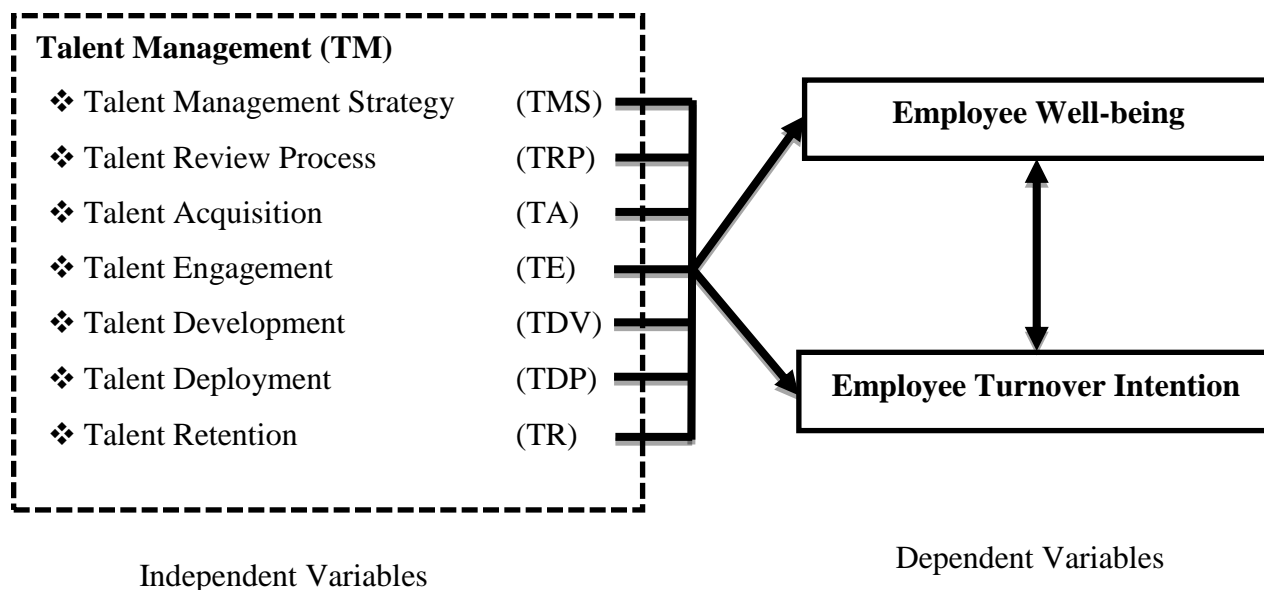


Figure 1: The conceptual framework of the study

2.9. Research Gaps

From the literature review it is evident that TM practices have been a focus of various studies and publications around the globe. However there are limited publications that investigate the relationship between TM practices, employee WB and employee TI in the most organizations of Ethiopia. The literature that could be found on TM were by Andualem (2017): Impact of Talent Management Practices on Employee Turnover Intention in Ethiopia Management Institute; and by Girum (2015): Assessment of Strategic Talent Acquisition Practices in International Rescue Committee Ethiopia Program Assosa Field Office.

A publication was found done by Abeba, et al. (2015) on the impact of training and development on employee performance in Bole Sub-city of Addis Ababa, Ethiopia. Another journal publication was done by R. Renjith (2011) in turnover issues in the textile industry in Ethiopia: A case of Arba-Minch Textile Company. And also a publication was found by Ermias (2017) on assessment of compensation practices and employee TI in selected private Commercial Banks in Ethiopia. And lastly a publication by Selam and Belay (2018) was found on employees' turnover intention in public service bureau in Ethiopia. From these publication no one has been done on the impact of TM practices on employee WB and TI in organizations of Ethiopia, and this research sought to fill this gap.

Furthermore, there are limited literature in CBE addressing the impact of organizational on employees job satisfaction, the effect of training on employees performance, performance management practices and its challenges, and recruitment and selection practices by Natnael, (2015), Hamid, (2018), Fanuel, (2017) and Hiwot, (2019) respectively. This implies that in the organization the relationship of TM practices on employee WB and TI is not yet done. But some of the HR materials which are found in CBE include training manuals and HR development policy documents. Since no unique research has been conducted on the impact of TM practices and employee WB and TI in this organization in particular and other organizations in general in Ethiopia. And then moreover, this research sought to fill the gap.

2.10. Research Hypotheses

The study was characterized by research hypotheses that specify the current practice of the variables and impact of the independent variables on the dependent variable being studied.

Hypothetical backgrounds related to the impact of talent management practices on employee well-being and turnover intention were developed in the following hypothetical statements:

H₁: Overall TM practice has a positive significance impact on employee WB.

H_{2a}: Talent management strategy has a positive significance impact on employee WB.

H_{2b}: Talent review process has a positive significance impact on employee WB.

H_{2c}: Talent acquisition has a positive significance impact on employee WB.

H_{2d}: Talent engagement has a positive significance impact on employee WB.

H_{2e}: Talent development has a positive significance impact on employee WB.

H_{2f}: Talent deployment has a positive significance impact on employee WB.

H_{2g}: Talent retention has a positive significance impact on employee WB.

H₃: Overall TM practice has a negative significance impact on employee TI.

H_{4a}: Talent management strategy has a positive significance impact on employee TI.

H_{4b}: Talent review process has a positive significance impact on employee TI.

H_{4c}: Talent acquisition has a positive significance impact on employee TI.

H_{4d}: Talent engagement has a positive significance impact on employee TI.

H_{4e}: Talent development has a positive significance impact on employee TI.

H_{4f}: Talent deployment has a positive significance impact on employee TI.

H_{4g}: Talent retention has a positive significance impact on employee TI.

H₅: Employee WB and TI have a negative significance relation.

Chapter Three

3. Research Design and Methodology

3.1. Introduction

This chapter deals with the research design of the study; sources of data; population, sample and sampling techniques; data collection instruments; data collection procedures; methods of data analysis and interpretation; reliability and validity of instruments; and the ethical considerations in the study.

3.2. Research Paradigm or Philosophy

According to Zikmund, et al. (2009) a research paradigm concerns methodology, epistemology and ontology. The study makes use of the positivist point of view, due to the quantitative nature of the research with the aim of obtaining objective and empirical information on the impact of TM practices on the employee WB and TI in CBE.

3.3. Research Design

This study was aimed at studying the impact of TM practices on employee WB and TI; thus, it was involved the relationship of independent and dependent variables. In this regard, it was needed more control of the research process and more confidence over the research output. Therefore, as Zikmund, et al. (2009) noted, choosing for a research design which can specifies the methods and procedures for collecting and analyzing the needed information and provides a framework or plan of action for the research is essential.

Accordingly, among the many designs, the survey research design was employed in this research, since it is common strategy in business and management research and is most frequently used design to answer who, what, where, how much and how many questions. It also enables the researcher to suggest possible reasons for particular relationships between variables and to produce models of these relationships, as Saunders, et al. (2009) suggested.

According to Saunders, et al. (2009), survey design has better advantage over other designs, as it allow the collection of a large amount of data from a sizeable population in a highly economical way. In addition, the survey design allows collecting quantitative data which can be analyzed

quantitatively by using inferential statistics. Likewise, the research objective in this study, required employing inferential statistics, and getting optimum data from the population. Due to these reasons, survey design was found appropriate for this research. Moreover, in studying the relationship of dependent and independent variables, as noted by Saunders, et al. (2009), it was appropriate to categorize this research as survey research.

And also since this research was studying the relationship of different variables (TM practices, employee WB and TI), and involves numerical scales, which represents respondents attitude, it needs rigorous and objective assessment of the research variables. Thus, among the two dominant methods (qualitative and quantitative methods), quantitative research method was employed for this research.

According to Kothari (2004) quantitative method involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion, whereas, qualitative method is concerned with subjective assessment of attitudes, opinions and behavior. In contrasting these two dominant methods, Zikmund, et al. (2009) also summarizes their difference as: quantitative methods direct a considerable amount of activity towards measuring concepts with scales that either directly or indirectly provides numeric values. The numeric values can, then, be used in statistical computations and hypothesis testing, whereas, qualitative researchers are more interested in observing, listening, and interpreting. For these reasons, qualitative research is said to be more subjective, meaning that the results are researcher-dependent. Therefore, due to these reasons, to attain objectivity in testing hypotheses, and controlling subjective interference from the result, it was apparent to employ quantitative method for this study.

3.4. Time Horizon

According to Saunders, et al. (2009), in planning the research process, there are two time dimensions to be considered, namely: cross sectional and longitudinal. Cross sectional studies involves the study of a particular phenomenon (or phenomena) at a particular time and often employ a survey strategy. On the other hand, as Zikmund, et al. (2009) coined, longitudinal studies help us to examine continuity of response and to observe changes that occur over time.

In this regard, because of the time constraint; and since this research was concerned on the current practice of TM and its impact on employee WB and TI; and above all since the study was employed survey design and a onetime data collection was needed, cross sectional study was employed.

3.5. Population, Sampling and Sample Determination

3.5.1. Study Population

According to Perry (2003), a population refers to all the elements in a well-defined collection or set of values. And also he describes population as all members of any well-defined class of people, events or objects. It means therefore that any entity, group or set which constitutes a population must have at least one attribute of characteristic which is common to all of them. Since this study focuses on investigating the impact of TM practices on employee WB and TI, the major entities to be studied were employees of CBE. In this regard, the population, which were used for the research, were all employees which are employed in full time base excluding the management members.

Accordingly, management members were excluded from this research, because they are responsible in managing talent and the data obtained from them may be biased and possibly affect the result. Additionally, contract workers were excluded from this study, since their employment basis are different from permanent employees, and most of HR architectures were not similarly implemented for those workers. Thus, the data collected from them about TM practice could not be complete. Moreover, since employee WB and TI scales are designed to measure the WB and the TI of the last nine months, those newly hired employees within nine months were excluded. In consequence, the total population under investigation (after excluding management members, contract workers and newly hired employees) comprises in head office of CBE 1430 and the complete list were prepared based on the data obtained from the organization HR management department.

3.5.2. Sample Frame and Sample Location

Sampling is that part of statistical practice concerned with the selection of individual observations intended to yield some knowledge about a population of concern, especially for the purposes of statistical inference (Issac and Michael, 2005). A sample frame is a listing of units or

potential respondents from which a sample may be picked from such a listing. According to Issac and Michael (2005), in a sample selection procedure, people who have a chance of being included among those being selected constitute the sample frame, and that is considered to be primary step towards evaluating the quality of a sample. So, the sampling frame for this study was employees who are working at different job position in head office of CBE located at Addis Ababa city. However, sample location is a place where a research is conducted or a place where information is acquired and head office of CBE in Addis Ababa region was selected for its accessibility and proximity.

3.5.3. Sample Size

Size of the sample refers to, the number of items to be selected from the population to constitute a sample. Based on suggestion of Kothari (2004) size of sample should neither be excessively large, nor too small; rather, it should be optimum; and optimum sample is one which fulfills the requirements of efficiency, representativeness, reliability and flexibility. Thus, the study was used optimum sample from the complete list of the population under investigation, which accounts 1430 in head office of CBE.

Accordingly, the sample and the formula below used to calculate sample size, according to Kothari (2004). The basis to employ this formula lies on the assumption that, it is used for the finite population which can be listed the entire population and enable to have maximum number of sample respondents.

$$n = \frac{Z^2 P Q N}{\alpha^2 (N-1) + Z^2 P Q}$$

Where:

n – is the sample size for a finite population

N – is size of population in the organizations

P – is population reliability and it is equal to 0.5

Q = 1 - P

α - is margin of error considered, 5% for this study

Z – is normal reduced variable at 5% level of significance and Z is 1.96

$$\text{And for CBE } n = \frac{(1.96)^2 \times 0.5 \times 0.5 \times 1430}{(0.05)^2 (1430-1) + (1.96)^2 \times 0.5 \times 0.5} = 303$$

Therefore, the sample size for head office of CBE was 303, which were drawn from the population.

3.5.4. Sampling Technique

In this study, 303 sample respondents were drawn from the population of head office of CBE under investigation. Thus, to make inferences about the population based on the characteristics of the sample, the sampling technique which employed in this study was probability sampling and to ensure each element in the population to have an equal chance of being included in the sample, and simple random sampling technique was used.

According to Saunders, et al. (2009), in probability sampling technique, the chance or probability of each case being selected from the population is known; and is usually equal for all cases; and it is often associated with survey research design. In this case, it is possible to achieve the research objectives that require the researcher to estimate statistically the characteristics of the population from the sample. On the other hand, in non-probability sampling, the probability of each case being selected from the total population is not known and it is impossible to answer research questions or to address the objectives that require making statistical inferences about the characteristics of the population. Therefore, relying on the advantages of probability sampling over non probability sampling for making statistical inferences, and as it is associated with survey design, it was apparent to employ probability sampling method for this study.

Moreover, according to Saunders, et al. (2009), simple random sampling is best used when there is an accurate and easily accessible sampling frame that lists the entire population. Thus, the entire sample frame was obtained from the organization's payroll easily and used lottery method to identify both sample respondents for this study.

3.6. Data Source and Type

The sources of data for this study were full time employees (after excluding management members and newly hired employees) of head office of CBE. The study was involved dependent variable (employee WB and TI) and independent variables (TM practices). To measure the dependent and independent variables, to meet the research objectives developed under study, as Kothari (2004) noted, there should be keep in mind two types of data; which are primary and secondary data. The primary data are those which are collected afresh and for the first time, and thus happen to be original in character. The secondary data, on the other hand, are those which have already been collected by someone else and which have already been passed through the

statistical process. In this regard, to maintain originality, primary data (on TM practices, WB of employees and their TI) were collected using self-administered questionnaire from the targeted sample respondents.

3.7. Data Collection Instruments

The choice of the methods to use is influenced by the nature of the problem and by the availability of time and money (Cooper and Schindler, 2006). The researcher was used questionnaire to collect primary data from all participants of the study. Cooper and Schindler (2006) argued that a questionnaire is efficient as a research tool because the researcher is likely to obtain personal ideas from a respondent.

3.7.1. Measurement of Talent Management Practices

To measure the independent variables (TM practices) closed-ended questionnaires developed by the Human Capital Institute (HCI) and adapted by Du Plessis, (2015), with some tailoring improvement were used. The questionnaire have 35 items in five point Likert scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree) and respondents was requested to evaluate the current practice of TM in CBE. This instrument was previously used in investigating the TM practices in Asian higher institutions, Botswana and South Africa government institutions and service industries, combining with the variables of employee TI. In these studies, acceptable reliabilities were found and the instrument was validated in several South African studies (Barkhuizen, et al., 2015).

In previous research of Barkhuizen, et, al. (2015), Du Plessis, et al. (2015) and Nutakki, et al. (2015), the reliability score for TM scale (Cronbach's coefficient alpha) was 0.941, 0.960 and 0.965 respectively. In these studies sub scales of TM (TM practices) also found reliable with Cronbach's alpha coefficient score of 0.870 for Talent Management Strategy, 0.901 for Talent Review Process, 0.872 for Talent Acquisition, 0.813 for Talent Engagement, 0.950 for Talent Development, 0.831 for Talent Deployment and 0.845 for Talent Retention.

3.7.2. Measurement of Well-being of an Employee

To measure the dependent variable (WB of employee) closed-ended questionnaires developed and used by Peter and Keith (2014) "measures of WB" were used. The questionnaire have 20

items in five point Likert scale ranges from 1 (Strongly Disagree) to 5 (Strongly Agree) and respondents was requested to evaluate the WB of an employee in CBE. In Peter and Keith (2014), the reliability score for this scale (Cronbach's coefficient alpha) was 0.931.

3.7.3. Measurement of Turnover Intention of an Employee

Despite the fact that employee TI scales are frequently used as criterion variables, little is known about their metric properties (Bothma and Roodt, 2013). In this regard, using scales which are validated after investigating the relationship with actual turnover is crucial for credibility of the research finding. Thus, 6 items in five point Likert scale ranges from 1 (Never) to 5 (Always) of employee TI which was adapted from Bothma and Roodt (2013) is employed in this research, since it is evaluated for the reliability, the factorial, criterion predictive and differential validity and found reliable and valid in measuring employee TI and predicting actual turnover. This instrument was scored Cronbach's alpha coefficient of 0.895 on Bothma and Roodt (2013) study.

3.8. Pilot Testing

According to Kothari (2004), testing the data collection instruments for their understandability in terms of clarity, validity, readability and completeness has paramount importance. Accordingly, this process allows checking whether sample respondents understand instructions and the meaning of each question and if they get difficulties in responding for questions.

A pilot study was done on two branches of CBE in Semen Addis Ababa areas to test for the reliability and the validity of the questionnaires. Subsequently, 40 questionnaires were distributed for pilot testing and it was found that, there were difficulties in understanding the intent of the questions in all instruments. In this regard, without making significant change on the original tool, some adjustments were performed on the instruction and wording of few items in all instruments.

3.9. Data Collection Procedures

The research data collection procedure followed the subsequent patterns: respondents were communicated and were asked for their consent to participate in the research; once their consent was obtained, respondents, then, notified how anonymity, confidentiality and ethical principles are preserved during the research process; next, questionnaires were distributed to all selected

respondents, during personal meeting, with a covering letter for each respondent. The researcher was administer the questionnaire individually to all respondents of the study. The study was exercised care and control to ensure all questionnaires that are issued to the respondents were received. Finally, questionnaires were collected at the next day by checking the completeness of the data and put in to SPSS, version 20 for analysis.

3.10. Reliability and Validity of Instruments

As discussed previously, at the instrumentation section, all instruments to measure TM practices, employee WB and employee TI were found reliable and valid in measuring the constructs in previous studies. To this end, to make sure the instruments employed in this research were free from errors, consistent and to check for stability of the measurement, questionnaire were tested before embarking on data collection to ensure its validity and reliability.

Consequently, to insure its validity, five experts (management consultants) were selected, including the research advisor, and requested to comment on the representativeness and suitability of the questions in each subscales of the independent variables. They were also asked to comment on the wording of each statement (items). By doing so, the content validity and face validity were insured. Moreover, to ensure construct validity, literatures, books and journal articles were reviewed. To this end, some adjustments were made on instruments without making significant change on the original tool.

To check for reliability of the instruments, those 40 questionnaires, distributed for pilot testing, were used for reliability analysis; and employee WB instrument scored Cronbach's Alpha coefficient of 0.733 and that of employee TI instrument 0.682. At this point, respondents were found some item of the employee TI scale was problematic and the researcher discusses with the advisor to make them clear for making respondents ease in answering for the item and adjusted accordingly. Then, the Cronbach's Alpha coefficient score after the items in employee TI scale improved was changed to 0.712 during the second pilot test. Furthermore, during pilot testing, the HCI assessment tool was also found reliable to measure TM practice at CBE, with Cronbach's alpha coefficient of 0.817.

3.11. Data Analysis and Interpretation

Data analysis was guided by the research objectives presented. Once the questionnaires were administered, the mass of raw data collected from the field were systematically organized to facilitate data analysis. According to Kothari (2004), data analysis is the computation of certain indices or measures along with searching for patterns of relationship that exist among the data groups. Analysis, particularly in case of survey design, involves estimating the values of unknown parameters of the population and testing of hypotheses for drawing inferences.

In this regard, to describe the respondent's characteristics, frequency distribution (Percent), central tendency (mean) and dispersion (standard deviation) were used. Furthermore, to describe the status of subscales of TM practices, employee WB and TI and to compare their actual practices and their levels within the organization based on employees' perception, the summary of subscales were presented in a table.

Precisely, this study was needed to investigate the impact of the independent variables (the overall TM practice and the individual TM components) on the dependent variables (employee WB and TI); and the relation between the two dependent variables (employee WB and TI). To measure the relationship between the two dependent variables and to test one of the research hypotheses Pearson's Product Moment Correlation Coefficient was employed. Correlation coefficient is a measure of how closely related two variables are.

A simple linear regressions were also attempted to test the statistical significance impact of the independent variable (overall TM practice) on the dependent variables (employee WB and TI). And as Cooper and Schindler, (2006) stated, multiple linear regressions are attempt to determine whether a group of variables together predict a given dependent variable or not. Then study was used multiple linear regressions to test the statistical significance impact of the various independent variables (TMS, TRP, TA, TE, TDV, TDP and TR) on the dependent variables (employee WB and TI). And also to test for the significance of the combined impact of the variables TMS, TRP, TA, TE, TDV, TDP and TR on employee WB and TI, ANOVA for regression was carried out. Kothari (2004) states that multiple linear regressions are used in situations where the number of independent variables are more than one.

The following multiple linear regression models were used to fit the data.

$$y_1 = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \beta_6x_6 + \beta_7x_7 + e_1$$

$$y_2 = \delta_0 + \delta_1x_1 + \delta_2x_2 + \delta_3x_3 + \delta_4x_4 + \delta_5x_5 + \delta_6x_6 + \delta_7x_7 + e_2$$

Where; x_1 is Talent Management Strategy (TMS) x_6 is Talent Deployment (TDP)
 x_2 is Talent Review Process (TRP) x_7 is Talent Retention (TR)
 x_3 is Talent Acquisition (TA) y_1 is Well-being (WB)
 x_4 is Talent Engagement (TE) y_2 is Turnover Intention (TI)
 x_5 is Talent Development (TDV)

β_0 and δ_0 are constants and values of dependent variable when all the variables are 0.

β_i are the regression coefficients which measures the change induced by x_i on y_1 ($i = 1, 2, 3, \dots$).

δ_i are the regression coefficients which measures the change induced by x_i on y_2 ($i = 1, 2, 3, \dots$).

e_1 and e_2 are the error terms.

3.12. Ethical Consideration

To maintain ethical standards in this study, the entire research was conducted with following and abiding by the general direction of the Addis Ababa University Senate Legislation (2013), sub article 177.2 about academic exercises, unauthorized information, plagiarism, negligence and falsification. Moreover, based on the accepted ethical issues suggested by Saunders, et al. (2009), the privacy of participants were maintained, voluntary nature of participation and the right to withdraw partially or completely from the research process was granted and communicated, maintenance of the confidentiality of data provided by individuals or identifiable participants and their anonymity was secured.

3.13. Conclusion

The quantitative research method as a suitable research method and a survey research design as a suitable design were adopted for this research. A pre-test was conducted with two branches of CBE in Addis Ababa with 40 participants to determine the reliability and validity of the questionnaire. The simple random sampling technique was adopted as a suitable sampling technique for this study. The target populations in head office of CBE were 1430 (excluding the managers and newly employed staff). The questionnaire were administered to all participants in the sample of 303 employees in head office of CBE personally by the researcher and the analysis and interpretation of the results and findings were discussed in the next chapter.

Chapter Four

4. Data Analysis and Interpretation

4.1. Introduction

This chapter deals with the presentation, analysis and interpretation of the data on findings under each presentation, aimed at achieving the research objective. In this regard, the chapter discusses the data cleaning process; the reliability analysis scores of the instrument employed in this research; the result of tests of assumptions; the mean and standard deviation on the demographic information of the respondents and on both dependent and independent variables; inferential analysis which is performed for investigating relationship of variables and impact of independent variables (TM practices and components of TM) on dependent variables (employee WB and TI); and summary of proposed hypotheses test.

4.2. Data Cleaning

Based on the methodologies specified in previous chapter, in head office of CBE 303 questionnaires were distributed and 289 were returned for analysis. Meanwhile, when the data was checked for its completeness and practical response pattern, only 276 questionnaires were valid or workable responses. Therefore, 13 responses were rejected and cancelled from this study. Because 9 of them were incomplete responses and 4 of them had extreme (directional) patterns. Accordingly, those 276 workable responses obtained from respondents were used for data analysis with Statistical Package for Social Science (SPSS) Version 20, which is licensed statistical software, for both descriptive statistics and inferential analysis.

Table 2: Return rate of Questionnaires

Organization	No. of distributed ques.	No. of collected ques.	No. of valid ques.	Percent of valid ques.
CBE	303	289	276	91.1%

4.3. Reliability Analysis

As Kothari (2004) noted, sound measurement is essential to conduct a good research and test of reliability is important test of sound measurement. Thus, to maintain reliability of the instruments and to make sure that the data collection tools are providing consistent results, reliability analysis was conducted on all instruments employed in this research after full scale data collection; and the Cronbach's coefficient alpha score was presented as follows.

4.3.1. Reliability Analysis for Overall Talent Management Instrument

Table 3: Reliability Statistics for Overall TM Instrument

Cronbach's Alpha	N of Items
.928	35

Source: Own survey, computed in SPSS, 2020

As shown in table 3, the 35 item HCI assessment tool, which was employed in this research was tested for its reliability in measuring TM practices in CBE, and found reliable with Cronbach's coefficient alpha score of 0.928. As Zikmund, et al. (2009) noted, scales with a coefficient Alpha between 0.80 and 0.95 are considered to have 'very good' reliability. Similarly, this instrument was scored high Cronbach's coefficient alpha such as; 0.941 in Diseko (2014) study and 0.965 in Du Plessis, et al. (2015) study previously. In this research, the HCI assessment tool was also scored consistent result to measure TM practice.

4.3.2. Reliability Analysis for Talent Management Components

Previous studies on TM practice which employed HCI assessment tool have tested the tool for its subscales reliability and scored medium to high Cronbach's coefficient alpha. Consequently, to make sure the selected seven subscales (Talent Management Strategy, Talent Review Process, Talent Acquisition, Talent Engagement, Talent Development, Talent Deployment and Talent Retention) are reliable measures and to maintain internal consistency of the scale, reliability analysis also conducted for TM components after full scale data collection was completed; and the result presented in the following table as follows.

Table 4: Reliability Statistics for each Components of TM

Components of TM	Cronbach's Alpha	N of Items
Talent Management Strategy (TMS)	.808	5
Talent Review Process (TRP)	.782	5
Talent Acquisition (TA)	.793	5
Talent Engagement (TE)	.833	5
Talent Development (TDV)	.851	5
Talent Deployment (TDP)	.896	5
Talent Retention (TR)	.912	5

Source: Own survey, computed in SPSS, 2020

As illustrated in table 4, the individual TM practices as subscales of TM, were also tested for their reliability in measuring TM practices in CBE. Accordingly, they were found reliable with Cronbach's coefficient alpha score of 0.808 for TMS, 0.782 for TRP, 0.793 for TA, 0.833 for TE, 0.851 for TDV, 0.896 for TDP and 0.912 for TR. Therefore, based on the above test results, we can conclude that, both TM and subscales of TM scored an acceptable Cronbach's coefficient alpha and the instrument was found reliable for measuring the components of TM practices.

4.3.3. Reliability Analysis for Employee Well-being Instrument

Table 5: Reliability Statistics for Employee WB Instrument

Cronbach's Alpha	N of Items
.906	20

Source: Own survey, computed in SPSS, 2020

As indicated in table 5, Peter and Keith (2014), the twenty items WB scale was tested for its reliability in measuring employee WB in CBE, and accordingly, the scale was found reliable with Cronbach's coefficient alpha score of 0.906. Therefore, based on the suggestion of Zikmund, et al. (2009), the instrument was found reliable for measuring the dependent variable employee WB.

4.3.4. Reliability Analysis for Employee Turnover Intention Instrument

Table 6: Reliability Statistics for Employee TI Instrument

Cronbach's Alpha	N of Items
.945	6

Source: Own survey, computed in SPSS, 2020

As indicated in table 6, Bothman and Roodt (2013) six item TI scale was tested for its reliability in measuring employee TI in CBE, and accordingly, the scale was found reliable with Cronbach's coefficient alpha score of 0.945. Therefore, based on the suggestion of Zikmund, et al. (2009), the instrument was found reliable for measuring the dependent variable employee TI.

4.4. Descriptive Statistics

In the following consecutive sections, the descriptive statistics on the demographic information of the respondents, the current level of TM practices, the level of employee WB and the level of employee TI were presented and discussed.

4.4.1. Demographic Information of Respondents

Under this section, the demographic information of employees which include sex, marital status, age, educational qualification, organizational experience, job level and chance for promotion were presented.

Table 7: Demographic Information of Respondents

Variable	Categories	Freq.	Per.	Valid Per.	Cum. Per.
Sex of Respondents	Male	195	70.7%	70.7%	70.7%
	Female	81	29.3%	29.3%	100.0%
	Total	276	100.0%	100.0%	
Marital Status	Single	86	31.2%	31.2%	31.2%
	Engaged	36	13.0%	13.0%	44.2%
	Married	143	51.8%	51.8%	96.0%
	Divorced	11	4.0%	4.0%	100.0%
	Total	276	100.0%	100.0%	
Age of Respondents	25 years and below	33	12.0%	12.0%	12.0%
	26 – 35 years	87	31.5%	31.5%	43.5%
	36 – 45 years	85	30.8%	30.8%	74.3%
	Above 46 years	71	25.7%	25.7%	100.0%

	Total	276	100.0%	100.0%	
Educational Qualification	Below Diploma	22	8.0%	8.0%	8.0%
	Diploma	31	11.2%	11.2%	19.2%
	1 st Degree	127	46.0%	46.0%	65.2%
	2 nd Degree and Above	96	34.8%	34.8%	100.0%
	Total	276	100.0%	100.0%	
Experience in the Organization	From 9 months to 3 years	8	2.9%	2.9%	2.9%
	Above 3 to 6 years	11	4.0%	4.0%	6.9%
	Above 6 to 9 years	72	26.1%	26.1%	33.0%
	Above 9 years	185	67.0%	67.0%	100.0%
	Total	276	100.0%	100.0%	
Job Levels	Core staff	193	70.0%	70.0%	70.0%
	Supportive staff	83	30.0%	30.0%	100.0%
	Total	276	100.0%	100.0%	
Chance for Promotion	0 Time	22	8.0%	8.0%	8.0%
	1 Time	83	30.1%	30.1%	38.1%
	2 Times	139	50.4%	50.4%	88.5%
	3 and Above Times	32	11.5%	11.5%	100.0%
	Total	276	100.0%	100.0%	

Source: Own survey, computed in SPSS, 2020

As shown in table 7, in head office of CBE, the majority of the respondents, 195 (70.7%) were male, and 81 (28.3%) were female. And also, 143 (51.8%) of the respondents in this organization were married, which indicates around half of the population in the sample have other responsibilities than the organization. With regard to age category, the highest number of respondents fall under the age group of 26 – 35 years, which accounts 87 (31.5%) of the total sample. Accordingly, 85 (30.8%) respondents were in the age group of 36 – 45 years. In this regard, it was observed that more than half of the population in the sample (65.9%) in the organization were above 25 years of age and from this result we can induce that the majority of employees of head office of CBE were at young age group.

At the educational qualification of respondents in head office of CBE, the highest number of respondent, 127 (46.0%) had first degree followed by 96 (34.8%) second degree and above; 31 (11.2%) diploma holders and 22 (8.0%) below diploma. Therefore, it is possible to say that academically, majority of respondents, which accounts 223 (80.8%) of sample respondents hold first degree and above. To this end, as the organization's primary services are to deliver quality services with quality and high performer workforce, and becoming competitive market leader,

the education level and the skill requirement was critical success factor for achieving strategic objective. Accordingly, as shown in table 7, in the work experience category, the majority of the respondents which accounts 185 (67.0%) were worked in the organization above 9 years and next to that 72 (26.1%) were experienced above 6 to 9 years. Then it is possible to say more than half of the population in the sample (67.0%) were experienced in the organization for more than 9 years.

At the end, 193 (70.0%) employees from the sample were core staff and from the sample which accounts 139 (50.4%) were got the chance for promotion in the organization 2 times. In the same way 32 (11.5%) of the sample were got the chance for promotion 3 time and above. In other words in head office of CBE, 171 (61.9%) of the employees in the sample were got the chance for promotion 2 times and above.

4.4.2. Current Level of Talent Management Practice in CBE

To assess and portray the existing level of TM practice in CBE, seven components of TM practices were used and respondents were asked to rate their level of agreement for five statements for each components of TM (TMS, TRP, TA, TE, TDV, TDP and TR). To this end, the descriptive statistics for the TM practices were discussed in the following sections.

The researcher used the mean score measurement of Kothari (2004) for description of the participants mean score as low, average and high. Accordingly, mean scores of less than 2.69 were described as low, mean scores of between 2.70 and 3.49 were described as an average and mean scores of greater than 3.50 were described as high in five point scale.

4.4.2.1. Current Level of Talent Management Strategy (TMS)

Table 8: Descriptive Statistics for TMS

Item	N	Mean	SD
TMS1	276	2.6159	1.06051
TMS2	276	2.8841	1.24212
TMS3	276	2.6486	1.24595
TMS4	276	2.7029	1.25283
TMS5	276	2.7391	1.32283
Overall TMS	276	2.7181	0.76227

Source: Own survey, computed in SPSS, 2020

As shown in table 8, overall TMS in CBE, as a component of TM practice, scored mean and SD of 2.72 and 0.76 respectively. When we observe the individual items of TMS, the organization averagely recognizes aligning reward and recognition programs with the strategy with the highest mean score, relatively, with a mean and SD of 2.88 and 1.24 respectively. The second highest mean score for TMS item in this organization was ‘mission and vision of the organization recognizes the importance of managing talent to achieving business objectives’ with mean and SD of 2.74 and 1.32 respectively. And the third highest mean score for TMS item in this organization was ‘the strategic goals are effectively communicated to all employees’ with mean and SD of 2.70 and 1.25 respectively. These items in TMS score an average in CBE. The other items in TMS score less than an average mean in this organization. Therefore, it may be concluded that, there was a gap in linking strategic talent management with the overall business strategy in CBE, as it is evidenced by the respondents’ perception.

4.4.2.2. Current Level of Talent Review Process (TRP)

Table 9: Descriptive Statistics for TRP

Item	N	Mean	SD
TRP1	276	2.4710	1.33589
TRP2	276	2.4819	1.26622
TRP3	276	2.7790	1.28136
TRP4	276	2.7210	1.30387
TRP5	276	2.6667	1.22598
Overall TRP	276	2.2101	0.43406

Source: Own survey, computed in SPSS, 2020

As shown in table 9, it was observed that the overall TRP in CBE scored mean and SD of 2.21 and 0.43 respectively. And also, among the TRP items, relatively the highest score was mean and SD of 2.78 and 1.28 respectively for the item ‘rewards and opportunities are provided in talent based on their contribution’ and fall slightly below an average mean score. The next score of the item which was slightly below the average mean was ‘succession plans provided for two qualified candidates for key positions’ with mean and SD of 2.72 and 1.30 respectively. These items in TRP score an average in CBE. The other items in TRP score less than an average mean in this organization. Therefore, it can be observed that there is a significant gap in identifying employees’ talent and knowing who will be replacing top performers for filling strategic

positions with prospective successors in advance. This problem is also linked with inability of the organization in segmenting its workforce based on potential, performance and value they created during their career. In other words, if organizations aware of their workforce based on certain predetermined criteria, it could be easier to identify candidates for key positions and it significantly facilitates the replacement process. Thus, CBE lack such an advantage in this case.

4.4.2.3. Current Level of Talent Acquisition (TA)

Table 10: Descriptive Statistics for TA

Item	N	Mean	SD
TA1	276	2.5580	1.06527
TA2	276	2.4674	1.23392
TA3	276	2.5072	1.22843
TA4	276	2.5580	1.23594
TA5	276	2.6268	0.91565
Overall TA	276	2.5435	0.74619

Source: Own survey, computed in SPSS, 2020

As shown in table 10, based on the statistical data and employee evaluation, the overall TA mean score and SD in CBE were 2.54 and 0.75 respectively, and it was below an average. When we see the individual items, the item which scored relatively high mean value in CBE was ‘The hiring process is efficient, effective and focusses on ‘quality of hire’ with mean score of 2.63 and SD of 0.92. Generally, the above table shows that, in CBE, all the items in TA score less than an average. Therefore, result signaled CBE to revise its talent acquisition practice.

4.4.2.4. Current Level of Talent Engagement (TE)

Table 11: Descriptive Statistics for TE

Item	N	Mean	SD
TE1	276	3.1232	1.01947
TE2	276	3.2101	1.05108
TE3	276	3.3225	1.03801
TE4	276	3.2536	1.03088
TE5	276	3.1232	0.98315
Overall TE	276	3.2065	0.58175

Source: Own survey, computed in SPSS, 2020

As table 12 illustrates that the overall TE mean score in CBE was 3.21 and SD was 0.58 and it is an average mean score. When we see individual items of TE, relatively the highest scored items, which fall in an average mean scores in CBE, were ‘my organization is featured on ‘Best Places to Work’ lists that are highly respected’ mean and SD of 3.32 and 1.04 respectively; ‘innovative products and services are being developed’ mean and SD of 3.25 and 1.03 respectively and ‘engagement levels are tracked across different talent levels, jobs, departments and locations’ mean and SD of 3.21 and 1.05 respectively. Generally, the above table shows that, in CBE, all the items in TE score an average mean values. Therefore, talent engagement practice in CBE was good in its implementation.

4.4.2.5. Current Level of Talent Development (TDV)

Table 12: Descriptive Statistics for TDV

Item	N	Mean	SD
TDV1	276	3.1920	1.09681
TDV2	276	3.6159	1.20195
TDV3	276	3.5906	1.25732
TDV4	276	3.5978	1.25967
TDV5	276	3.3080	1.14228
Overall TDV	276	3.4609	0.56342

Source: Own survey, computed in SPSS, 2020

As shown in table 12 the overall TDV, as TM practice, in CBE score mean and SD of 3.46 and 0.56 respectively. In the same way when we look in to the items, relatively the highest score item was ‘coaching, mentoring and challenging assignments are given primary development approaches’ with mean and SD score of 3.61 and 1.20 respectively followed by ‘individual development plans are in place for all employees’ with 3.60 mean and SD of 1.26. Additionally, the item ‘Communication to employee is frequent, meaningful and two way’ was the next item with highest score of mean 3.59 and SD 1.26. These items of TDV in CBE scored a mean value more than an average. But the other items ‘managers are accountable for the development of their employees’ (mean 3.31 and SD 1.14) and ‘top performers are challenged to improve their skills and take the next steps in their careers’ (mean 3.19 and SD 1.10) were scored an average mean values. Based on the result, it is observed that, TDV approaches are moderately introduced and implemented in CBE.

4.4.2.6. Current Level of Talent Deployment (TDP)

Table 13: Descriptive Statistics for TDP

Item	N	Mean	SD
TDP1	276	2.0688	0.96802
TDP2	276	2.1196	0.98545
TDP3	276	2.1848	0.94883
TDP4	276	2.2464	0.97093
TDP5	276	2.4312	0.98662
Overall TDP	276	2.2101	0.43406

Source: Own survey, computed in SPSS, 2020

As table 13 indicates, all the TDP items are fall below average in CBE. Among the five items, ‘the transitions from job to job within the organization’ item gets relatively the highest score with mean and SD of 2.43 and 0.99 respectively. ‘Technology is used to assist in the effective deployment of talent’ also get relatively the next highest score with mean of 2.25 and SD of 0.97. The overall TDP in CBE was scored mean and SD of 2.21 and 0.43 respectively. And based on these data, the effective use of talent and making talented workforce productive remains challenge for CBE. To this end, if deploying talent is not fully implemented, it may possibly hinder to allow employees to give opportunity do what they do best in CBE. It also hampers the organization’s capability, as it diminish in making use of individuals’ strength, aspiration and knowledge towards strategic objectives, as the literature depicts.

4.4.2.7. Current Level of Talent Retention (TR)

Table 14: Descriptive Statistics for TR

Item	N	Mean	SD
TR1	276	3.0254	0.91616
TR2	276	3.0797	0.95011
TR3	276	3.0870	1.01608
TR4	276	3.1993	1.00189
TR5	276	3.1594	1.00722
Overall TR	276	3.1101	0.46056

Source: Own survey, computed in SPSS, 2020

As indicated in table 14, the TR items in CBE were ranked by respondents as ‘managers hold retention conversations with employees frequently’ has mean of 3.20 and 1.00; ‘managers’ accountability for losing top performers’ has mean of 3.16 and 1.01; ‘the reasons people leave the organization, especially top performers, are recorded and addressed’ has mean of 3.09 and 1.02; ‘turnover is tracked across divisions, locations, talent levels and managers’ has mean of 3.08 and SD of 0.95 and ‘retain its best performers’ has mean of 3.03 and SD of 0.92. All items in TR in CBE were scored in an average mean values. And also the overall TR, as TM practice, scored an average mean of 3.11 and SD of 0.46. Therefore, it may be concluded that the retention of talented employees in CBE is in an average and relatively good.

4.4.3. Overall Talent Management Practices in CBE

Table 15: Descriptive Statistics for Overall TM

Item	N	Mean	SD
TMS	276	2.7181	0.76227
TRP	276	2.6239	0.78449
TA	276	2.5435	0.74619
TE	276	3.2065	0.58175
TDV	276	3.4609	0.56342
TDP	276	2.2101	0.43406
TR	276	3.1101	0.46056
Overall TM	276	2.8390	0.35087

Source: Own survey, computed in SPSS, 2020

The summary of TM practices for each dimension of TM in CBE were indicated in table 15. In CBE, TDV with mean of 3.46 and SD of 0.56; TE with mean of 3.21 and SD of 0.58; TR with mean of 3.11 and SD of 0.46 and TMS with mean of 2.72 and SD of 0.76 scored around the midpoint. Accordingly, TRP with mean of 2.62 and SD of 0.78; TA with mean of 2.54 and SD of 0.75 and TDP with mean of 2.21 and SD of 0.43 scored below the midpoint in CBE. Furthermore, the overall TM practice of CBE scored mean and SD of 2.84 and 0.35 respectively which is in average.

4.4.4. Current Level of Employee Well-being in CBE

To assess the current level of employee WB in CBE, Peter and Keith (2014) twenty items of WB scale were employed for this study, which can possibly determine whether employees are well in their organization; and respondents were asked to rate their WB.

Table 16: Descriptive Statistics for Employee WB

Item	N	Mean	SD
WB1	276	3.5362	1.02450
WB2	276	3.5616	1.05132
WB3	276	3.2572	1.05956
WB4	276	3.4493	1.05880
WB5	276	3.3768	1.01410
WB6	276	3.4058	1.07965
WB7	276	3.5797	1.09419
WB8	276	3.8732	0.95833
WB9	276	4.0072	0.98347
WB10	276	3.4891	1.03215
WB11	276	3.8478	1.01194
WB12	276	3.6087	1.02999
WB13	276	3.3732	1.02790
WB14	276	3.7971	1.10969
WB15	276	3.4601	1.10956
WB16	276	3.6304	1.07586
WB17	276	3.6848	1.04024
WB18	276	3.6159	1.07075
WB19	276	3.7029	0.99020
WB20	276	3.5797	1.06044
Overall WB	276	3.5918	0.29808

Source: Own survey, computed in SPSS, 2020

The result in table 16 shows that the overall employee WB in CBE, was in the highest average with mean and SD of 3.59 and 0.30 respectively. As the result in the table indicates the first five items relatively with highest score from employee WB scale in CBE were ‘I feel quite confident that my organization always try to rewards me fairly’ with mean of 4.01 and SD of 0.98; ‘I am satisfied with my education and training opportunities’ with mean of 3.87 and SD of 0.96; ‘After work, I feel happy to do some of the things I would like to do’ with mean of 3.85 and SD of

1.01; ‘My work gives me time that I would like to spend with family or friends’ with mean of 3.80 and SD of 1.11; and ‘I put my jobs before my families or personal lives’ with mean of 3.70 and SD of 0.99. From the items relatively with the lowest score was ‘I am working towards the common organizational goals’ with mean of 3.26 and SD of 1.06. All the items in the WB of employees in CBE were scored a mean value at the midpoint and at the highest point. Therefore, it may be concluded that the WB of employees in CBE is slightly more than an average and relatively very good.

4.4.5. Current Level of Employee Turnover Intention in CBE

To assess the level of employee TI in CBE, Bothman and Roodt (2013) six items of employee TI scale were employed for this study, which can possibly determine whether employees have intention to stay in or leave the organization; and respondents were asked to rate their intentions.

Table 17: Descriptive Statistics for Employee TI

Item	N	Mean	SD
TI1	276	1.7572	0.67349
TI2	276	3.4275	1.14026
TI3	276	1.9203	0.58542
TI4	276	2.6341	0.67700
TI5	276	1.5652	0.51106
TI6	276	2.7391	0.72166
Overall TI	276	2.3406	0.29189

Source: Own survey, computed in SPSS, 2020

The result in table 17 shows that the overall employee TI at CBE, was at the lower point in the average with mean and SD of 2.34 and 0.29 respectively. The table further illustrate that the item relatively with the highest score from employee TI scale was ‘employees’ current job satisfying their personal needs’ with mean of 3.43 and SD of 1.14, which means their satisfaction with their current job was at the highest point of an average. This indicates that the employees’ current job was satisfying their personal needs at CBE. Accordingly, respondents were asked a question to understand how employees at CBE being excited to go to work and therefore ‘looking forward’ to be another day at work, and they rate their excitement with mean and SD of 2.74 and 0.72 respectively. In this regard, it is learned that if employees at CBE offered another job with the same compensation level from other organizations, they are likely to accept. This shows that,

other than competitive compensations, there are no other factors which can possibly compel employees to prefer stay in the organization.

Employees of CBE also often dream about getting another job that will better suit their personal needs, with mean and SD of 2.63 and 0.68 respectively, which was at the top point low average. This shows that, talented people are rarely searching for other jobs to fulfill their personal need and it hinder to exert their effort for the organization.

Among the six items, ‘employees’ frustration when they are not given the opportunity at work to achieve their personal work-related goals’ scored almost around the average with mean of 1.92 and SD of 0.68. This shows that employees at CBE were rarely frustrated when they are not given opportunity to achieve their personal goals. In addition, respondents were asked a question to how they considered leaving their job at CBE, and they rate their consideration with mean and SD of 1.76 and 0.67 respectively, which was below the average.

Finally, respondents were asked a question to understand how employees at CBE being excited to going to accept another job at the same compensation level if it should be offered to them, and they rate their excitement with mean and SD of 1.57 and 0.51 respectively. In this regard, it is learned that if employees at CBE offered another job with the same compensation level from other organizations, they are not likely to accept. This shows that, other than competitive compensations, there are other factors which can possibly compel employees to prefer to stay in the organization.

4.5. Inferential Analysis

The subsequent section presented and discussed the relationship between employee well-being and turnover intention in CBE. Furthermore, the direction and the magnitude of the impact of overall TM practice and its components on employee WB and TI was also examined.

Accordingly, inferential analysis (Correlation Coefficient and Linear Regression) were used to examine the relationship of those variables under study; and strength of correlation and impact were interpreted through suggestion of Evans (1996) in the following pattern:

0.00 – 0.19 “Very Weak”	0.40 – 0.59 “Moderate”	0.80 – 1.00 “Very Strong”
0.20 – 0.39 “Weak”	0.60 – 0.79 “Strong”	

4.5.1. Pearson's Product Moment Correlation Coefficient

4.5.1.1. The Relation between Employee Well-being and Turnover Intention

Table 18: The Relation between Employee WB and TI in CBE

		WB	TI
WB	Pearson Correlation	1	.002
	Sig. (2-tailed)		.968
TI	Pearson Correlation	.002	1
	Sig. (2-tailed)	.968	

N = 276

Source: Own survey, computed in SPSS, 2020

Table 18 illustrate the relationship between employee WB and TI in CBE. Based on this correlation between the main dependent research variables (employee WB and TI), there was no statistically significant relation between employee WB and TI in CBE. This is because, $r = 0.002$ and $p = 0.968$ for the relation between employee WB and TI in CBE.

4.5.2. Regression Analysis

4.5.2.1. Simple Linear Regression Analysis

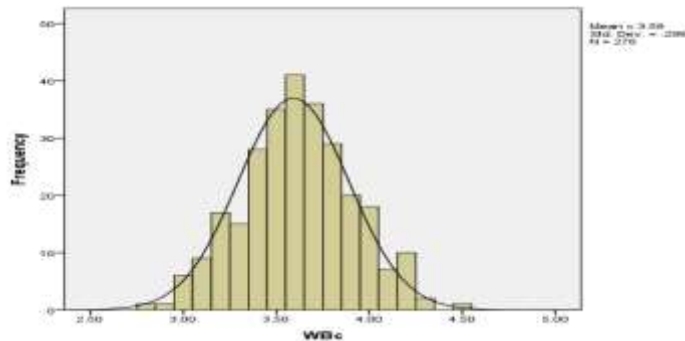
Assumptions of Simple Linear Regression Analysis

According to Field (2009), to run a simple linear regression, checking critical assumptions is essential and it is helpful to draw conclusion about the population under study. In this regard, normality of both predictor and predicted variables and the linearity of relationship between the independent and dependent variables were checked, and the results presented as follows.

Normality

According to Field (2009), the assumption of normality is important in research using regression (or general linear models) and helpful to generalize the results of the analysis beyond the sample collected. Among several ways to check for the normality assumptions for simple linear regression analysis, it is advisable to inspect to see if a distribution is normal through histogram and a P-P plot (probability-probability plot). Therefore, to establish the validity of these assumptions, the researcher also checks for the normality through histogram and P-P plot of CBE as follows.

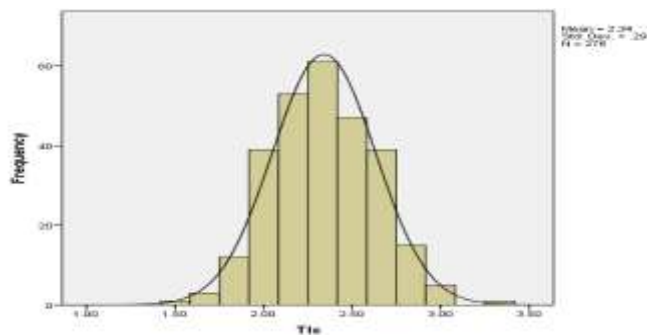
Figure 2: Histogram for Employee WB in CBE



Source: Own survey, computed in SPSS, 2020

As Garson (2012) and Field (2009) noted, normal distribution take the form of a symmetric bell shaped curve. Accordingly, as we observed from the above figure (figure 2), the histogram in the organization (for the dependent variable employee WB) look like a normal distribution (bell-shaped curve) and the distribution was roughly normal. Moreover, the histogram (the curve) was perfectly skewed (symmetrical). Therefore, we can conclude that, we have good model for the data; and possibly, we can infer to the population in the organization.

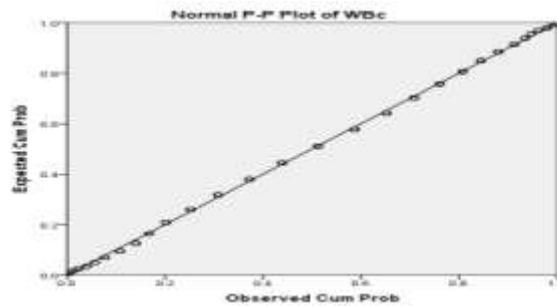
Figure 3: Histogram for Employee TI in CBE



Source: Own survey, computed in SPSS, 2020

In the same way, as we observed from the above figure (figure 3), the histogram in the organization (for the dependent variable employee TI) look like a normal distribution (bell-shaped curve) and the distribution was roughly normal. Moreover, the histogram (the curve) was perfectly skewed (symmetrical). Therefore, we can conclude that, we have good model for the data; and possibly, we can infer to the population in the organization.

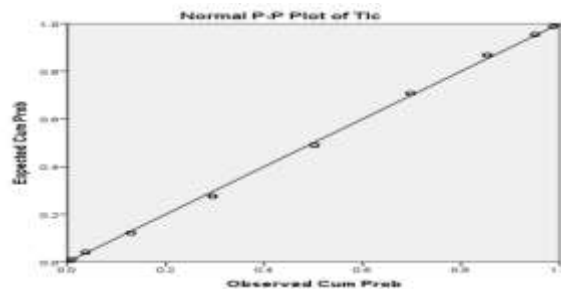
Figure 4: Normally Distributed Error for Employee WB in CBE



Source: Own survey, computed in SPSS, 2020

The normal probability plot also shows that there is no deviations from normality in CBE (in the dependent variable employee WB). The straight line in this plot represents a normal distribution, and the points represent the observed residuals in the organization. Therefore, in a perfectly normally distributed data set, all points will lie on the line (Field, 2009). Likewise, as we seen in figure 4 in CBE, the dots are plotted on the strait line, which indicate there is no deviation from normality with no extreme cases. Therefore, the assumption of simple linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population in the organization.

Figure 5: Normally Distributed Error for Employee TI in CBE



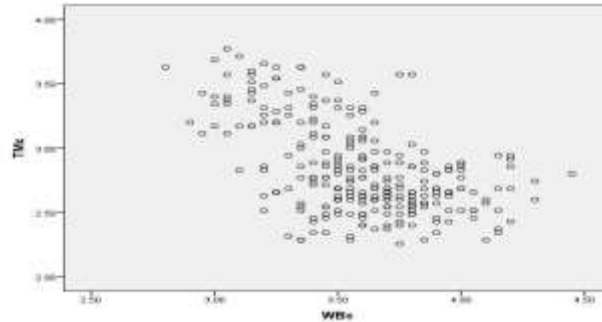
Source: Own survey, computed in SPSS, 2020

The normal probability plot also shows that there is no deviations from normality in CBE (in the dependent variable employee TI). The straight line in this plot represents a normal distribution, and the points represent the observed residuals in the organization. In other words, as we seen in figure 5 the dots are plotted on the strait line, which indicate there is no deviation from normality with no extreme cases. Therefore, the assumption of simple linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population in the organization.

Linearity

Since general linear model assume linearity, it is necessary testing for non-linearity. In this regard as Garson (2012) pointed out, simple inspection of scatterplots is a common method for determining if nonlinearity exists in a relationship. Consequently, the researcher run simple scatterplot to see if there is a linear relationship exists between the variables in CBE.

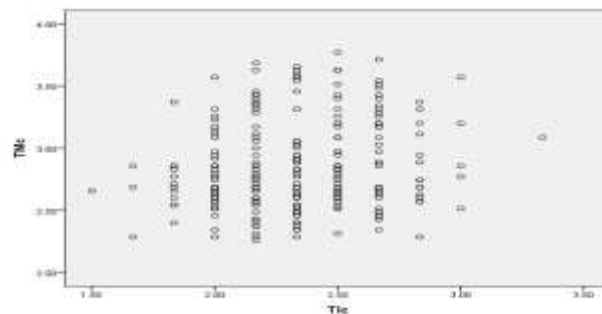
Figure 6: Linearity of TM and Employee WB in CBE



Source: Own survey, computed in SPSS, 2020

According to Field (2009), the assumption of linearity assumes the mean values of the outcome variable for each increment of the predictor lie along a straight line. In other words, it is assumed that the relationship we are modeling is a linear one. In this regard, as we observed from figure 6, the dots have a shape of straight line in CBE. It is also observable that the dots are scattered downward trend (negative slope) which means, there is a negative linear relationship exists between the main variables (TM practice and employee WB) in CBE. Therefore, through our linear model for employee WB, we can generalize the finding towards the population in the organization.

Figure 7: Linearity of TM and Employee TI in CBE



Source: Own survey, computed in SPSS, 2020

Accordingly, as we observed from figure 7, the dots have a shape of straight line in CBE. It is also observable that the dots are scattered downward trend (negative slope) which means, there is a negative linear relationship exists between the main variables (TM practice and employee TI) in CBE. Therefore, through our linear model for employee TI, we can generalize the finding towards the population in the organization.

4.5.2.1.1. Regression Analysis of Overall TM Practice and Employee WB

Table 19: (Model Summary) TM as Predictor to Employee WB in CBE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535 ^a	.286	.284	.25225

a. Predictors: (Constant), TM

Source: Own survey, computed in SPSS, 2020

The model summary in table 19 shows that R is 0.535 and R square is 0.286. This indicates that about 28.6% of the variance in employee WB (dependent variable) can be explained by TM practice of CBE (independent variable). The remaining 71.4% of the variance is explained by other variables that are not included in this study.

Table 20: (ANOVA) Talent Management as Predictor to WB in CBE

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.999	1	6.999	110.001	.000 ^b
	Residual	17.435	274	.064		
	Total	24.434	275			

a. Dependent Variable: WB

b. Predictors: (Constant), TM

Source: Own survey, computed in SPSS, 2020

The F-test result in the ANOVA table (table 20) and the p-value in CBE is 110.001 with a significance of less than 0.01. This implies that, the probability of these results occurring by chance is less than 0.01. Therefore, a significant amount of TM practice in CBE has an impact on employee WB, which means independent variable (TM practice) statistically and significantly predict the dependent variable (employee WB), and it can be concluded as, the overall regression model is significant, $F(1, 274) = 110.001, p < 0.01, R^2 = 0.284$ in CBE.

Then, the lower value of the standard error of the estimate and the higher F value evidenced that, the interdependence of the two variables, i.e. TM practice and employee WB is strong and significant in CBE. Therefore, it may be concluded as; the TM practice impact on employee WB is significant, where, $p < 0.01$ in CBE.

Table 21: (Coefficients) Talent Management as Predictor to Well-being in CBE

Model	Unstandardized Coe.		Standardized Coe.	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.883	.124		39.372	.000
TM	-.455	.043	-.535	-10.488	.000

a. Dependent Variable: WB

Source: Own survey, computed in SPSS, 2020

Based on the above coefficient table (table 21), Beta-value of -0.535 indicates that there is an inverse relationship exists between TM practices and employee WB which is statistically significant at 99% confidence level in CBE. Moreover, the B value (-0.455) in the unstandardized coefficient column, represent that, considering all other factors constant at zero, for every one unit increase on TM practice, we expect 0.455 unit decrease in employee WB in CBE. Thus the regression equation, in this condition, will be:-

$$WB = 4.883 - 0.455TM + 0.25225$$

This implies that, as employees perceive effective TM is in place at CBE, their WB diminishes significantly. From this discussion, in describing the impact of TM practice on employee WB in CBE, the employee WB is affected by several factors other than their perception of the TM practice in the organization; and it is confirmed in the regression result as 71.4% of the variance in their WB is explained by other factors.

4.5.2.1.2. Regression Analysis of Overall TM Practice and Employee TI

Table 22: (Model Summary) TM as Predictor to Employee TI in CBE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.146 ^a	.021	.018	.28927

a. Predictors: (Constant), TM

Source: Own survey, computed in SPSS, 2020

From the model summary in table 22, R is 0.146 and R square is 0.021. This indicates that only about 2.1% of the variance in employee TI (dependent variable) can be explained by TM practice of CBE (independent variable). The remaining 97.9% of the variance is explained by other variables that are not included in this study.

Table 23: (ANOVA) Talent Management as Predictor to TI in CBE

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.502	1	.502	5.997	.015 ^b
Residual	22.928	274	.084		
Total	23.430	275			

- a. Dependent Variable: TI
- b. Predictors: (Constant), TM

Source: Own survey, computed in SPSS, 2020

The F-test result in the ANOVA table (table 23) and the p-value in CBE is 5.997 with a significance of less than 0.05. Therefore, it can be concluded as, the overall regression model is significant, $F(1, 274) = 5.997, p < 0.05, R^2 = 0.021$ in CBE.

Furthermore, the lower value of the standard error of the estimate and the higher F value evidenced that, the interdependence of the two variables, i.e. TM practice and employee TI is strong and significant in CBE. Therefore, it may be concluded as; the TM practice impact on employee TI is significant, where, $p < 0.05$ in CBE.

Table 24: (Coefficients) Talent Management as Predictor to TI in CBE

Model	Unstandardized Coe.		Standardized Coe.	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.995	.142		14.027	.000
TM	.122	.050	.146	2.449	.015

- a. Dependent Variable: TI

Source: Own survey, computed in SPSS, 2020

From table 24, Beta-value of 0.146 indicates that there is a direct relationship exists between TM practices and employee TI which is statistically significant at 95% confidence level in CBE. Moreover, the B value (0.122), represent that, considering all other factors constant at zero, for

every one unit increase on TM practice, we expect 0.122 unit increase in employee intention to leave CBE. Thus the regression equation, in this condition, will be:-

$$TI = 1.995 + 0.122TM + 0.28927$$

This implies that, as employees perceive effective TM is in place at CBE, their intention to leave the organization increases significantly. From this discussion in describing the impact of TM practice over employee intention to stay in or leave CBE, the employee intention of quitting their job is affected by several factors other than their perception of the TM practice in the organization; and it is confirmed in the regression result as 97.9% of the variance in their TI is explained by other factors.

4.5.2.2. Multiple Linear Regression Analysis

The above section discussed and presented the impact of overall TM practice over employee WB and TI and it is found that there is an impact relationship between these variables in CBE. Moreover, it was also evidenced that overall TM practice predicts employee WB and TI significantly in the organization.

On the other hand, after testing for different assumptions, the following section examined impact of individual TM practices on employee WB and TI in CBE; and help us to identify which TM practice has significant unique impact on employee WB and TI than the others in CBE.

Assumptions of Multiple Linear Regression Analysis

In conducting multiple regression analysis using regression equation, as suggested by Saunders, et al. (2009), key assumptions should be met. Consequently, to perform the regression analysis involving multiple independent variables, the researcher must check for the variables have linear relationship, the data were normally distributed, homogeneity of variances, and there is no collinearity between independent variables (to determine the separate impact of individual TM practices).

In this regard, the researcher ensured, in the previous sections, that the assumptions of linearity and normality have been met. The remaining assumptions, the assumption of multicollinearity and homogeneity of variances, were presented as follows.

Multicollinearity

In multiple regression analysis, the regression coefficients become less reliable as the degree of correlation between the independent variables increases. Thus, if there is a high degree of correlation between independent variables, we have a problem of what is commonly described as the problem of multicollinearity (Kothari, 2004).

Table 25: The Relation between Components of TM in CBE

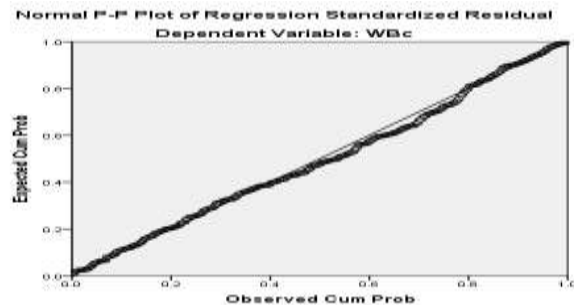
		TMS	TRP	TA	TE	TDV	TDP	TR
TMS	Correlation	1	.407**	.341**	.291**	.098	-.048	.171**
	Sig. (2-tailed)		.000	.000	.000	.105	.422	.004
TRP	Correlation		1	.390**	.303**	.216**	-.074	.225**
	Sig. (2-tailed)			.000	.000	.000	.222	.000
TA	Correlation			1	.352**	.215**	-.071	.316**
	Sig. (2-tailed)				.000	.000	.243	.000
TE	Correlation				1	.080	-.084	.264**
	Sig. (2-tailed)					.183	.162	.000
TDV	Correlation					1	.000	.189**
	Sig. (2-tailed)						.994	.002
TDP	Correlation						1	-.065
	Sig. (2-tailed)							.285
TR	Correlation							1
	Sig. (2-tailed)							

Source: Own survey, computed in SPSS, 2020

Based on table 25, the correlation between components of TM ranges from 0.000 to 0.407 and there is a moderate significant relationship between TMS and TRP ($r = 0.407$, $p < 0.01$) in CBE. And also, there is a weak significant relationship between TMS and TA ($r = 0.341$, $p < 0.01$), between TMS and TE ($r = 0.291$, $p < 0.01$), between TRP and TA ($r = 0.390$, $p < 0.01$), between TRP and TE ($r = 0.303$, $p < 0.01$), between TRP and TDV ($r = 0.216$, $p < 0.01$), between TRP and TR ($r = 0.225$, $p < 0.01$), between TA and TE ($r = 0.352$, $p < 0.01$), between TA and TDV ($r = 0.215$, $p < 0.01$), between TA and TR ($r = 0.316$, $p < 0.01$), and between TE and TR ($r = 0.264$, $p < 0.01$) in CBE. Moreover, there is a very weak significant relationship between TMS and TR ($r = 0.171$, $p < 0.01$), and between TDV and TR ($r = 0.189$, $p < 0.01$). The other components of TM practices have no significant relationship in this organization. Therefore, we have no the

problem of multicollinearity to determine the separate impact of individual TM practices in this organization.

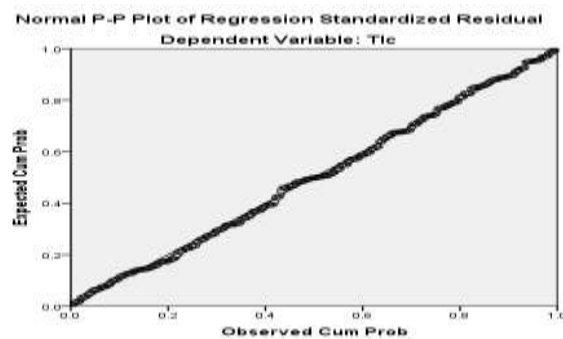
Figure 8: Normally Distributed Errors Components of TM and WB in CBE



Source: Own survey, computed in SPSS, 2020

The normal probability plot in figure 8 shows that there is a small deviations from normality in CBE (in the dependent variable employee WB). In other words, as we seen in CBE, the dots are closely plotted to the straight line, which indicate a small deviation from normality and there are no extreme cases observed. Therefore, the assumption of multiple linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population in the organization.

Figure 9: Normally Distributed Errors Components of TM and TI in CBE



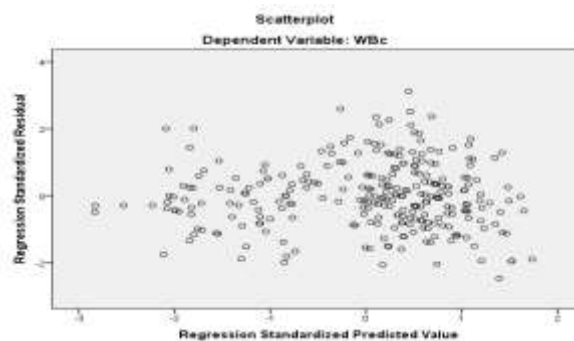
Source: Own survey, computed in SPSS, 2020

The normal probability plot in figure 9 also shows that almost there is no deviations from normality in CBE (in the dependent variable employee TI). In other words, the dots are plotted on the strait line, which indicate there is no deviation from normality with no extreme cases. Therefore, the assumption of simple linear regression have been met and we can possibly assume that the model is accurate and can probably generalize to the population in the organization.

Homoscedasticity

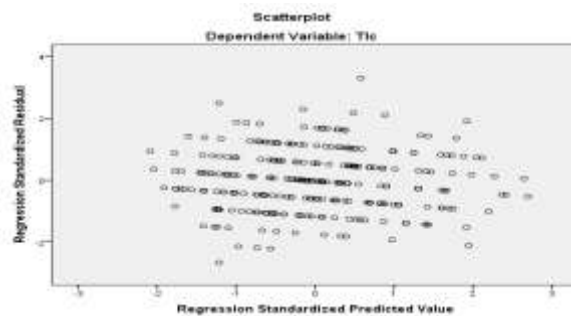
Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances, as Saunders, et al. (2009) noted. Based on the explanation by Field (2009), at each level of the predictor variables, the variance of the residual terms should be constant. This just means that the residuals at each level of the predictors should have the same variance, therefore checking for this assumption is helpful for the goodness of the regression model. In this regard, to plot the homoscedasticity analysis, as suggests by Field (2009), the researcher plot the standardized residuals, or errors (ZRESID) on the Y axis and the standardized predicted values of the dependent variable based on the model (ZPRED) on the X axis and the result is presented as follows.

Figure 10: Homoscedasticity for Employee WB in CBE



Source: Own survey, computed in SPSS, 2020

Figure 11: Homoscedasticity for Employee TI in CBE



Source: Own survey, computed in SPSS, 2020

According to Garson (2012), homoscedasticity help as to check for the relationship under investigation is the same for the entire range of the dependent variables and lack of

homoscedasticity is shown by higher errors (residuals) for some portions of the range, which can be seen on the scatterplot.

In this regard, as Field (2009) describes, the graph of *ZRESID and *ZPRED should look like a random array of dots evenly dispersed around zero, if the assumption of homoscedasticity has to be met. Likewise, as shown in the above figures (figure 10 and 11), the points are randomly and evenly dispersed throughout the plot and there are no obvious outliers on this cloud of dots which are spaced around zero in CBE (for both dependent variables employee WB and TI). Therefore, we can conclude that the assumption of random errors and homoscedasticity have been met in the organization.

4.5.2.2.1. Regression Analysis of Components of Talent Management and Well-being

Table 26: (Model Summary) TMS, TRP, TA, TE, TDV, TDP and TR as Predictors to WB in CBE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.555 ^a	.308	.289	.25126

a. Predictors: (Constant), TR, TDP, TMS, TDV, TE, TRP, TA

b. Dependent Variable: WB

Source: Own survey, computed in SPSS, 2020

As indicated in table 26, considering the impact of all predictors (TMS, TRP, TA, TE, TDV, TDP and TR), the overall model accounts for 30.8% of the variance in employee WB in CBE. This means, around 69.2% of the variance on employee WB is explained by other factors. In simple terms, whether there is WB or not, employees experienced 30.8% of the variance explained by the seven TM practice of CBE. This means, TM components altogether account 30.8% of the variance in the WB of employees within CBE.

Table 27: (ANOVA) TMS, TRP, TA, TE, TDV, TDP and TR as Predictors to WB in CBE

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.515	7	1.074	17.005	.000 ^b
	Residual	16.919	268	.063		
	Total	24.434	275			

a. Dependent Variable: WB

b. Predictors: (Constant), TR, TDP, TMS, TDV, TE, TRP, TA

Source: Own survey, computed in SPSS, 2020

The above ANOVA table (table 27), help us to make sure the above model (on model summary table 26) statistically significant predictor of the outcome (employee WB) and it is evidenced that the model is statistically predictor of employee WB because the p value is less than 0.01 in CBE.

A significant amount of individual TM practices (TMS, TRP, TA, TE, TDV, TDP and TR) have an impact on employee WB in CBE. Thus, in CBE, components of TM practices were found statistically and significantly predict employee WB; and it can be concluded as, the overall regression model is significant, $F(7, 268) = 17.005$, $p < 0.01$, $R^2 = 0.308$.

Table 28: (Coefficients) TMS, TRP, TA, TE, TDV, TDP and TR as Predictors to WB in CBE

Model	Unstandardized Coe.		Standardized Coe.	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.717	.166		28.386	.000
TMS	-.038	.023	-.098	-1.708	.089
TRP	-.088	.023	-.231	-3.873	.000
TA	-.072	.024	-.181	-3.029	.003
TE	-.075	.029	-.147	-2.589	.010
TDV	-.092	.028	-.174	-3.271	.001
TDP	.002	.035	.002	.048	.962
TR	-.016	.036	-.025	-.463	.644

a. Dependent Variable: WB

Source: Own survey, computed in SPSS, 2020

Based on the statistical data obtained from the above model summary table (table 26), components of TM practices together explain about 30.8% the variance in employee WB in CBE and the regression equation is:-

$$WB = 4.717 - 0.038(TMS) - 0.088(TRP) - 0.072(TA) - 0.075(TE) - 0.092(TDV) + 0.002(TDP) - 0.016(TR) + 0.25126$$

In the same way, from the impact exerted on employee WB in CBE; TDV, TRP, TE and TA have statistically better contribution for the outcome with B value of -0.092 ($p < 0.01$), -0.088 ($p < 0.01$), -0.075 ($p < 0.05$) and -0.072 ($p < 0.01$) respectively. With this statistical data, and the standardized beta value, (which has been converted to the same scale), we can conclude as, TRP

have a better contribution than TDV, TE and TA to explain the change in WB, since -0.231 is larger than -0.174, -0.147 and -0.181 regardless of the negative value.

And also, given the other variables constant, one unit increase in TRP will decrease 0.088 units of employee WB, one unit increase in TDV will decrease 0.092 units of employee WB, one unit increase in TE will decrease 0.075 units of employee WB and one unit increase in TA will decrease 0.072 units of employee WB in CBE.

Therefore, we can induce from the above result that, segmenting and engaging employees based on their talent, rewarding them based on their contribution, acquiring talented employees on the most important jobs, matching job requirements with employees' competencies, making transition from job to job easy, and giving opportunities for employees to do what they do best have an impact on employee WB in CBE significantly.

4.5.2.2.2. Regression Analysis of Components of TM and Turnover Intention

Table 29: (Model Summary) TMS, TRP, TA, TE, TDV, TDP and TR as Predictors to TI in CBE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.185 ^a	.034	.009	.29056

a. Predictors: (Constant), TR, TDP, TMS, TDV, TE, TRP, TA

b. Dependent Variable: TI

Source: Own survey, computed in SPSS, 2020

As indicated in the above model summary table (table 29), considering the impact of all predictors (TMS, TRP, TA, TE, TDV, TDP and TR), the overall model accounts for only 3.4% of the variance in employee TI in CBE. This means, around 96.6% of the variance on employee TI is explained by other factors. In simple terms, whether there is TI or not, employees experienced 3.4% of the variance explained by the seven TM practice of CBE. This means, TM components altogether account only 3.4% of the variance in the intention of employees to leave CBE.

Table 30: (ANOVA) TMS, TRP, TA, TE, TDV, TDP and TR as Predictors to TI in CBE

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.804	7	.115	1.360	.222 ^b
	Residual	22.626	268	.084		
	Total	23.430	275			

a. Dependent Variable: TI

b. Predictors: (Constant), TR, TDP, TMS, TDV, TE, TRP, TA

Source: Own survey, computed in SPSS, 2020

The above ANOVA table (table 30), help us to make sure the above model (on model summary table 29) is evidenced that the model is not statistically predictor of employee TI because the p value is greater than 0.05 in CBE. Therefore, a significant amount of individual TM practices (TMS, TRP, TA, TE, TDV, TDP and TR) has no impact on employee TI in CBE. Thus, components of TM practices were found statistically and significantly not predictor of employee TI in CBE and it can be concluded as, the overall regression model is not significant, $F(7, 268) = 1.360$, $p > 0.05$, $R^2 = 0.034$.

Table 31: (Coefficients) TMS, TRP, TA, TE, TDV, TDP and TR as Predictors to TI in CBE

Model	Unstandardized Coe.		Standardized Coe.	t	Sig.	
	B	Std. Error	Beta			
2	(Constant)	2.177	.192		11.327	.000
	TMS	.038	.026	.098	1.446	.149
	TRP	.027	.026	.074	1.049	.295
	TA	.027	.028	.070	.990	.323
	TE	-.004	.034	-.009	-.131	.896
	TDV	-.030	.032	-.058	-.930	.353
	TDP	-.001	.041	-.001	-.018	.985
	TR	.013	.041	.020	.312	.756

a. Dependent Variable: TI

Source: Own survey, computed in SPSS, 2020

Based on the statistical data obtained from the above model summary tables (table 29), components of TM practices together explain about 3.4% the variance in employee TI in CBE and the regression equation is:-

$$TI = 2.177 + 0.038(TMS) + 0.027(TRP) + 0.027(TA) - 0.004(TE) - 0.030(TDV) - 0.001(TDP) + 0.013(TR) + 0.29056$$

In the same way, from these impact on employee TI in CBE, all components of TM practices have no statistically significant contribution for the outcome. Therefore, we can induce from the above result that, all components of TM practices have no statistically significant impact on employee TI in CBE.

4.6. Testing of the Proposed Hypotheses

In this study seventeen hypotheses were formulated. The statistical tests run for these hypotheses were briefly discussed below.

***H₁*: Overall TM practice has a positive significance impact on employee WB.**

On the other hand, based on the regression model summary, ANOVA and coefficients results (table 19, 20 and 21) and arguments, overall TM practice has a significant impact on employee WB (with moderate and negative, $r = -0.535$, $p = 0.000$ and B value is -0.455). This can be interpreted as, “Overall TM practice has a negative significant impact on employee WB”.

Therefore, *H₁* is rejected.

***H_{2a}*: Talent management strategy has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Management Strategy (TMS) has a significant impact on employee WB (with a very weak and negative, $r = -0.318$, $p = 0.000$ and B value is -0.038). This can be interpreted as, “TMS has a negative significant impact on employee WB”.

Therefore, *H_{2a}* is rejected.

***H_{2b}*: Talent review process has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Review Process (TRP) has a significant impact on employee WB (with a very weak and negative, $r = -0.429$, $p = 0.000$ and B value is -0.088). This can be interpreted as, “TRP has a negative significant impact on employee WB”.

Therefore, *H_{2b}* is rejected.

***H_{2c}*: Talent acquisition has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Acquisition (TA) has a significant impact on employee WB (with a very weak and negative, $r = -0.402$, $p = 0.000$ and B value is -0.072). This can be interpreted as, “TA has a negative significant impact on employee WB”. **Therefore, *H_{2c}* is rejected.**

***H_{2d}*: Talent engagement has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Engagement (TE) has a significant impact on employee WB (with a very weak and negative, $r = -0.330$, $p = 0.000$ and B value is -0.075). This can be interpreted as, “TE has a negative significant impact on employee WB”. **Therefore, *H_{2d}* is rejected.**

***H_{2e}*: Talent development has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Development (TDV) has a significant impact on employee WB (with a very weak and negative, $r = -0.289$, $p = 0.000$ and B value is -0.092). This can be interpreted as, “TDV has a negative significant impact on employee WB”. **Therefore, *H_{2e}* is rejected.**

***H_{2f}*: Talent deployment has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Deployment (TDP) has no significant impact on employee WB ($r = 0.051$, $p = 0.399$ and B value is 0.002). This can be interpreted as, “TDP has no significant impact on employee WB”. **Therefore, *H_{2f}* is rejected.**

***H_{2g}*: Talent retention has a positive significance impact on employee WB.**

And also, based on the regression model summary, ANOVA and coefficients results (table 26, 27 and 28) and justifications, Talent Retention (TR) has a significant impact on employee WB (with a very weak and negative, $r = -0.223$, $p = 0.000$ and B value is -0.016). This can be

interpreted as, “TR has a negative significant impact on employee WB”. **Therefore, H_{2g} is rejected.**

H_3 : Overall TM practice has a negative significance impact on employee TI.

On the other hand, based on the regression model summary, ANOVA and coefficients results (table 22, 23 and 24) and arguments, overall TM practice has a significant impact on employee TI (with a very weak and positive, $r = 0.146$, $p = 0.015$ and B value is 0.122). This can be interpreted as, “Overall TM practice has a positive significant impact on employee TI”. **Therefore, H_3 is rejected.**

H_{4a} : Talent management strategy has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Management Strategy (TMS) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TMS is not a significant predictor of employee TI”. **Therefore, H_{4a} is not rejected.**

H_{4b} : Talent review process has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Review Process (TRP) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TRP is not a significant predictor of employee TI”. **Therefore, H_{4b} is not rejected.**

H_{4c} : Talent acquisition has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Acquisition (TA) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TA is not a significant predictor of employee TI”. **Therefore, H_{4c} is not rejected.**

H_{4d} : Talent engagement has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Engagement (TE) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TE is not a significant predictor of employee TI”. **Therefore, H_{4d} is not rejected.**

H_{4e} : Talent development has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Development (TDV) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TDV is not a significant predictor of employee TI”. **Therefore, H_{4e} is not rejected.**

H_{4f} : Talent deployment has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Deployment (TDP) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TDP is not a significant predictor of employee TI”. **Therefore, H_{4f} is not rejected.**

H_{4g} : Talent retention has a negative significance impact on employee TI.

On the other hand, based on the ANOVA result (table 23) and justifications, Talent Retention (TR) is not the predictor of employee TI ($F = 1.360$, $p = 0.222$). This can be interpreted as, “TR is not a significant predictor of employee TI”. **Therefore, H_{4g} is not rejected.**

H_5 : Employee WB and TI have a negative significance relation.

On the other hand, based on the correlation result (table 18) and arguments, employee WB and TI have no significant relationship (with a very weak and positive, $r = 0.002$ and $p = 0.968$). This can be interpreted as, “Employee WB and TI have no significant relationship”. **Therefore, H_5 is rejected.**

4.7. Summary of the Hypotheses Test

The overall result of the hypotheses test was indicated in the table below.

Table 32: Summary of the Overall Outcome

Hypotheses	Result	Reason
H_1 : Overall talent management practice has a positive significance impact on employee well-being.	Rejected	$r = -0.535$ $p = 0.000$ $\beta = -0.455$
H_{2a} : Talent management strategy has a positive significance impact on employee well-being.	Rejected	$r = -0.318$ $p = 0.000$ $\beta = -0.038$
H_{2b} : Talent review process has a positive significance impact on employee well-being.	Rejected	$r = -0.429$ $p = 0.000$ $\beta = -0.088$

H_{2c} : Talent acquisition has a positive significance impact on employee well-being	Rejected	r = -0.402 p = 0.000 β = -0.072
H_{2d} : Talent engagement has a positive significance impact on employee well-being.	Rejected	r = -0.330 p = 0.000 β = -0.075
H_{2e} : Talent development has a positive significance impact on employee well-being.	Rejected	r = -0.289 p = 0.000 β = -0.092
H_{2f} : Talent deployment has a positive significance impact on employee well-being.	Rejected	r = 0.051 p = 0.399 β = 0.002
H_{2g} : Talent retention has a positive significance impact on employee well-being.	Rejected	r = -0.223 p = 0.000 β = -0.016
H₃ : Overall talent management practice has a negative significance impact on employee turnover intention.	Rejected	r = 0.146 p = 0.015 β = 0.122
H_{4a} : Talent management strategy has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H_{4b} : Talent review process has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H_{4c} : Talent acquisition has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H_{4d} : Talent engagement has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H_{4e} : Talent development has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H_{4f} : Talent deployment has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H_{4g} : Talent retention has a negative significance impact on employee turnover intention.	Not Rejected	F = 1.360 p = 0.222
H₅ : Employee well-being and turnover intention have a negative significance relation.	Rejected	r = 0.002 p = 0.968

Source: Own survey, computed in SPSS, 2020

Chapter Five

5. Summary, Conclusion and Recommendation

5.1. Introduction

A summary of the major findings, conclusions, and recommendations were presented in this chapter. Conclusions were drawn from the major findings and review of the literature. Implication and recommendations for further studies were included.

5.2. Summary of Major Findings

In this study, the researcher was interested in assessing the current TM practice and investigating its impact on employee WB and TI at CBE. Accordingly, to meet the research objective, the researcher collected data from sample respondents; and analyzed the collected data through descriptive and inferential statistics. By doing so, the following major findings were obtained.

The descriptive statistics result revealed that, mean score for individual TM practices ranges between 2.21 and 3.46 in CBE, which fall around the low mean. Accordingly, the highest mean score ($M = 3.46$, $SD = 0.56$) attributed to TDV and the lowest mean score ($M = 2.21$, $SD = 0.43$) is for TDP, which revealed that, from the seven components of TM, 'TDV' practiced better and 'TDP' practiced at the least in CBE. The study also found overall TM practice scored mean of 2.84 ($SD = 0.35$) in CBE, which is slightly below the average mean.

The descriptive statistics employed for assessing the current level of employee WB in CBE revealed that, the mean score of their overall WB is 3.59 ($SD = 0.30$) above the average in CBE. And also, it is found that from the items of WB, the item 'I feel quite confident that my organization always try to rewards me fairly' with the mean score of 4.01 ($SD = 0.98$) in CBE has the highest mean score.

The descriptive statistics employed for assessing the current level of employee TI in CBE also revealed that, the mean score of their intention to quit their job is 2.34 ($SD = 0.29$) below the average in CBE. And also, it is found that from the items of TI, 'employees' current job satisfy their personal needs' with the mean score of 3.43 ($SD = 1.14$) in CBE have the highest mean score.

In investigating the relationship between employee WB and TI, the correlation coefficient result evidenced that, a statistically significant relationship was not found between the two major dependent variables (employee WB and TI) in CBE ($r = 0.002$, $p = 0.968$). This means that, employee WB has no statistically significant relationship with employee TI in CBE.

In investigating the impact of overall TM practice over employee WB, the simple linear regression analysis evidenced that, 28.6% the variation in employee WB in CBE is explained by its TM practice, at B value of -0.455 ($p < 0.01$). Furthermore, the multiple linear regressions also revealed that, among the seven components of TM practice, TDV, TRP, TE and TA have statistically better contribution for the variation in employee WB in CBE, with B value of -0.092 ($p = 0.001$), -0.088 ($p = 0.000$), -0.075 ($p = 0.010$) and -0.072 ($p = 0.003$) respectively.

Finally, in investigating the impact of overall TM practice over employee TI, the simple linear regression analysis evidenced that, 2.1% the variation in employee TI in CBE is explained by its TM practice, at B value of 0.122 ($p < 0.05$). Furthermore, the multiple linear regressions also revealed that, all components of TM practices have no statistically significant contribution for the variation in employee TI in CBE.

5.3. Conclusion

The aim of this study was two dimensional; assessing the practice of TM and investigating its impact on employee WB and TI in CBE. In the mean-time, the researcher raised and addressed specific research questions, which are: - ‘What is the impact of overall TM practice on employee well-being and turnover intention in CBE?’, ‘What are the impact of individual TM practices (TMS, TRP, TA, TE, TDV, TDP and TR) on the employee well-being and turnover intention in CBE?’, and ‘What is the relationship between well-being and turnover intention of employees in CBE?’. Accordingly, at the center of these enquiries, the result is discussed in chapter four under each sub headings; and it is clear that, the research objectives of this study have been met and the research questions have been answered. Thus, based on the analysis, the following conclusions were drawn.

Among the seven components of TM practices, the development aspect of talent management is ranked first in CBE, while, talent development approaches are not fully introduced and implemented in the organization, while, it is found that the challenge of top performers to

improve their skills and take the next steps in their careers was not in its intended level in the organization. This implies that, the organization merely depend its man power development interventions on excluding and ignoring top performers to improve their skills and taking them to the next steps in their careers, which is not advisable for effective talent management practice.

Furthermore, from the seven components of talent management practices, the engagement aspect of talent management is ranked next to talent development in CBE. On this component of talent management the study also draws conclusion that, even though the majority of employees are moderately engaged and committed in the organization; participating in activities that are vital to the community and the well-being of others was implemented by talented employees in a moderate level in CBE. Therefore, the organization has limitations in engaging employees by differentiating their talent as talent management practice.

When we look at the strategy aspect of talent management (TMS), the review process of talent (TRP), acquisition of talented employees (TA) and deploying talent for the effective use of employees (TDP) as talent management practices are not yet fully practiced in CBE. It is then learned that, the weakness of CBE with regard to these components of talent management practice is highly related to the alignment of business strategy and human capital strategy, ignoring or not know who the best performers are in the organization, a problem in both attracting top talent and matching between an employee's competencies and job requirements. Therefore, there is a limitation in the practice of talent management in the organization.

In retaining talented employees in CBE is not a problem as a practice of talent management, which signaled talented employees probably not leave CBE, because proper majors could be taken by the management of CBE. In this regard, it is also learned that, there is well-established mechanism which made to retain its best performers in the organization. Thus, CBE is in a position to retain its best performers as the practice of effective talent management.

When we are looking to the level of well-being of employees is highly above the average in CBE. On the well-being of employees the study draws conclusion that, even though the majority of employees quite confident in their organization to always try to rewards them fairly; organizing employees to working towards the common goal of the organizations was in a situation to decrease the well-being of employees in the organization. Generally, the more level of talent management practice increases the level of well-being in CBE.

When we are looking to the level of employee intention to leave the organization in CBE is slightly below the average. On the turnover intention of employees the study draws conclusion that, even though the majority of employees are often satisfied in their current job in full filling their personal needs; they are rarely going to accept another job at the same compensation level if it should be offered to them and frustrated when they are not given the opportunity at work to achieve their personal work-related goals in CBE.

This study also evidenced through regression analysis that, there is an impact relationship between talent management practices and employee well-being, in CBE. But the high level of well-being of employees, in CBE, is not related to its talent management practice. Thus, it implies that, the well-being of employees in the organization is due to another factors other than talent management practice.

Moreover, the study evidenced through regression analysis that, there is no a significant relationship between components of talent management with employee turnover intention in CBE. Furthermore, there is no impact relationship between talent management practices and employee TI, in CBE.

5.4. Recommendations

Based on the conclusion drawn from the study, and the established research problem, the research required to forward realistic and applicable recommendations. Accordingly, the following recommendations were suggested by the researcher.

- ❖ The management of the organization should implement effective talent management practices by incorporating them with the employee well-being and the retention of talented employees.
- ❖ The organization should merely depend on their man power development interventions on including top performers employees to improve their skills and taking them to the next steps in their careers.
- ❖ The management of CBE should avoid the limitations in engaging employees by differentiating their talent; align its business strategy with human capital strategy, know who the best performers are in the organization; attract top talent and match an employee's competencies with the job requirements.

- ❖ The organization should work on the level of talent management practice in cooperating them with other factors to increase the employee well-being to be competitive with other organizations. By doing so, employees are encouraged to work towards the common goal of the organization with all their effort to achieve the targeted objectives.
- ❖ The management of the organization should make effort on managing talent and talented employees to highly relate talent management with the well-being of talented people. Then the well-being of employees is improved if the practice of talent management is implemented properly in the organization. This is because, the impact of talent management on the well-being of employees, as indicated in other researches, is high in other organizations.
- ❖ The management of the organization should make effort on managing talent and talented employees to highly relate talent management with the retention of talented people. Then the retention of employees is improved if the practice of talent management is implemented properly in the organization. This is because, the impact of talent management on the retention of employees, as indicated in other researches, is high in other organizations.
- ❖ The management of the organization should give attention to other factors than talent management practice to decrease the level of turnover intention and to increase the level of the employee well-being in the organization.

Finally, the researcher strongly recommended that the organization should act upon talent management practices and overall strategies to satisfy its employees to get maximum output from them and utilize their skills in a better way. This is only possible when the employees feel satisfied and devoted on their overall efforts to satisfy the customers and enhance value creation for their organization.

5.5. Suggestions for Further Studies

In studying the practice of talent management and its impact on employee well-being and turnover intention in CBE, the researcher addressed the stated objective by employing several statistical methods and strictly following the research methodology. Hence, this study addressed the research problems, draws conclusion and forward practical recommendations. In addition to this, the researcher believed that, there are issues remain uncovered in this study due to the scope

limitation and need to be addressed in future studies to add broad insight in to the subject, since it is a new phenomenon. Thus, the following points are taken as limitations of this study and future research directions.

- This study only encompasses seven talent management practices, which are widely used in the literature and in actual practice, but to make full picture of talent management, future researchers may include additional talent management practices, such as talent audit, talent planning, management commitment, talent communication and performance management in their researches.
- The study also limits itself on the practice of CBE, towards its talent management practice, and the conclusion and recommendations remains within the organization. In this regard, to make the conclusion and recommendation more wide and applicable for more organizations, future researches may conduct the research in industry wide or nationwide by increasing the sample size.
- This research employed only quantitative research method and considers only employees (managers and new employees hired within nine months), accordingly, future researchers may employ mixed approach (qualitative and quantitative) in their data type; to include managerial say and document review.
- This research is focused on the relation of talent management practice with human resource outcome, i.e. employee well-being and turnover intention in the organization. To test the relationship of talent management with other human resource outcomes, researchers may consider other human resource outcomes as dependent variable, such as, job satisfaction, organizational commitment and motivation. Additionally, to make the relationship (cause-effect relationship) one step ahead, future researches may consider organizational outcomes as dependent variable such as, organizational performance, productivity or effectiveness with human resource outcomes as mediating variable.
- This research encompasses all employees above nine months experience within the organizations, since there is no identification of strategic job positions that are vital for the organization's strategic objective achievement. In this regard, future researches may focus on only talented employees who obtained strategic job positions and excluded employees working on non-strategic job positions, if there is differentiation in job positions.

- Finally, as indicated in the literature, there is lack of theoretical grounds and models in conceptualizing talent management and its relationship with other variables. In this regard, researches should be conducted aiming at model specification and theory development. To this end, future researches should consider, specifying human resource architectures for different talent management dimensions based on industry, business strategy, business nature, and sector.

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- 5) **How long have you worked in this organization?**
- From 9 months to 3 years Above 3 to 6 years
- Above 6 to 9 years Above 9 years
- 6) **Job Levels**
- Core Staff Supportive Staff
- 7) **Chances for Promotion**
- 0 Time 1 Time
- 2 Times 3 and above times

Part Two

Assessment of Talent Management Practices

Please indicate the extent to which you agree or disagree with each statement by putting (√) to the correspondent number. Higher number indicates higher level of agreement.

Key: 1 (SD) – Strongly Disagree; 2 (D) – Disagree; 3 (N) – Neutral; 4 (A) – Agree; and 5 (SA) – Strongly Agree

No.	Item	SD (1)	D (2)	N (3)	A (4)	SA (5)
1.	Talent Management Strategy (TMS)					
1.1	In my organization business strategy and human capital strategy are aligned	1	2	3	4	5
1.2	In my organization reward and recognition programs are aligned with the strategy	1	2	3	4	5
1.3	My organization is very good at implementing and executing strategy	1	2	3	4	5
1.4	In my organization the strategic goals are effectively communicated to all employees	1	2	3	4	5
1.5	My organization mission and values recognizes the importance of managing talent to achieving business objectives	1	2	3	4	5
2.	Talent Review Process (TRP)					
2.1	My organization knows who the best performers are	1	2	3	4	5
2.2	In my organization, talent is segmented based on performance, value and potential	1	2	3	4	5
2.3	In my organization, rewards and opportunities are provided in talent based on their contribution	1	2	3	4	5
2.4	In my organization, succession plans provided for two qualified candidates for key positions	1	2	3	4	5
2.5	In my organization, the majority of talent is developed internally as opposed to externally hired	1	2	3	4	5
3.	Talent Acquisition (TA)					
3.1	The employment brand of my organization is strong and compelling among prospective employees	1	2	3	4	5
3.2	My organization can attract top talent	1	2	3	4	5
3.3	In my organization newly hired employees get off to a fast and productive start	1	2	3	4	5
3.4	In my organization internal employee referral programs are widely used to bring in new employees	1	2	3	4	5
3.5	The hiring process in my organization is efficient, effective and focusses on 'quality of hire'	1	2	3	4	5
4.	Talent Engagement (TE)					
4.1	In my organization the majority of employees are fully engaged and committed	1	2	3	4	5

	to the organization					
4.2	In my organization engagement levels are tracked across different talent levels, jobs, departments and locations	1	2	3	4	5
4.3	My organization is featured on ‘Best Places to Work’ lists that are highly respected	1	2	3	4	5
4.4	In my organization innovative products and services are being developed	1	2	3	4	5
4.5	My organization participates in activities that are vital to the community and the well-being of others	1	2	3	4	5
5.	Talent Development (TDV)					
5.1	In my organization, top performers are challenged to improve their skills and take the next steps in their careers	1	2	3	4	5
5.2	In my organization, coaching, mentoring and challenging assignments are given primary development approaches	1	2	3	4	5
5.3	Communication to employees in my organization is frequent, meaningful and two way	1	2	3	4	5
5.4	In my organization, individual development plans are in place for all employees	1	2	3	4	5
5.5	My organization managers are accountable for the development of their employees	1	2	3	4	5
6.	Talent Deployment (TDP)					
6.1	In my organization, there is a strong match between an employee’s competencies and job requirements	1	2	3	4	5
6.2	In my organization, the best people are focused on the most important jobs	1	2	3	4	5
6.3	In my organization, employees are given the opportunity to do what they do best	1	2	3	4	5
6.4	In my organization, technology is used to assist in the effective deployment of talent	1	2	3	4	5
6.5	In my organization, the transitions from job to job within the organization go smoothly	1	2	3	4	5
7.	Talent Retention (TR)					
7.1	My organization can retain its best performers	1	2	3	4	5
7.2	Turnover in my organization is tracked across divisions, locations, talent levels and managers	1	2	3	4	5
7.3	In my organization, the reasons people leave, especially top performers, are recorded and addressed	1	2	3	4	5
7.4	My organization managers hold retention conversations with employees frequently	1	2	3	4	5
7.5	My organization managers are held accountable for losing top performers	1	2	3	4	5

Part Three

Assessment of Employee Well-being

Please indicate your response to each statement by putting (√) to the correspondent number.

Key: 1 (SD) – Strongly Disagree; 2 (D) – Disagree; 3 (N) – Neutral; 4 (A) – Agree; and 5 (SA) – Strongly Agree

No.	Item	SD (1)	D (2)	N (3)	A (4)	SA (5)
1.	Job Satisfaction					
1.1	I have given enough authority and freedom to act and make decisions about my job	1	2	3	4	5
1.2	I have a clear communication to my organizations’ policies and procedures	1	2	3	4	5

1.3	I am working towards the common organizational goals	1	2	3	4	5
1.4	I have a sufficient notice to me prior to making changes in policies and procedures	1	2	3	4	5
1.5	I am satisfied with the amount of recognition I receive when I do a good job	1	2	3	4	5
1.6	I am likely to be promoted, if I do my job well	1	2	3	4	5
1.7	My performance evaluations within the past few years have been helpful to me in my professional development	1	2	3	4	5
1.8	I am satisfied with my education and training opportunities	1	2	3	4	5
1.9	I feel quite confident that my organization always try to rewards me fairly	1	2	3	4	5
1.10	I know my workmates would try to help me out if I got into difficulties at work	1	2	3	4	5
2.	Work-Life Imbalance					
2.1	After work, I feel happy to do some of the things I would like to do	1	2	3	4	5
2.2	On the job I have enough work to do that it does not takes me away from my personal interests	1	2	3	4	5
2.3	My family or friends like how often I am preoccupied with my work while I am at home	1	2	3	4	5
2.4	My work gives me time that I would like to spend with family or friends	1	2	3	4	5
2.5	My responsibilities at home are not affected by my job, such as gardening, cooking, cleaning, home maintenance, or child care	1	2	3	4	5
3.	Job Fatigue					
3.1	I feel happy at the end of each day	1	2	3	4	5
3.2	I get up and go to work each day without difficulty	1	2	3	4	5
3.3	I have enough work for one person to do and enough time to get it done	1	2	3	4	5
3.4	I put my jobs before my families or personal lives	1	2	3	4	5
3.5	I trust the people I work with to lend me a hand if I need it	1	2	3	4	5

Part Four

Assessment of Employee Turnover Intention

Please indicate your response to each statement by putting (√) to the correspondent number.

Key: 1 (N) – Never; 2 (R) – Rarely; 3 (S) – Sometimes; 4 (O) – Often; and 5 (A) – Always

No.	Item	N (1)	R (2)	S (3)	O (4)	A (5)
	During the past nine (9) months,					
1.1	How often have you considered leaving your job?	1	2	3	4	5
1.2	How often is your current job satisfying your personal needs?	1	2	3	4	5
1.3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	1	2	3	4	5
1.4	How often do you dream about getting another job that will better suit your personal needs?	1	2	3	4	5
1.5	How often are you going to accept another job at the same compensation level should it be offered to you?	1	2	3	4	5
1.6	How often do you look forward to another day at work?	1	2	3	4	5

Thank You!!!