



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

**ASSESSMENT OF TALENT MANAGEMENT PRACTICES AND TURNOVER
INTENTION IN THE CASE OF SAVE THE CHILDREN INTERNATIONAL, AFAR
FIELD OFFICE**

By: Ahmed Abdu

ID No: GSR/4682/03

**A Thesis submitted to Addis Ababa University School of Commerce
as a Partial fulfillment of the Requirements for the Degree of Master
of Arts in Human Resource Management**

Advisor: Abraraw Chane (PhD)

November, 2018

Addis Ababa, Ethiopia

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Declaration

I, the undersigned, declare that this study is my original work and has not been presented for a degree in any other university, and that all the sources of materials used for the study have been duly acknowledged.

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ADDIS ABABA UNIVERSITY
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I hereby certify that we read and evaluated this Thesis entitled: Assessment of Talent Management Practices and Turnover Intention in the Case of Save the Children International, Afar Filed Office. I recommended that it is accepted as fulfilling the thesis requirement.

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As member of the Board of Examiners of the MA Thesis Opened Defense Examination, I hereby certify that we read and evaluated the Thesis prepared by Ahmed Abdu, and examined the candidate. I recommend that the thesis be accepted as it fulfills the Thesis requirements for Degree of Master of Arts in HRM.

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Dedication

I dedicated this thesis manuscript to my father Abdu Mohammed who appeals his children to be academia and inspire them for further education.

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Table of Contents

Acknowledgements.....	i
List of tables.....	v
Acronyms.....	vi
Abstract.....	vii
CHAPTER ONE	1
INTRODUCTION	1
1.1. Background of the Study	1
1.2. Statement of the Problem.....	3
1.3. Research Questions.....	5
1.4. Objective of the Study	6
1.4.1. General Objective	6
1.4.2. Specific Objectives	6
1.5. Significance of the Study	6
1.6. Scope of the Study	6
1.7. Limitation of the Study	7
1.8. Organization of the Paper	7
CHAPTER TWO	8
LITERATURE REVIEW	8
2.1. Emergence of Talent Management	8
2.2. Definition of Talent.....	11
2.3. Definition of Talent Management.....	13
2.4. Talent Management Process	14
2.5. Benefits of Talent Management.....	15
2.6. Talent Management Practice and Employees Job Satisfaction.....	15
2.7. The Relationship between Talent Management and Turnover Intention.....	15
2.8. Individual Factors	17
2.8.1 Age, Seniority and Level of Education	17
2.8.2 Interpersonal or Social Relations.....	18
2.9 Organizational Factors	18
2.9.1. Organizational Justices	18

2.92. Leadership Style	18
2.9.2. Organization Policies.....	19
2.9.3. Working Environment	19
2.9.4. Salary, Incentive Pay and Fringe Benefits.....	20
2.9.5. Recognition.....	20
2.9.6. Autonomy	20
2.9.7. Advancement	21
2.9.8. Coaching.....	21
2.9.9. Job Satisfaction	21
2.10. External Environment	22
2.10.1 Job Security	22
2.10.2 Social Support.....	22
2.11 Conceptual Frame Work of the Study	23
CHAPTER THREE	24
RESEARCH DESIGN AND METHODOLOGY	24
3.1. Research Design.....	24
3.2. Source and Type of Data.....	24
3.3. Population of the Study, Sample Size Sampling, Procedure and Sampling Techniques.....	25
3.3.1. Population of the Study	25
3.3.2. Sample Size.....	25
3.3.3. Sampling Procedure.....	25
3.3.4. Sampling Technique	25
3.4. Instruments of Data Collection	25
3.5. Data Collection Procedures.....	26
3.6. Reliability and Validity.....	26
3.7. Ethical Considerations	27
3.8. Methods of Data Analysis.....	27
CHAPTER FOUR.....	29
RESULT AND DISCUSSION	29
4.1. Background Information about Sample Respondents.....	29
4.2. Qualification Status of Respondents.....	31
4.3. Employees Levels of Satisfaction with Talent Management Practice of the Organization....	32

4.4. Factors affecting Talent Management Practice.....	33
4.4.1. External Environment.....	33
4.4.2. Individual Factors of Talent Management Practice.....	34
4.5. Working Environment	35
4.6. Recognition, Leadership and Supervision	36
4.7. Salary, Incentives, and Fringe Benefits	38
4.8. The Relationship between Employee Turnover Intention and their Background.....	39
I. Age	39
II. Qualification	40
4.9. Cross Tabulation & Chi- Square Test of Talent Management Practice as a Means of Turnover Intention	41
CHAPTER FIVE	44
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	44
5.1. Summary of Major Findings and Discussion.....	44
5.2. Conclusion	45
5.3. Recommendations.....	47
REFERENCES	49
APPENDIX.....	64

List of tables

Table 1. Demographic factors of respondents	30
Table 2. Educational level and work experience of respondents.....	31
Table 3: Results on Respondents Extent to Turnover Intention	33
Table 4: external environment as means of talent management practice	33
Table 5: Respondent's response on individual factor for talent management practice	34
Table 6: Working condition as a tool for Talent management practice.....	35
Table 7: Recognition, leadership, and supervision as tool of turnover intention	36
Table 8: Salary, incentives, and fringe benefits.....	38
Table 9: Correlation between employee turnover intention and age	39
Table 10: The relationship between employee turnover intention and academic qualification ...	40
Table 11: Chi-square result of factors for turnover intention	41
Table 12: The rank order of talent management practices as a means for turnover intention	42

Acronyms

CIPD	Chartered Institute of Personal & Development
EVP	Employee Value Proposition
FGD	Focus Group Discussion
HR	Human Resource
HRD	Human Resource Development
IOMA	Institute of Management & Administration
RBV	Resource Based View
SCI	Save Children International
SHRM	Strategic Human Resource
TM	Talent Management

Abstract

In the present hypercompetitive and increasingly complex global economy, one of the greatest challenges facing by almost every organization is to successfully attract, assess, train and retain the talented employees. The purpose of this study is to assess talent management practices and turnover intention in the case of Save the Children International, Afar Field Office. The descriptive survey design was employed for the study, and both quantitative and qualitative methods were used to collect data. The quantitative data was collected from 64 employees' by using census method. using questionnaire, and analyzed using SPSS version 22. In addition, the qualitative data was gathered from the HR head through interview; moreover, two focus group discussions were held among employees. The quantitative data collected were analyzed using mean, combined mean, frequency, percentage, chi-square and bi-variant correlation. The finding of this study shows that for all items of recognition, leadership, and supervision the mean value was 2.9, and only 54.5% of the respondents were agreed that talent management practices has no relation with turnover intention in the case of the study organization. It also indicates that recognition, leadership and supervision were relatively in better condition in Save the Children International, Afar Field Office that approaches to 3 mean values. Furthermore, the study revealed that employee' talent management practices and organizational retention has strong positive relationship with phi value of 0.68. The results of the study confirmed that age and academic qualification were the strongest but have a negative correlation of -0.63 and -0.62 respectively. Salary payment scale, recognition, incentives and fringe benefits, were the most dissatisfying factors and ranked from 1st to 3th. Finally, the researcher recommended that giving due attention to the existing motivation and benefit schemes of the organization and revise them in such a way that attracts and retains qualified staff. Officials try to improve the major dissatisfying factors by designing strategies to offer incentives and fringe benefits, awareness creation, informing the status of employees to society and concerned bodies has to think over the means they can enhance employee's retention.

Key words: Talent management, Employees, Turnover intention, Retention, Organizational strateg

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

In the current economic downturn, there is high demand for talents and it has proven to be highly tough to attract, deploy, develop, and retain them. Talent management is a hot topic that has just attracted everyone's attention; on the other hand, the universities outflow fails to fulfill talent demand worldwide (Pruis, 2011). Today many organizations have started to use the concept of talent management and they know that they need to be more practical to deal with an employee with right knowledge, skills, abilities, behaviors, and relationships to achieve strategic business objectives (Morgan *et al*, 2010). Almost all the organizations use talent management system but they may not be aware of what they do exactly in the talent system. Each of them defines talent management in a different way. Some define talent as the high performance employees or potential people in the organization; the others consider high skill and knowledgeable people as talents, and another group believes that the organization itself can make their talented people with succession planning (Beechler *et al*, 2009).

However, in recent years, talent management has attracted most of the researchers' attention but there were a lot of issues that remain unknown. After 1998 when McKinsey created the phrase of "War for Talent", many researchers around the world grasped the importance of talent management. On the other hand, the organizations that really wanted to enter the global scale and compete in this area felt the need to have a competitive advantage to survive (Beechler *et al*, 2009). Talent management issue is a unique and non-imitable competitive advantage, which doesn't just have one phase. Different organizations with various strategies implement talent management in a unique manner, which may lead to their success on a global scale. Since a group of McKinsey consultants invented the phrase "The War for Talent", which addressed the issue of growing talent shortage in the late 1990s, the topic of talent management has become one of the hottest issues for management academics, consultants, and practitioners alike. Most organizations worldwide, regardless of size, were confronting and/or will soon confront many

TM challenges; if left unmet, it will impact their global business strategies, both in the near term and longer term orientation.

Furthermore, over the year's men working in the business organization have been accorded various values, they were once referred to as the factor of production at another time they were called the human recourse of the firm. Today more values were accorded them in the framework of the firm. They were regarded as the talent working within the firm, this brought about the idea of talent management. Talent is the primary driver of any successful organization. "It's become increasingly obvious to most business owners and executive teams that, rather than being constrained by capital, organizations were typically most constrained by talent. "Organizations have learned that, depending on what your business strategy is and what challenges you may face, at any given time you need the right talent to execute that strategy or deal with that challenge," (Gebelein, 2006).

In the current service and knowledge economy it seems that the balance of power has shifted from employers to employees' who increasingly shift from job to job Michaels, et al (2001). When a business loses employees, it loses skills, experience and "corporate memory". The magnitude and nature of these losses is a critical management issue, affecting productivity, profitability, and product and service quality (Lochhead and Stephens, 2004).

Regardless of the type of organization, voluntary turnover is disruptive and harmful to the organization. It is also costly, both directly and indirectly (Cascio, 1991). Employers continually work to reduce voluntary turnover costs through various human resource functions including training, performance management, compensation strategies, and selection methods (Vangel, 2011). Today the demands of workers have been increased very much as ever before (Earle, 2003). In some industries, chronic shortages of qualified employees (e.g., petroleum engineers, nurses), have driven up the costs of turnover much faster than the rate of inflation (Holtom et al, 2008).

According to Shoaib, et al (2009) no business can enjoy and sustain the success until it deals with this turnover problem efficiently and successfully. Most critical thing is to lay the ground work for long term commitment. Turnover also disrupts organizational continuity and is very costly in terms of rehiring and training new employees (Kreitner & Kinicki, 2001).

As cited in Holtom et al, (2008) a managerial perspective, the attraction and retention of high-quality employees is more important today than ever before. A number of trends (e.g., globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital (Hinkin and Tracey, 2000). It is in terms of every aspect, not only salaries and perks but also work experience and cultural context in which it occurs. Providing a prolific, flexible and dynamic work environment can be a critical asset in attracting and retaining valuable employees (Earle, 2003).

Without valuable employees', a business cannot generate revenue and prosper (Shoaib et al, 2009). It has been observed that employees' turnover, especially amongst public sector organizations, is becoming a problem which costs a lot of money, efforts and energy. This problem might be a major obstacle for human resource (HR) professionals in formulation of their HR policies (Rehman, 2012).

Intense cost pressure from both traditional and emerging competitors, new markets and more demanding customers were additional elements that give a new sense of urgency to the concept of talent management. Furthermore, the growing recognition the quality talent is a sustainable competitive advantage coupled with a realistic view of the complexity and scope of changes in the global workforce has led to a renewed focus and urgency around talent management.

Hence, the study was intended to assess talent management practices and employee turnover intention in the case of Save the Children International, Afar Field Office (SCI), and the study tried to focus on two basic issues employees' intention to turnover and talent management.

1.2. Statement of the Problem

Talented employees are believed to be the life blood for any organization to achieve its objective (Zafar, 2016). This is mainly because of the fact that talented employees are the heart of any successful organizations.

Today, all over the world, it is widely acknowledged by talent management practitioners in private, public and non-governmental organizations that recruiting, developing, deploying and retaining talented individuals not only gains organizations competitive advantage but also play a great role on organizational survival. However, As Lewis & Heckman (2006) indicated due to disturbing lack of clarity regarding the definition, scope and overall goals of talent management practitioners find its realization quite challenging.

Collings, (2011) states that talent management is aimed at improving the caliber, availability and flexible utilization of exceptionally capable employees who can have a disproportionate impact on business performance. Sears (2003) indicates that failure to perform proper talent management increases the cost of the organization due to unnecessary training and repeated deployment which could be avoided if proper talent management was put in place. According to Hertz et al (2006) various researches confirm that the total cost for replacing an employee is estimated to be 50% to 150% of annual salary of the position, with higher percentage for managerial staff.

Vaiman & Holder (2011) in their research on talent management in the public sector noted that although there was no doubt that talent management plays a greater role within public services, there was however little research and few guidelines on how organizations in practice can implement effective talent management practices.

In addition, now a day's talented employees were tending to develop sense of turnover intention in different organizations across the world and particularly in our country due to ineffective talent management practices and strategies (Perrin, 2003). For instance, Perrin's (2003) study reveals that 28% of employees who are intensely negative about their current occupation are actively looking for new job or poised to leave when new opportunities arises.

This reality is also reflected at Save the Children International, Afar Field Office. This fact is ascertained by researcher's a long year observation through which he learnt that his workmates attempted to find new vacant position while they are staffed in SCI, Field Office. The evidence to this end was the fact that 8 employees submitted letter of resignation to the HR department of the Field Office to leave their job but still working (HR, report 2018).

Unless there is good talent management practice in the organization unlike of what is observed the effectiveness of given organization in terms of attaining the organizational objectives has proof to be in vain.

To describe the problem clearly i.e. employees of the Save the Children International, Afar Field Office were not enthusiastic to do their work effectively and develop a sense of turnover intention which it gradually affects the people who they are supposed to support in the pastoral society. Above all, frequently new employees are employed to replace for those who leave their job where by the research come in to see five implicit costs as employees tend to leave their jobs. These are pre-departure costs such as severance costs, recruitment costs, selection, orientation and training costs and productivity loss costs. At last, mal-talent management jeopardize the organizational goal (Tracey and Hinkin, 2008).

Furthermore, there was different researches were conducted on factors that causes employees' turnover intention (Ololube, 2013). However, there was limited research done on the talent management practices and turnover intention in the study area), to this end having this gap in mind, this study was conducted to assess talent management practices and turnover intention at Save the Children International, Afar Field Office.

1.3. Research Questions

This research was expected to answer the following research questions;

- What are the talent management practices being carried out in SCI, Afar Field Office?
- Is there relationship between talent management practice and turn over intention in the study Area?
- What are the Institutional and other related factors that affect talent management practices?
- What are the constraint and possible alternatives to improve talent management practices and employee retention?

1.4. Objective of the Study

1.4.1. General Objective

The general objective of the study is to assess talent management practices and turn over intention in the case of Save the Children International, Afar Field Office (SCI).

1.4.2. Specific Objectives

This study is conducted with the following specific objectives in mind;

- Assessing the talent management practices being carried out in SCI, Afar Field Office.
- Describing the existing relationship between talent management practices and turn over intention in the study Area.
- Identifying Institutional and other related factors that affect talent management practices.
- Pinpointing the constraints and possible alternatives to improve talent management practices and employees' retention.

1.5. Significance of the Study

This study has some importance for the case study office, researcher, other researchers and policy makers. Since the study is on talent management practices and employee's turnover intention the result of the study will provide a glimpse about the talent management practices and employees turnover intention in Save the Children International, Afar Field office and other similar organizations to take corrective action to reduce employee's turnover. In addition, the study will help policy makers and planners who are aiming at improving employee's retention mechanisms and particularly may serve for social and labor affairs institutions.

In addition, the study has used as a secondary source of data for those who want to conduct further investigation in this area. Finally, it can be consumed by the researcher as learning different practical experiences and to get recognition.

1.6. Scope of the Study

The study was delimited to assess talent management practices and turnover intention in the case of Save the Children International, Afar Field Office. It had focus on how HR head and

employees perceive talent management practice in their organization. However, conceptually the study was limited in assessing talent management practices and employee turnover intention in the study area. In terms of time horizon, the study was delimited to talent management practices that has been carried out from mid-2017 to 2018.

1.7. Limitation of the Study

This study was limited to SCI, Afar Field Office in the region. Though there are three Satellites Offices of SCI in Afar Region the researcher, was limited only SCI, Afar Field Office to be studied, time and financial constraints limited. The researcher has select only one SCI, Afar Field Office located in Afar Region Samara. In addition to this, the study was limited to use questionnaires and FGD to employees and interview to HR head.

1.8. Organization of the paper

The thesis is organized in five chapters. The first chapter is the introductory part which contains background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study and other background information were presented. Next to this the second chapter is about review of related literatures with theoretical as well as empirical reviews were followed. The third chapter gives explanation about the research design, and chapter four is about data analysis and interpretation. And the final chapter contains summary, conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

Introduction

Based on the problem, questions and objective of the study, the concepts that were found most relevant and coherent with the idea of Talent Management and Turnover Intention were introduced and explained in the following section.

2.1. Emergence of Talent Management

In recent years, talent management (TM) has become a phrase that is readily circulating in many organizations. However, this phrase did not appear on the HR scene until the late 1990s, when McKinsey & Company consultants first coined the term in their report *The War for Talent* (1997). Therefore, the review of the literature concerning the development of TM cannot miss out the earliest discussion from this landmark study, which exposed the ‘war for talent’ as a strategic business challenge and a critical driver of corporate performance. TM is argued to be critical to every company’s success, and the only remaining competitive edge for organizations is in their human resources. The greatest focus and largest impact on the organization is in the identification, development and redeployment of talented employees, as they constitute a smaller group, are easier to measure, and are critical to the organization’s success. Since then, TM has come to be seen as a key theme driving HRM throughout many organizations. Books, articles, white papers as well as extensive research reports have recently been written on this topic. Relevant products and services have also been constantly explored and advocated. In a nutshell, the term TM has become increasingly common in the academic and business world.

According to Oakes (2006), if TM is going to take off, corporate receptivity will work as a catalyst during the process. For example, one CIPD study reveals that there is a high level of belief in the contribution of TM. Over 90% of the respondents agree that TM activities can positively affect an organization’s bottom line, and more than half of the respondents have already undertaken TM activities (Clake and Winkler, 2006). In addition, one IOMA (Institute of Management and Administration) survey indicates that nearly three-quarters of the respondents identified TM as at the top of their HR critical issues (Sandler, 2006). Overall, more and more

people are coming to see talent as the major source of competitive advantage and scarcest resource in the knowledge-based global marketplace.

The management of senior managers and ‘high-potential’ people who are identified as strategic human resources and seen as critical to the company’s survival, has been gradually recognized as a key role for the corporate HR function, especially in the international firm (Sisson and Scullion, 1985). As the knowledge economy continues to develop, the value of outstanding talent will continue to be recognized (Martin, 2008).

The growing interest in TM is the result of dramatic changes in terms of demography, economy, technology, and so on. Those changes have made the management of a talented workforce, which is more mobile, informed and in higher demand than ever before, become the focus of current HR issues, and helped fasten the pace of research into TM and the adoption of TM among organizations. Some of the key changes in context are discussed below:

First of all, due to demographic shifts, organizations across the globe face an immense and potentially long-term struggle to fill job vacancies with sufficiently skilled employees. Of paramount importance when discussing changing demographic patterns is the dwindling number of talented workforce due to the current ageing trends and the shrinkage of the number of skilled employees. The impact of labor and talent shortages has been felt globally. For instance, the Bureau of Labor Statistics expects a labor shortage of 10 million workers in 2008 (U.S. Department of labor, Bureau of Labor Statistics, 2003); in Europe, in order to maintain the current workforce, the birth rate required is 2.1 children per mother, while the current rate is only 1.2 on average (Whiteford, 2004). Some developing countries are also suffering the pain of talent shortage. For example, in China, the working population will begin to dwindle in just 10 years (Jackson & Howe, 2004). Therefore, Hewitt (2001) argues that the major social crises of the twenty-first century will be the by-product of labor shortages.

Secondly, with the demographic shift and globalization process, the nature of the psychological contract has changed. For one thing, talent shortages mean that the buyer’s market for the employer today is temporary, and the job market will swing back towards the job-hunter’s advantage (Jamrog, 2004). For another, the globalization of the workforce leaves highly

professional and managerial talents in an unstable state of employment, because they can easily obtain employment information and job opportunities globally.

Hence, talented workers play a dominating role in the labor market and are more able to choose employers based on issues such as career development, compensation, work-life balance, etc. They then become ‘volunteers’ for organizations, and view themselves more as investors in their organizations, rather than assets (Gratton & Ghoshal, 2003). Thus, as a McKinsey and Company report (2001) vividly described: ‘today’s high-performers are like frogs in a wheelbarrow: they can jump out at any time’. Sullivan (2003) similarly claimed that ‘it appears every man, woman and child is ready to quit their current job at the first opportunity’.

Thirdly, promising economic growth may deteriorate the problem of talent shortage to some extent. Although certain people argue that the economic patterns of the past are not a good predictor for the growth of the so-called ‘new economy’, the majority of economists firmly hold a view that based on the past performance, the new economy will create more jobs in the near future (Horrigan, 2004). This means that employers have to recruit more employees to keep up with the increasing demand for their products and services (Jamrog, 2004).

Fourthly, as technology infiltrates nearly every facet of the workplace, the implications for TM are profound. In general, the increasing impact of technology in the workplace has changed the face of HRM and made the boundaries between organizations more permeable (Preece, 1995).

As for TM, Schweyer (2004) analyses and explains its evolution and development from a technological perspective. According to him, the initial ideas of TM came into being in the late 1980s when client/server technology, optical character recognition software and equal employment opportunity reporting made job applicant tracking possible and necessary for largest organization. They took off in the mid-1990s with the advent of the Internet, web browsers and database technology, and went mainstream in the late 1990s with the explosion of online job boards, E-recruiting organizations and corporate employment Web sites.

Nowadays, the technological advancements have helped hasten the pace of globalization by creating a global labor market. Highly skilled individuals are no longer limited to marketing their skills within one country or region, instead they can market themselves to organizations based anywhere in the world. Therefore, Williams (2000) claimed that ‘The universal shift from

‘industrial age’ managerial thinking and practices to a necessarily very different ‘information society’ leadership mindset has seen the management of knowledge and talent evolve as critical competences, at all levels, within businesses’. With knowledge and technology as the new economic currency, its impacts over TM will become significant.

Boudreau and Ramstad (2005) observed that ‘digitization, labor shortages, simultaneous downsizing and expansion, and globalization are only a few of the trends that have made talent a top priority’. In view of these shifts in nearly every aspect of social and economic life, it is predicted that organization’s will experience a hard time in terms of the war for talent. In such a context, the competition for talents will globally intensify, and the debates over how talent is recruited, retained, developed and managed will gain more attention.

2.2. Definition of Talent

Tansley, et al., (2006) have observed that “TM requires HR professionals and their clients to understand how they define talent, who they regard as ‘the talented’ and what their typical background might be”. It is necessary to define ‘talent’ before studying TM, because it could influence how talents are identified and how TM approaches are underpinned.

It is widely acknowledged that talent not only has become more important ‘among all the factors that could influence the effectiveness of organizations in the future’(Buckingham & Vosburgh, 2001), but also remains in limited supply (Michelman, 2003; Jamrog, 2004; Frank, et al., 2004). Yet those who advance such views find it difficult to define highly talented employees. In fact, different organizations find greater value in formulating their own meaning of what talent is than accepting a universal or prescribed definition (CIPD, 2007b). Thus, they tend to have different talent targets. For instance, Bill Gates once said, ‘take our twenty best people away from us and I can tell you that Microsoft would be an unimportant company’ (Gates and Lowe, 1998).

Another survey conducted by Towers Perrin (2003) found that 87% of participants had a definition of ‘talent’ used consistently across their organization; however, none of the 32 organizations surveyed used the same definition. Hence, it is difficult to find a one-size-fit-all talent solution that is right for every organization, because each organization has its unique culture and each position has specific requirements.

Hence, even though talent can be categorized as valuable, rare, and hard-to-imitate, the specific descriptions regarding talent are still not clear, and there is no universal definition of great talent (Brown and Hesketh, 2004). The definitions of talent will depend on an organization's business strategy, type of firm, overall competitive environment, and so on (Ingham, 2006). Therefore, the definitions of talent should be tailored to individual organizations (Towers, 2004), and each company should be encouraged to 'understand the specific talent profile that is right for it' (Michaels, et al, 2001). An in-depth and concise assessment of the key elements of organization culture and job structure, followed by a matching with candidates who have specific backgrounds, work experiences, and inner personal qualities, becomes crucial in the process of talent identification.

The above literature review on comprehending talent leads to the conclusion that there is no single definition of talent. However, in nutshell Gallardo et al. (2013) summarized and revealed the composite form of all talent definitions in the academic literature and they encompass the conceptualization of talent through two approaches; Object approach (talent as characteristics of people) and Subject approach (talent as people).

“Object approach includes the ability, capacity, capability, commitment, competency, contribution, experience, knowledge, performance, and potential, patterns of thought, feeling or behavior, and skills that are related to the characteristics of people”.

Subject approach evaluates talent through two perspectives; while first perspective includes all the people within the organization other perspective evaluates talent as an elite subset of the organization's population (Gallardo et al., 2013). Another study was conducted to define the talent evaluated the concept of talent by five approaches-as giftedness, strength, (Meta-) competencies, high potential, and high performance (Meyers et al., 2013).

Ulrich (2007) proposed Talent equals competence (able to do the job) times commitment (willing to do the job) times contribution (finding meaning and purpose in their work).

Tansley et al (2007) reveals Talent consists of 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 by combining the different perspectives of talent, which refers the traits such as ability, capacity, capability, commitment, competency, contribution, experience, gifts, knowledge, performance, and potential, patterns of thought,

feeling or behavior, and skills of the people results the high performance and high productivity that facilitate the achievement of the organizational objectives.

In terms of the world of work ‘, there is a close relationship between the potential and performance (Collings & Mellahi, 2009). By combining all these definitions, we prefer to define the talent as a concept which refers the high potential including the ability, capacity, capability, commitment, competency, gifts, knowledge and this potential is ready to be brightened and transformed into high performance.

2.3. Definition of Talent Management

After the initial discussion of the war for talent by McKinsey in 1997 (Chambers et al., 1998), many scholars and practitioners focused on the talent management (Axelrod et al., 2002; Collings & Mellahi, 2009). Because of the dynamic competitive environment of contemporary business world, it is seen a paradigm shift from traditional human resource related sources of competitive advantage literature towards the management of talent. Within the last decade the new paradigm enhanced the importance of the talent management (Collings & Mellahi, 2009). Although the remarkable number of studies engaged with the TM, revealed that there is still lack of consensus on definition and scope of talent management (Lewis & Heckman, 2006; Collings & Mellahi, 2009; Aston&Martin,2005; Gallardo et al.,2013; Beechler & Woodward, 2009; Schiemann, 2014).

Although many studies were conducted related to the concept of talent management, the amount of the empirical studies are not adequate and it is needed to have studies projects the different perspectives of talent management (Lewis & Heckman, 2006; Collings & Mellahi, 2009; Thunnissen et al., 2013; Al Ariss, Cascio, & Paauwe, 2014).

In order to clarify the confusion, the talent management definition Lewis and Heckman (2006) identified three perspectives on talent management. First perspective includes the human resources department practices such as recruiting, development, succession management, and career management. Second approach defines the talent management by the talent pools.

These approaches ensure to satisfy the employee needs and managing the development processes of employees through the positions.

A third perspective on talent management focuses on talent for specific positions within the organization. This perspective is discussed by two general approaches on talent concept. The

first approach defines the talents who are high performers and high potential talents and these people are considered unlabored resource. Thus, those resources are suggested to be managed by regarding their performance levels. In this approach, it is important to find, hire and reward highly competent performers.

Talent management can be evaluated as organizational culture or mindset in which people are appropriately valued and it is source of competitive advantage of the organization and an opportunity to value the role of human resources practitioners within a strategic planning process of the organization (Hughes & Rog, 2008).

2.4. Talent Management Process

With the competition at every level you cannot skip talent management today, if you want to be in business tomorrow (Martin, 2008). There are five levels to the process; these are

- 1. Entry Level-** first understands the requirement of skill and talent which is mainly done by job description and specification. It includes recruitment, selection, placement, orientation.
- 2. Retention-** solely hiring is not the purpose of talent management. Paying them handsomely is not only a medium to retain them. it is also depending on organizational culture, job challenges, specification, cordial relationship with immediate superior, personal development, recognition involving them in decision making etc.
- 3. Development-** growing the employee to meet their own and organization needs. Development is done by competency assessment, development opportunity coaching and mentoring which build a strong relationship with the company.
- 4. Performance-** performance appraisal is crucial to identify employee with current level of skill or deficiency in their skill or may be latent talent, which in turn tells you who is best suited for what kind of work, role clarity, reward and recognition.
- 5. Pass it on-** identify the talented personnel and with their help bring transition into new employees. This will ensure a successful succession planning and breed talent into the firm.

2.5. Benefits of Talent Management

Researchers demonstrate that talent management paves away for organization to increase productivity and capability and better linkage between individual's efforts and organizational goals. Moreover, any organizations that implement talent management reduce turnover and increased bench strength and a better fit between people's jobs and skills (Collings & Mellahi, 2009).

On the hand, by means of talent management, employees become very interested in the organization. Morton (2005) believes that talent management is a necessary factor by means of which the employees become involved in the affairs of the organization.

Talent management brings about assurance that each of the employees with their own specific talents and skills has been put into the appropriate job (Schweyer, 2007). In nutshell, researchers reveal that talent management is beneficial to both the organization and the employees.

2.6. Talent Management Practice and Employees Job Satisfaction

In today's competitive environment organizations thrive and survive on their human resources. Most employees recognize that the way they feel about their work and their job is affected by a number of factors. It is a key factor in realizing organizational and individual goals that in turn greatly depends on individual's self-motivation and job satisfaction. Different scholars categorize factors affecting job satisfaction in different ways (Gazioglu and Tansel 2000). Some of them are: as financial and non-financial factors, others based on the characteristics like personal, work and organizational characteristics. Guddisa (2012) citing Sakar (2000), organizational management uses financial and non-financial motivation to motivate its employees.

2.7. The Relationship between Talent Management and Turnover Intention

Turnover intention is defined in three particular elements in the withdrawal cognition process (i.e. thoughts of quitting the job, the intention to search for a different job, and then intention to quit). Turnover of critical employee is considered detrimental to the organization in terms of replacement cost and work disruption (Addae, Parboteeah & Davis, cited in Rahman & Nas, 2013). It has been recognized that turnover decision is neither idiosyncratic nor happen in

vacuum. For researchers it has always been a willful, reasoned and thoughtful decision to part ways with an organization (Mobley, 1977; Tett & Meyer, 1993 cited in Rahman & Nas, 2013). An employee's decision to quit an organization is an undesirable outcome for the organization and the employee as it affects both of them in many ways. That is why it is considered very important to understand its predictors in order to minimize its negative impact on organization's performance (Low, Cravens, Grant & Moncrief, 2001 cited in Rahmar1 & Nas, 2013).

It is noted by different researchers that employees with high turnover intentions are likely to show little or no organizational citizenship behavior and often provide poor service to customers, which may seriously undermine customer retention (Dodd-McCue & Wright, 1996; Van Breukelen, etal 2004 cited in Biron & Boon, 2013).

This is not surprising, as turnover intentions have been consistently linked to negative employee attitudes, such as reduced satisfaction and commitment that are known to diminish both short-and long-term organizational success. Talent Management is one of the most important strategic objectives of organizations today from every view point talent is essential and is often regarded as a key strategy in maintaining competitive advantage (Edwards & Philips, 2009).

Pfeffer (2001) points out that the focus on Talent Management may have negative consequences for the organization and their employees. In many instances there is an overemphasis on the individual (especially talented A players), whereby these individuals are rewarded, receive higher remuneration and are included in accelerated learning programmes. The mindset develops that it is the *individual* who makes the difference and as a result there is an under-emphasis of the *team* contribution.

Rahman & Nas (2013) stated that searching for talented employees through extensive recruitment and marketing may create the impression that talented workers are primarily available outside of the organization. also the researchers revealed that the tendency to downplay the skills and attributes of the current employees can lead to a loss of motivation and to their possible resignation.

Many previous researchers stated that talent management practices are significant predictors of employees' Turnover Intention the organization. Studies conducted have found that supportive human resource practices that indicate the organization's willingness to invest in human capital

enhance employee retention (Du Plessis et al., 2010; Mpofu, 2013). Moreover, researchers conclude that Talent Management practices have a negative relationship with employees' Turnover Intention. The ability of talent management practices to enhance retention suggests that these practices are able to decrease employees' Turnover Intention the organization (DuPlessis *et al.*, 2010; Mpofu, 2013). This decrease in employees' Turnover Intention might be as a result of job satisfaction that might be associated with talent management practices which are the primary cause of this job satisfaction in this context.

Besides talent management being a predictor of employees' Turnover Intention, research has also shown that there is a negative relationship that exists between talent management and Turnover Intention (Theron et al 2014).

An organization committed towards Talent Management that is driven by human resources can position HR at the heart of the organization (PricewaterhouseCoopers, cited in DuPlessis, 2010). Mpofu (2013) found that the relationship between Talent Management Practices and employees' Turnover Intention is inversely proportional and thus when organizations focus their energies on emphasizing talent management practices the lower employees' Turnover Intention the organization encounter. Furthermore, it means that employees are most likely to intend to quit the organization when they do not feel valued and their efforts are not being recognized (Mpofu, 2013).

2.8. Individual Factors

2.8.1 Age, Seniority and Level of Education

Regarding the intention to stay in the organization by the talented employees, the researcher has found that there is positive relationship between age and the retention. The older an employee within the organization the more he/she want to stay Govaerts et al (2011) and Ito et al (2001). Employees with more than twenty years' seniority score were higher on intention to stay than employees with less seniority. Moreover, it is more common for the young employees to change jobs at the beginning of their career in any organization wherein it is not easy for an older employee to find another job Stark (2009). The level of education had no significant influence on retention Govaerts et al (2011).

2.8.2 Interpersonal or Social Relations

William (2001) points out that Interpersonal relationship in the work place are inescapable reality for all organization. Positive interactions can foster positive interpersonal relationship, and it is from the development and maintenance of the relationships that many workers find fulfillment (Shaw 1964).

Allowing employees to develop a social aspect to their job may increase satisfaction as well as develop a sense of teamwork. Co-worker relationships may also benefit the organization as a whole; given that, teamwork is a very important aspect of organization productivity and success. Moreover, when people are allowed to develop work relationships they care more about pulling their own weight and not letting co-workers down (unpublished).

In addition, Burt, (2004) study reveals that people who are able to connect unconnected others tend to have the most opportunity to get ahead in their organizations because they are in a position of power vis a' vis the unconnected parties.

2.9 Organizational Factors

2.9.1 Organizational Justices

Organizational justice is being studied and showed that it has an influence towards turnover intention in employees (Nadiri & Tanova, 2010). As for employee's perspective, perception of justice is a significant factor that affects employee's judgments towards the organizations and will sprout the intention to leave organization. Besides, other researchers have shown that organizational justice has a significant negative influence on turnover intentions (Dailey & Kirk, 1992; Lee, 2000; Khatri et al, 2001; Aryee & Chay, 2001; Hubbell & ChoryAssad, 2005; Loi et al, 2006).

2.9.2. Leadership Style

Leadership style and culture in which the organization has been used do have strong influence on employees to develop a sense of turn over intention (Gwavuya 2011). Gawvuya concluded that it is logical to think that leadership styles and employees' job satisfaction is correlated.

In addition, Kaila (2007) stated that satisfaction tends to be high when people believe their leaders are competent, have their best interest in mind and treat them with dignity and respect.

Again as Tony and David (2005) stated the ability and strategies to motivate staff, to develop staff morale and to try to ensure job satisfaction are central to the leader's role in raising performance. Moreover, Wells (2010) points out that employees would be reluctant to work for boss who is incompetent. Thus, the best leaders are those who are dedicated to getting a job done, friendly and pleasant to works with employees.

A study conducted by Mwangi (2009) revealed that a majority of both the current and the past employees agreed that the nature of leadership styles had an influence on the staff morale.

2.9.2 Organization Policies

Policies that are clear, fair and applied equally to all employees will decrease dissatisfaction.

Therefore, fairness and clarity are important and can go a long way in improving employee attitude (Parasad, 2007). According to Michael (2012) citing Brodinsky and Neil (2003) shared governance or participatory talent management enhances employees' professional status and their ownership in the planning and operation of the organization. They concluded that shared governance give employees a vested interest in organization performance and also promotes harmony and trust among employees.

2.9.3 Working Environment

If working situations are insufficient or the place of work has absence of important accommodations such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the problem for long time (Shamsuzzoh & Sumon, 2010). Organizational instability has been shown to have a high degree of turnover. According to Zuber, 2001, employees are more likely to stay in stable organization where there is a predictable work environment so that they could be able to predict their career growth and advancement in the organization. Working conditions in an organization have a role to play in deciding whether to stay or leave.

Good working conditions may serve as a technique of talent management as motivating factor to employees, in order to stay in an organization; whereas non-conducive environment contributes to employee turnover. (Guyo et al, 2011). A stimulating work environment that makes effective use of people.

2.9.4 Salary, Incentive Pay and Fringe Benefits

Making sure employee salaries and benefits are comparable to other organization salaries and benefits will help raise satisfaction. If organization wishes to produce a competitive product, they must also offer competitive wages (Waltman, 2004)

In addition, this can help to increase talent management practice, as employees will often be more satisfied when paid competitive wages as opposed to being underpaid. Along with wages and salaries, many organizations offer incentive pay and fringe benefits. This pay and benefits specifically designed to energize, direct, or control employees' behavior. Since incentive pay is linked to particular outcomes or behavior the organization is encouraging employees to demonstrate those chosen outcomes or behaviors (Adams, 2014).

2.9.5 Recognition

Taking the time to acknowledge a job well done can increase the likelihood of employee satisfaction. Positive and constructive feedback boosts an employee's morale and keeps them working in the right direction and enhance talent Management practice in the organization (Antoncic, B. 2011).

2.9.6 Autonomy

Many talent management practitioners reveal that, giving employees the freedom of ownership of their work may help raise satisfaction. Job satisfaction may result when an individual knows they are responsible for the outcome of their work (Spector, P. 1997).

Job autonomy is vital for retaining employees of any age Boomer Authority (2009). Researchers describe the importance of employment autonomy such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities Cunningham (2002) & Pleffer (2007).

2.9.7 Advancement

So far as talent management practice is concerned, allowing employees, who show high performance and loyalty, room to advance will help ensure employee retention. Talent management partly meant, a new title and sense of responsibility can often increase job satisfaction in an employee. An employee, particularly the achievement-oriented one, seeks promotion and advancement through his work. If the work provides him for personal growth and to develop his personality he will feel satisfied to the job and organization (Kaila, 2007).

2.9.8 Coaching

Coaching is one aspect of Talent Management practices that can motivate the talented employees effectively (Park, 2007). According to Whitworth et al (1998) as the result of coaching, high performer is less likely to leave an organization and leaders become more engaged.

Although many researchers reveal that in order to have a successful talent management, it requires having effective communication and this can be ensured by coaching. One of the important activity in coaching is feedback. To pursue an effective feedback system, managers are supposed to observe and identify behaviors of the people Mccauley & Wakefield, 2006; Sparrow & Makram, 2015).

Managers are allowed to set high standards and expectations, support development of employees, and manage performance by coaching. Once the expectations are clearly defined and employees are hold accountable, it makes the improvement of performance and interpersonal requirements (Manion, 2004).

2.9.9 Job Satisfaction

At its fullest sense, Job satisfaction is the dominant talent management practices that influence the attitudes and feelings of people towards their job Judge et al (2000). Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Employee job satisfaction is the fulfillment, gratification, and enjoyment that come from work. It is not the money or the fringe benefits, but the feelings employees receive from the work itself (Asegid, et al., 2014).

2.10 External Environment

2.10.1 Job Security

Increasing numbers of organizations mergers and acquisitions have left employees feeling displeased from the organizations that they work and haunted by concerns of overall job security (Bender and Sloane 1999).

As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, Buitendach et al (2005) suggests in his study that employers have a need to keep their employees from leaving or going to work for other organizations. In fact, organizations that offer employee development programs are finding success with retaining workers Logan (2000). Employers, who act as performance extraction units, without offering job security to its employees, will find it very difficult to get loyalists and cannot command commitment.

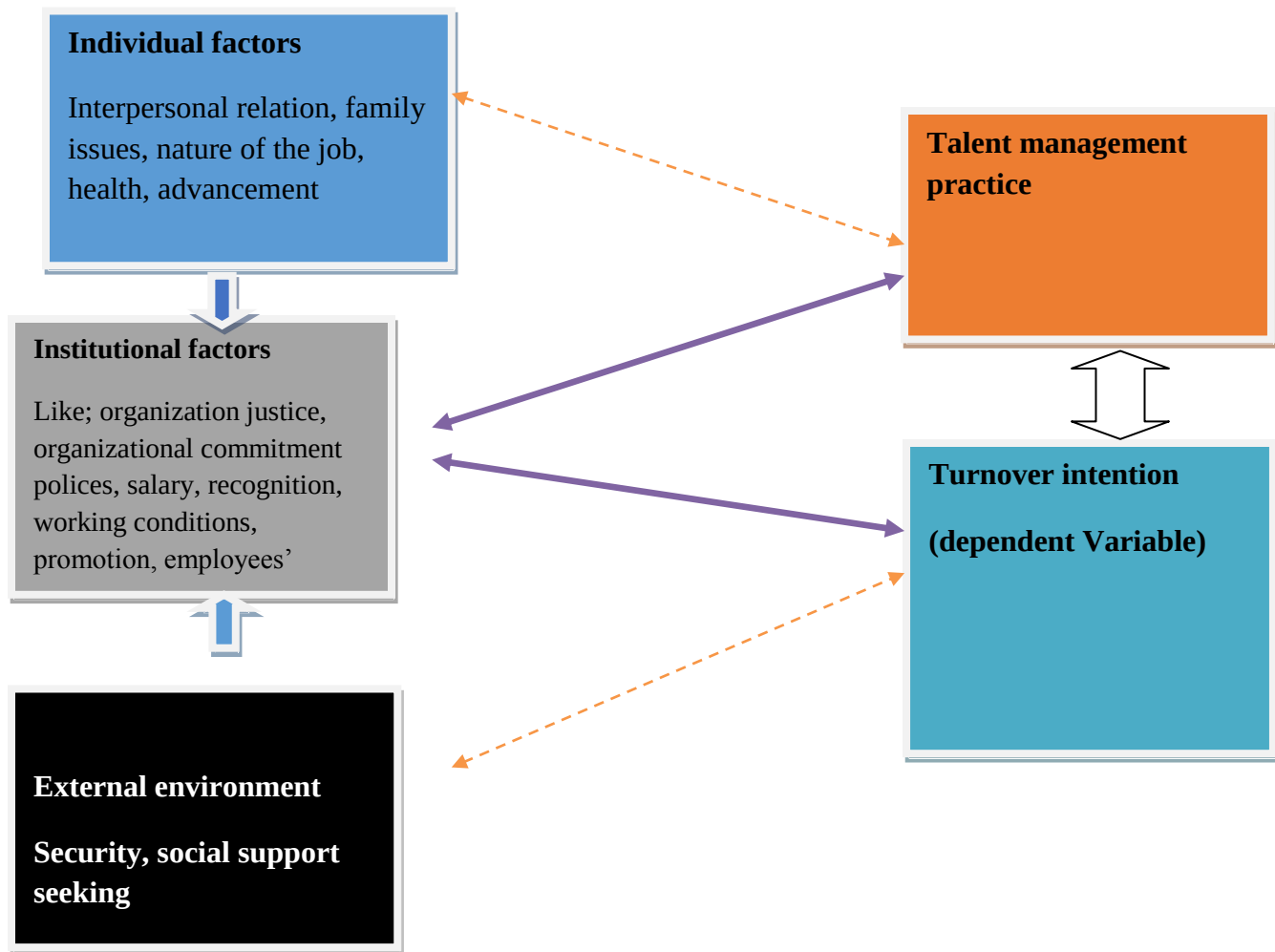
2.10.2 Social Support

Social support has been defined broadly as the availability of helping relationships and their quality Social support leads a person to believe that he or she is cared for, esteemed and valued and belongs to a network of communication and mutual obligation (Cameron 2004).

Cohen & Wills (1985) points out that Social support provides receivers with emotional reassurance. As such, prior research has often associated social support with general well-being and positive health. While the majority of prior research on social support is related to stress, some have suggested that social support is also related to employees' intention to leave the organization. For example, one study has found that social support has a significant impact on facilitating positive adjustment among newly employed nurses. Nurses who cannot adjust to their work environment often leave (Boon 2003).

In addition, Fenlason and Beehr (1994) concluded that Social support is expected to interact with stressor so that those who perceive that they have strong social support may react less negatively. In a study conducted by pienaar et al (2007) found that Social support from the supervisor was strongly related to job satisfaction.

2.11 Conceptual Frame Work of the Study



Source: Own literature review

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This part described the research methodology and design that were employed to achieve the objective of the study. The research design, tools of data collection, and methods of data analysis and justifications for their selections, was described briefly.

3.1. Research Design

This study was conducted using descriptive survey design because this design better explains situations at their existence and clarify what is the reality (Gonzalez, 1993). The researcher used mixed research approach i.e., both quantitative and qualitative tools to gather and analyze the data. The researcher used questionnaire, FGD and interview to gather information from a sample of a population and analyze quantitatively and qualitatively. In addition to this, the researcher has analyzed gathered data through questionnaire and interview in an integrated manner to keep them strong and consistent enough. A mixed research design approach was procedure for collecting both quantitative and qualitative data in a single study and for analyzing and reporting data based on a priority and sequence of information (Creswell,1994).

Therefore, the reason for selecting this research design was because relevance of the selected research problem was allowing the researcher chiefly to use the qualitative and quantitative data on collecting and analysis methods and procedures. In order to achieve the intended objectives, descriptive survey was used. Descriptive survey enables the researcher to describe the current status of the study area.

3.2. Source and Type of Data

In order to answer the research question and address research objective, the researcher was keen to collect data both from primary and secondary sources.

Primary sources: the Primary data were collected from employees of SCI, Afar Field Office and HR head by applying closed ended questionnaire & interview (focus group discussion).

Secondary sources: secondary data was collected from different written documents in relation to talent management practices of SCI, Afar Field Office and Document analysis of the

organization that has been reserved in document and record department. Further, the researcher has also utilized published studies, journals, articles, and related sources to back the primary data.

3.3. Population of the Study, Sample Size Sampling, Procedure and Sampling Techniques

3.3.1. Population of the Study

Population of the study is the total number of employees that was considered in the study. The total number of employees working in the SCI, Afar Field Office is 80 (SCI Head office report, 2018).

3.3.2. Sample Size

Since all employees are not available at their office because of the nature of the work, the researcher has only taken employees who were available at the time of data collection in the field office using available sampling technique. In doing so, the researcher has found 66 employees out of the total 80 employees.

3.3.3. Sampling Procedure

The researcher has selected SCI, Afar Field Office purposefully out 3 satellite offices in the region based on the availability of maximum number of employees employed at the organization.

3.3.4. Sampling Technique

Believing that employees do have equal chance of being selected the researcher was taking 66 employees using census sampling technique.

3.4. Instruments of Data Collection

Three main instruments of data collection namely: questionnaire, unstructured interview and focus group discussion were employed.

Questionnaire

The questionnaires were filled by employees of SCI, Afar Field Office regarding talent management practices and turnover intention in their organization. The questionnaire was constructed in two parts. The first part of the questionnaire was intended to gather

background/demographic information of employees. And the second part was about Individual, organizational and External Environmental variables that affects talent management practices along which turn over intention could develop in SCI, Afar Field Office.

Interview

As indicated in Wilkinson and Bhandarkar (1999:288), interview is necessary to get deep feeling, perceptions, values or how people interpret the world around them, and past events that are impossible to replicate. In the light of this, to supplement the data obtained through questionnaire the researcher has conducted unstructured interview with HR using open-ended questions, which were related to the talent management practices and turnover intention of the organization. (Interview questions attached in the appendix).

Focus Group Discussion

To triangulate the responses from employees the researcher has conducted FGD in order to found very reliable information. Understanding employees are too busy the researcher has prepared FGD checklist and each group contains 5 employees and a total of two groups were arranged and discussion were held in depth about the issues given (the FGD check list is attached in the appendix).

3.5. Data Collection Procedures

The researcher has adopted three steps in collecting the data for the study. First, relevant literature was reviewed to get adequate information on the topic. Second, objectives and research question was formulated to show the direction of the study. Third, data gathering tools was developed and piloted. After the questionnaire was prepared it was planned to translate to Amharic language to make it more understandable by employees. Since, the researcher has found that respondents level of understand English language is good, the researcher has left the translated questioner. Moreover, FGD was conducted with participants of this study. Finally, interview was conducted with HR head at the field office.

3.6. Reliability and Validity

The reliability of the items was tested from sample respondents, and analyzed by Cronbach's Alpha (α) to check its internal consistency. A pilot test was carried out on 10 employees of SCI,

Afar field office. The analysis of the data was taken place using SPSS version 22 and the reliability of Cronbach's alpha 0.85 were obtained accordingly.

According to George and Mallery (2009), the Cronbach's alpha value indicates that the instrument is very good to measure the intended objectives. Furthermore, content validation of the instrument was carried out to check the issues raised are properly measuring what is intended to be measure for ultimately addressing research objectives and to answer the research questions. This process helps the researcher to determine the survey's validity and reliability (Margurite, 2010).

3.7. Ethical Considerations

This study was carried in line with the approval obtained from Save the Children Afar Field Office by receiving a written permission to conduct this research in response to a written inquiry. The interview was conducted by letting the participants to have information about the purpose of the study and the type of information needed from them. The interview was carried out after consent from the interviewee and at a place of their choice. In the case of primary data collection, employees at different management positions of the organization were participated. Through this process the researcher let the participants to know the purpose of the research and those who participated were according to their willingness. The questionnaire provided to the respondents has general information about the purpose of the study. In addition to that it indicates that respondents need not mention their name in the questionnaire and it insures confidentiality. The distribution and collection of the questionnaire was done by using sealed envelope. This was leading the respondent to provide their view without any fear and discomfort.

3.8. Methods of Data Analysis

To analyze the collected data, both quantitative and qualitative data analysis techniques were employed carefully and systematically.

Data gathered from employees through quantitative (questionnaire) was presented into tables with their mean & Standard deviation, chi-square, coefficient correlation and analyze direction of data through descriptive statistical methods. In doing so the researcher was used SPSS version 22.

Whereas data gathered through qualitative data through (FGD and interview) was organized and analyzed in a narrative way in line with the quantitative data. That is data from employees in FGD and data from HR using interview was discussed, explained and interpreted in strengthening the data from principal tool after frequent listening and recording ideas were carryout carefully.

All the information from questionnaire, interview & FGD was analyzed simultaneously to cross check the internal consistency of the data.

CHAPTER FOUR

RESULT AND DISCUSSION

This chapter illustrates the interpretation of the present study that emerged out of the data presented and analyzed from the sample respondents. The descriptive statistics like mean, frequency, percentage, chi Square and Pearson correlation was employed to analyze the data.

Data collected through questionnaire was analyzed by using descriptive statistical tools such as percentage, mean, tables, figures and frequency and then interpreted qualitatively and quantitatively. Those data gathered through interview from HR head of Save the Children International, Afar Filed Office were analyzed using description of the findings.

Questionnaires were closed ended questions and used to gather data from target group which were selected from the total population of study was selected those found available. To achieve all these, a total of 66 questionnaires were distributed and 64 of them had filled by respected respondents and returned as well used for the purpose of the paper.

The response rate of the respondents was 96.95% of the total employees were properly respond for the questionnaires given. This indicates that the number of non-respondent rate which was 3.4% was not as such affect the findings of the study.

4.1. Background Information about Sample Respondents

Descriptive statistics operating frequency and percentage that describe characteristics and variations of different demographic factors among respondents presented in the table below.

Table 1. Demographic factors of respondents

S. No.	Variables	Alternatives	Frequency	Percent	Valid Percent	Cumulative Percent
1.	Sex	Male	52	81.23.	81.2	81.2
		Female	12	18.7	18.75	100.0
		Total	64		100.0	
2.	Age	21-30 years	22		34.3	
		31 –40 years	23		35.9	
		41 –50 years	18		28.1	
		50 and above	1		1.5	
		Total	64		100.00	
3.	Marital status	Married	25	39.1	39.1	39.1
		Unmarried	33	51.5	51.5	90.6
		Widowed	2	3.1	3.1	93.7
		Divorced	4	6.2	6.2	99.9
		Total	64	100.0	100.0	100.00

Researcher's survey, 2018

From the above table of 64 respondents, more than half of the sample 52 (81.2%) were male and 12 (18.75%) of them were female employees. Thus, the percentage of male employees exceeds the female employees in the respective organizations.

From the same table under item #2 regarding Age distribution of the respondents they were within the age range of 21 to 49 plus. This was done in order to solicit information from a wide range of people based on their age.

The staffs were asked to write their age. The table above illustrates the details. The majority age group of respondents of the selected sample were between 31-40, As it can be seen from above table employees' whose age ranged from 31-40 years were 23 (35.9%), 41-50 years were 18 (28.1%), 21-30 years were 22 (34.3%), and more than 50 years were 1 (1.5 %). It indicated most

of the employees were young, which is in the productive age category. Thus, it needs great attention to retain those youngsters to be proactive workers of the Save the Children, Afar Field Office.

As we can infer from the same table like age, it is imperative to know the marital status of respondent, since that had some influence on developing a sense of employee's turnover intention.

The characteristics of the respondent concerning marital status employees of the Save the Children International, Afar Field Office, it is indicated as 39.1% of them were married, 51.5% were single, 3.1% were widowed, and 6.2 % of them were widowed, which indicated that most of the employees s' were unmarried.

4.2. Qualification Status of Respondents

At this juncture it is wise of the researcher that it is assumed to have increased level of intention of turnover since, employees with higher education status and work experience are expected to have high level of perceived alternative job opportunities.

Table 2. Educational level and work experience of respondents

S. No.	Variables	Alternatives	Frequency	Percent	Valid Percent	Cumulative Percent
1.	Educational level	Certificate	1	1.56	1.56	1.5
		Diploma	17	27.5	27.5	29.
		First degree	44	68.7	68.7	97.7
		Second Degree	2	3.1	3.1	100
		Total	64	100.0	100.0	
2.	Work experience	Less than 5 years	8	12.5	12.5	
		5-11 years	11	17.1	29.6	
		11-17 years	23	35.9	65.5	
		17-24 years	8	12.5	78	
		24-30 years	14	21.8	99.9	
		Above	-	-	-	
		Total	64	100.00	100.00	

Researcher's survey, 2018

As it has been shown in the above table, which shows educational status of sample respondents, while the educational status of 1.5% and 27.5% of them belongs to, certificate, and diploma respectively, the rest 68.7% and 3.1% of them are holders of 1st degree and 2nd degree respectively. Hence from this data, one can simply observe that majority 63 (about 98.44%) of total respondents have an educational status of at least diploma and more.

In the same table under item #2 employees were asked to write their work experience and their response was explained as follows; above 8 (12.5%) of them had an experience of 0-5 years where as the majority of employees 23 (35.9%) had more than 11 years of experience. Therefore, the employees of the organization under discussion were more experienced.

Among their experience 23 (35.9%) of the employees were well experienced, and 8 (12.5%) of them were beginners. Hence, most of the employees of the organizations of in Save the Children International, Afar Filed Office do have good work experience which reveals that they can seek new vacant positions.

4.3. Employees Levels of Satisfaction with Talent Management Practice of the Organization

Employees were asked to rate their levels of turnover intention based on structured questionnaire-having questions that contain three items. These include thinking about quitting, probably looking for a new job in the next year, and actively looking for a new job in the next year in which all are related with talent management practices of the organization. The aggregate mean of these three question helps to know their level of intention. Their responses were measured on five Point-Likert scale with **1- strongly disagree, 2- disagree, 3- undecided, 4- agree, 5- strongly agree.**

When the respondents were asked about their level of intention Table 3 indicated that the arithmetic mean for the variables was of 4.15, which reveals that the respondents who participated in this study have articulated average perception of agree for these study questions. Therefore, it August be concluded from Table 3 that most of the respondents agree that talent management practices of Save the Children International, Afar Filed Office causes intention to turnover is high with a mean value of 4.21 and standard deviation of 1.09.

Table 3: Results on Respondents Extent to Turnover Intention

S. No	Item	Alternatives	Mean	Std. Deviation	N
1.	Level of Intention (Issues relating to turnover intention)	• Work conditions • Promotion • Salary and fringes • Recognition • Leadership • External factors like policy change, social support	4.21	1.08917	64

Source: Researcher's survey, 2018

4.4. Factors affecting Talent Management Practice

This part explains the descriptive statistics calculated based on the variables included in the External Environment, Individual, and Organizational factors. The measures of central tendency results obtained from the sample of respondents of the organization are shown in Table 4 below.

4.4.1. External Environment

Table 4: external environment as means of talent management practice

No.	Items	N = 64	Mean	%
1	Felt social influence		3.9	78
2	Felt instability		2.4	48
3	Remoteness		3.9	78
4	Seek social support		3.8	76
5	Society attitude		3.8	76
	Combined mean		3.56	71.2

Source: Researcher's survey, 2018

From table 4 above, one can observe that the mean value and percentage for all items scored 3.56 and 71.2% respectively. *It indicates that 71% of employees were agreed with external*

environment as variable that affect talent management practice of the organization, which shows employees were, felt social influence, stability/ insecurity, remoteness, and seeking social support of an employee and society attitude towards employees of Save the Children Afar filed Office. Moreover, the highest mean value registered for an item 1 with a mean of 3.9 and 78% which indicates that 78% of employees were agreed with it. To the contrary, an item felt instability” scored a mean value of 2.4 indicates that, they are unable to decide with their agreement and 48% employees were disagreeing as a factor that affect the topic.

4.4.2. Individual Factors of Talent Management Practice

Table 5: Respondent’s response on individual factor for talent management practice

No.	Individual factors	N = 64	N	Mean	%
1	I have no problem with my coworkers		61	1.8	36
2	My immediate boss has good attitude to me		63	2.2	44
3	I am satisfied with the nature of my job		62	3.8	76
4	My health problem makes me cause turnover intention		63	2.2	44
5	There is advancement opportunity in the organization		61	2.0	40
6	It is my own family issue that makes me thinking to leave the job		64	3.7	74
7	My qualification and placement is not matched		62	2.0	40
	Combined mean			2.54	50.57

Source: Researcher’s survey, 2018

As respondents were asked to pint out regarding Individual related factors as a means of talent management practice were not a such to cause of turnover intention in the organization in items number 1, 7, 5, 4 and 2 with a mean of 1.8, ,2.0, 2.0, 2.2, and 2.2 respectively. The total mean of all items calculated were 2.54 and percentage of 50.57%, which indicates that respondents were disagree with the influence of individual variables of Talent management practice don’t have consequence on of employees in their organization.

4.5. Working Environment

Table 6: Working condition as a tool for Talent management practice

No.	Items	Mean	%
1	I felt my office focus on the priorities and direction	3.3	66
2	Diverse perspectives are valued and encouraged within the organization	3.7	74
3	I am involved in decision making	2.6	52
4	I have adequate and available information enables me to do my job	3.5	70
5	I have adequate and available resources enables me to do my job	2.4	48
6	The amount of work I am expected to do on my job is reasonable	2.8	56
7	The physical working conditions are very good	3.7	74
8	The organization give me flexible working schedules	2.9	58
9	I am satisfied with my work load	3.2	64
10	I have enough time to participate in any social affairs	2.8	56
11	The organizational environment has safe work condition to do my job	3.6	72
	Average	3.1	62

Source: Researcher's survey, 2018

Table 6 of work conditions related factors show that the mean value and percentage of all items were 3.14 and 62% respectively. This indicates that employees of the organization were agreed on their agreement that only 62% of them were satisfied with this factor. Among the items, item number 2 and 7 have the highest mean value in which employees were feel good with it where as an item 5 revealed the least mean value of 2.4, which indicates the scarcity of resource in the organization has been seen.

4.6. Recognition, Leadership and Supervision

It is vital to know recognition, leadership and supervision are inherent to talent management practice that either positively or negatively affect talent management practice of the organization which gradually lead to turnover intention or retention according to the nature of Talent management practices that the organization has been used.

Table 7: Recognition, leadership, and supervision as tool of turnover intention

S. No.	Items	Mean	%
1	Organizational justice in my office	2.9	51
2	Organizational polices are very clear ,supportive and directed towards the goal	2.9	58
3	The recognition given to my work	2.7	44
4	Working in this organization has felt me high rank	2.6	42
5	The leaders give me great recognition and value to me	2.9	53
6	Leadership style of the organization	3.1	62
7	organizational commitment	3.0	67
8	Promotion principle of the organization	3.4	71
9	Interpersonal relation within the organization	2.6	43
	Average	2.9	54.5

Source: Researcher's survey, 2018

As of table 7 above, it shows that for all items of recognition, leadership, and supervision the mean value is 2.9, and only 54.5% of the respondents were agreed with this talent management practice. It also indicates that recognition, leadership and supervision were relatively in better condition in the Save the Children International, Afar Field Office, that approaches to 3 mean value and more than 54.5% above average. Thus, employees were unable to decide about impacts of leadership, supervision and recognition on employee turnover intention. From the items listed in the table the recognition based items from 1 to 6 has a mean value 2.85 and a percentage of 51%. This indicates that the recognition given to employees in the study area was

on average standard. Moreover, the recognition given from the society item number 4 has the mean value of 2.6 and a percentage of 42%, which shows that the employees did not recognize.

HR head in this regard was interviewed where she elucidates leadership style of the organization is one of the main tool that the office uses to let them stay in the organization.

In the focus group discussion held, participants revealed that their organization strategy to retain employee as part of the talent management practice was creating enabling environment in such a way that employees serve long for the organization.

According to Parasad (2007) recognition, promotion and leadership style affects employee turnover intention or retention. But the degree attached to individual differences. In employee oriented promotion and leadership style give emphasis for employees and reduce turnover intention. However, the reverse is true for work oriented style.

If the workers deem the leadership style unworthy and incompetent, it becomes frustrating to them, thus producing turnover intention Furthermore, Tsegaye (2011) conducted a research on employee turnover intention status of trainers found that of the respondents were disappointed with the formal recognition program and accomplished by supervisors and coworkers. Thus, improving the mean value of recognition, supervision and leadership style, can improve employees retention capacity and the reverse is true.

4.7. Salary, Incentives, and Fringe Benefits

Table 8: Salary, incentives, and fringe benefits

No.	Items	N = 64	Mean	%
1	My salary enhances living standard		1.9	38
2	My salary improves my commitment		2.0	40
3	My salary is appropriate for qualification		2.1	42
4	I am satisfied with the present salary		2.1	42
5	My salary covers all basic needs		1.8	36
6	My salary equivalent with the input I afford to the organization		2.5	50
7	Other organizations salary increment increases my turnover intention		2.4	48
8	current salary I got makes me to do my work very enthusiastically		2.3	46
9	My monthly salary satisfies me to participate in social affairs confidence		1.6	32
10	Living cost balances with my salary		1.6	32
11	Pay incentives would improve employees moral		3.3	66
12	I enjoy with the pay incentives and benefit earned		2.0	40
13	The house allowance, residence place provided makes me to be stable in the organization I am working.		1.7	34
	Combined mean		2.1	42

Source: Researcher's survey, 2018

Regarding salary, pay incentives and fringe benefit of table 8 shows that, the mean value is 2.1 and the percentage of 42%. This indicates only 42% of employees of the organization were happy and the remaining 58% were not satisfied along which it can contribute employee turnover intention. Therefore, salary, pay incentives and fringe benefits were one of the predominant influencing factors that contribute employees develop a sense turnover intention in their organizations. Moreover, the above table illustrates that items number from 1 to 10 describe about salary related scored mean value of 2.03 and percentage of 40.6%, whereas for incentives and fringe benefits related items from number 11 to 13 the mean value was 2.3 and a percentage

of 46%. Thus, the salary related factor more contributing for turnover intention than incentives and fringe benefits.

Participants while they discussing during focus group discussion session they point out that one of the limitation of Save the Children International, Afar Field office as an organization which affect employees interest was the salary paid is not as fair as the work load an employee is expected to do.

This finding is similar with the finding of Furnham *et.al* (2009) where he depicted that an individual would have less or no turnover intention in the organization directly depends on the presence of some motivational factors such as pay, bonus, perks, and other circumstances that motivate him/her.

4.8. The Relationship between Employee Turnover Intention and their Background

I. Age

Table 9: Correlation between employee turnover intention and age

		Talent management practice	Age
Turnover intention level	Pearson correlation	1.00	-0.63
	Sig. (2-tailed)	0.00	0.00
	N	64	64
Age	Pearson correlation	-0.63	1.00
	Sig. (2-tailed)	0.00	
	N	64	64

Source: Researcher's survey, 2018

Table 9 shows that the correlation coefficient employee turnover intention and age-0.63, and significance of 0.00. It indicates that as the age and turnover intention has negative relationship which is statically in significant.

That is, if age in age rises by one employee's turnover intention were predicted to go down by - 0.63 that is 63 percent.

II. Qualification

Table 10: The relationship between employee turnover intention and academic qualification

		Turnover intention	Qualification
Turnover intention	Pearson correlation	1.00	0.62
	Sig. (2-tailed)		0.00
	N	64	64
Qualification	Pearson correlation	0.62	1.00
	Sig. (2-tailed)	0.00	
	N	64	64

Source: Researcher's survey, 2018

The bivariate table 10 shows that the Pearson correlation coefficient and significance of the table 10 which is 0.62 and 0.00 obtained respectively.

It reveals that employee turnover intention in the organization was increasing as they improve their educational status or qualification. Turnover intention and educational status has curvilinear relationship.

4.9. Cross Tabulation & Chi- Square Test of Talent Management Practice as a Means of Turnover Intention

Table 11: Chi-square result of factors for turnover intention

FACTORS FOR TURNOVER INTENTION	INTENTION TO LEAVE THE Save the children Afar field office		CHI- SQUARE VALUE	P- VALUE
	Have NO	Have		
	Intention	Intention		
✓1.Benefit and salary			7.6	0.08
Not happy benefit & salary	32	30		
Happy with benefit & salary	24	15		
3.promotion				
Not Happy with promotion	28	30		0.06
happy with promotion	24	19		
✓5.Working environment & organizational factors			18.1	0.00
Not Happy with environment & organization	30	29		
happy with environment & organization	31	11		

Source: Researcher's survey, 2018

As table 11 shows the aggregate result is analyzed with Chi square and p-value of ($p < 0.05$) taken to test for associations. The result shows that benefit and salary shows 0.08 which is greater than 0.05 and accepted as significant factor for turnover intention. P-value for promotion shows 0.06 which is close to 0.05 but accepted as no influence to turnover intention. On the other hand, working environment & organization factor shows p-value 0.0000 that is highly related with turnover intention.

Table 12: The rank order of talent management practices as a means for turnover intention

The researcher has identified twelve basic talent management practices factors which has a relation with turnover intention, the researcher identified these variables from literatures; and respondent's attitude to rank these variables are summarized and presented under the table below;

No	Factors	Rank
1	Salary payment scale	1 st
2	Recognition	2 nd
3	Incentives and fringe benefits	3 rd
4	Organizational commitment	4 th
5	Organizational justice	5 th
6	Work conditions	6 th
7	Leadership	7 th
8	Promotion and advancement	8 th
9	Health issue	9 th
10	Organization policies	10 th
11	Family issue	11 th
12	Interpersonal relationship	12 th

Source: Researcher's survey, 2018

As table 12 above, shows salary payment scale was the 1st rank of factor that makes talent management practices of Save the Children International, Afar Filed Office not attractive; the next rank was recognition for good doings of employees by leaders of the organization. Based on the rank order the researcher categorizes the factors in to four groups. The first group the most inferior talent management practices that can cause turnover intention of employees in the organization. These were factors that need attention which ordered from 1st to 3rd rank, the second group that contribute employee retention or turnover intention factors which ordered from 4th to 6th, the third group 7th to 9th and the last group which is relatively less likely to contribute employee turnover intention factors ranked from 10th to 12th.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of Major Findings and Discussion

- More than half of the sample 52 (81.5%) were male and 12 (18.75%) of them were female employees. Thus, the percentage of male employees exceeds female employees in their organization.
- Regarding educational status of sample respondents, the study shows 1.5% and 27.5% of them belongs to certificate and diploma respectively, the rest 68.7% and 3.1% of them were holders of 1st degree and 2nd degree respectively. This indicates that majority of employees 63 (about 98.44%) of total respondents have an educational status of at least a diploma and more.
- Regarding staff service year of employees, 23 (35.9%) had more than 11 years of experience. Therefore, employees in the organization under discussion are experienced employees.
- Regarding extent of turn over intention of employees of the organization, arithmetic mean for the variables such as work condition, salary and fringes, and promotion and external factors (social support) was 4.15, which reveals that the respondents who were participated in this study have articulated average perception of agree for these study questions.
- Identifying the learning and developmental needs of the employees and delivering short and long term training, workshops, Job rotation and on the job coaching were the main talent management practices carried out at SCI.
- Working environment related factors show that the mean value and percentage of all items were 3.14 and 62% respectively. This indicates that employees of the organization agreed on working environment was as such good and only 62% of them disagreed with this factor. Notwithstanding an item 5 revealed the least mean value of 2.4, which indicates the scarcity of resource in the organization.
- External environment related factors show that the mean value and percentage for all items scored 3.56 and 71.2% respectively.

- It indicates that 71% of employees agreed with external environment as variable that affect talent management practice of the organization, which shows employees, felt social influence, stability/ insecurity, remoteness, and seeking social support of an employee and society attitude towards employees of Save the Children Afar filed Office.
- In relation to recognition, leadership, and supervision the mean value is 2.9, and only 54.5% of the respondents agreed with the factor. It also indicates that recognition, leadership and supervision were relatively in better condition in the sample organization. Notwithstanding employees respond that the recognition given to employees in the study area was on average standard however, it has been considered as a factor that affect turnover intention.
- The Pearson correlation coefficient employee turnover intention and age -0.63, and significance of 0.00. It indicates that as the age increases employee's turnover intention increases and has positive relationship which is statically significant.
- Surprisingly, benefit and salary shows 0.08 which is greater than 0.05 and accepted as significant factor for turnover intention.
- P-value for promotion shows 0.06 which is close to 0.05 but it is accepted as not having influence on turnover intention.

5.2. Conclusion

Save the Children Afar Filed Office has been being using the following talent management practice for the implementation of effective retention strategies.

- Identifying the learning and developmental needs of the employees and delivering short and long term training, workshops, Job rotation and on the job coaching were the main talent management practices carried out at SCI.
- Regarding extent of turn over intention of employees, most of the respondents agree that talent management practices of Save the Children International, Afar Filed Office causes intention to turnover is high (cited in table 3). To this end, the level of turnover intention is high
- Organizational factors like leadership, recognition and supervision were relatively practiced in better conditions in the study area. However, it has been considered as factor affecting Talent Management practices in Save the Children International, Afar Field Office (cited in table 7).

- Individual Variables for Talent Management Practices are not affecting Employees in the organization (cited in table 5).
- Among external factors like felt social influence, society attitude and remoteness were the main factors affecting talent management practices in save the Children International, Afar Field Office (cited in table 4). To this end the level of turnover intention is high.
- Employees positively responded that the working condition of their organization was good. However, item #5 in table# 6 which is related to office facilities revealed that the scarcity of resource in the organization has been seen. Thus, it needs great attention because if adequate resource to do the job are insufficient or the place of work has absence of proper lighting, furniture, restrooms, and others health and safety provisions, employees will not be willing to put up with problem for long time.
- Employees were not happy with salary they get in the organization and they believe that the payment is not comparable with similar academic qualifications in other organizations. To this end the level of turnover intention to leave the organization is high.
- Employees responded that the recognition given to employees in the study area was on average standard however, it has been considered as a factor that affect turnover intention in this study.
- Accordingly, this high level of turnover intention of employees will cause very costly problems since it was eventually lead them to leave and that were surely result in huge cost on the organization due to lost productivity, increased training time, increased employee selection time, lost work efficiency, and other indirect costs leading to loss of competitive advantage.
- Employees' educational status of sample respondents reveal most employees of SCI; Afar Field Office have good educational background which makes them eligible to apply in any organization for the vacant position. (Cited table #2).
- On the other hand, there was no statistically significant difference in levels of turnover intention between married and unmarried employees. Also the same was true between male and female employees.

5.3. Recommendations

The findings of the study pointed out the talent management practice of Save the Children, Afar Filed Office. As a result of findings obtained and conclusions drawn, the following recommendations were forwarded;

- Assess the existing motivation and benefit schemes of the organization and revise them in such a way that attracts and retains qualified staffs. In addition, the organization had better devise performance based reward and benefit system and salary increment to staff members.
- Since the findings of this study proofed that many issues in relation to talent management and turnover intention like, salary, recognition, incentives and fringe benefits, promotion, leadership styles, professional status, stressful working environment ,office facilities , social influence, stability/ insecurity, remoteness, and seeking social support of an employee and society attitude towards employees, supervisor's degree of support, perceived and Alternative job opportunities, the organizations should consider to see all talent management factors which determine the level of turnover intention.
- Since skilled staff' turnover affect the organization, it should strongly work on reduction mechanisms like, encouraging employees to participate in decision making, arranging good working environment, sharing benefits based on their performance, recognitions, giving clear path for career advancement, and promotions.
- Since employees underpin salary as major cause of turnover intention, concerned bodies has to make certain adjustments.
- Since employee's response indicates that the organization gives few credits to their work Organization leaders should take time to acknowledge well done job by employees. Positive and constructive feedback boosts an employees morale and keeps them working in the right direction and enhance talent management practices and reduce turnover intention in the organization.

- Since the scarcity of resource has been seen as constraint for their daily work in the sample organization, the organization should fulfill available adequate equipment and supplies in order to create conducive work environment. Thus, employees will stay for long run in the organization even in the absence of good compensation and enough support at work which enhances the good work environment. Employees love their organization and work place as a whole and feel comfort when their office is furnished with the necessary equipments.

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QUESTIONNAIRE TO BE FILLED BY EMPLOYEES

I'm Ahmed Abdu, Student in Addis Ababa University School of Commerce Pursuing Master degree in the area of Human Resource Management. My Research topic is "Assessing of Talent Management Practice and turnover intention in Save the Children International, Afar field office". As a part of my research I need to collect primary data from various sources. This includes opinion of HR Manager and Employees working in SCI, Afar Field Office. I request you to help me by filling this questionnaire and help me in completing my research. This information is purely for my research and academic purpose only. I assure you that the information obtained from your end will be kept confidential. I express my sincere thanks for sharing your valuable time and extending your cooperation in this regard

This part of the questionnaire will about your personnel background, please react to the items according to the question. For an items having an option circle your choice.

- 64

Part II: Individual and Organizational variables related with talent management practice of SCI, Afar Field Office.

Individual Related variables

Note: Using the scale 1- strongly disagree, 2- disagree, 3- undecided, 4- agree, 5- strongly agree five point Likert scale rate: Individual related factors as reason for turnover intention. Please use tick (√) mark under any preference that represents the scale you choose.

S. No	Individual factors	1	2	3	4	5
1	I have no problem with my coworkers					
2	My immediate boss personally has good attitude to me					
3	I am satisfied with the nature of my job					
4	My health problem makes me cause turnover intention					
5	Its is my own family issue that makes me thinking to leave the job					
6	There is advancement opportunity in the organization					
7	My qualification and placement is not matched					

Organizational related variables

Work conditions as manifestation of Talent management practice.

Note: Using the scale 1- strongly disagree, 2- disagree, 3- undecided, 4- agree, 5- strongly agree five point Likert scale rate: Work conditions related factors. Please use tick (√) mark under any preference that represents the scale you choose

S. No	Work conditions variables	1	2	3	4	5
1	I felt my office focus on the priorities and direction					
2	I am involved in decision making					
3	Level of turnover intention					
4	Diverse perspectives are valued and encouraged within the organization					
5	I have adequate and available information enables me to do my job					
6	I have adequate and available resources enables me to do my job					
7	The amount of work I am expected to do on my job is reasonable					
8	The physical working conditions are very good					
9	The organization give me flexible working schedules					
10	I am satisfied with my work load					
11	I have enough time to participate in any social affairs					
12	The organizational environment has safe work condition to do my job					

Recognition, leadership, and supervision related ways of talent management practice

Note: Using the scale 1- strongly disagrees, 2- disagree, 3- undecided, 4- agree, 5- strongly agree five point Likert scale rate Recognition, leadership, and supervision. . Please use tick (√) mark under any preference that represents the scale you choose

S. No	Organizational factors	1	2	3	4	5
1	There is organizational justice in office					
2	Organizational policies are very clear ,supportive and directed towards the goal					
3	The recognition given to my work by the organization					
4	There is coaching and training as culture of organization					
5	The leaders give me great recognition and value to me					
6	Leadership style of the organization arouse my interest to work hard					
7	There is organizational commitment to implement what is planned.					
8	My organization has promotion principle for employees who has good work habit					
9	My organization allows me to develop interpersonal or social relation within the organization					

Salary, incentives, and fringe benefits

Note: Using the scale 1- strongly disagrees, 2- disagree, 3- undecided, 4- agree, 5- strongly agree five point Likert scale rate Salary, incentives, and fringe benefits as means of Talent management practice Please use tick (✓) mark under any preference that represents the scale you choose.

S. No	Salary, incentives, and fringe benefits as a factors to cause turn over intention	1	2	3	4	5
1	My salary enhances living standard					
2	My salary improves my commitment to work in this organization					
3	My salary is appropriate to my qualification					
4	I assume the present salary is attractive					
5	My salary covers all basic needs or expenses					
6	My salary equivalent with the input I afford to the organization					
7	Other organizations salary increment increases my turnover intention					
8	current salary I got makes me to do my work very enthusiastically					
9	My monthly salary satisfies me to participate in social affairs confidence					
10	Living cost balances with my salary					
11	Pay incentives would improve employees moral					
12	I enjoy with the pay incentives and benefit earned					
13	The house allowance, residence place provided makes me to be stable in the organization I am working.					

Part 3 External environment factors

Note: Using the scale 1- strongly disagrees, 2- disagree, 3- undecided, 4- agree, 5- strongly agree five point Likert scale rate External environment related factors as reason for turnover intention Please use tick (✓) mark under any preference that represents the scale you choose.

S. No	External Environment	1	2	3	4	5
1	Felt social influence					
2	Felt instability					
3	Remoteness					
4	Seek social support					
5	Society attitude					

Focus group discussion

1. What talent management practice in your organization is best practiced?
2. Do you think that Talent management practice can cause turnover intention in your organization?
3. Can you mention some of the organizational factors that affect talent management practice in your organization?
4. Are there some external factors that affect Talent management practice and the associated turnover intention in your organization?

Interview for HR head of SCI, Afar Field Office;

1. Are employees work long in your organization?

If No , why not to be ? If yes , What makes them to serve long in your organization ?

2. As HR what talent management practice have you ever applied?

3. What constraints have you ever been observed in your employees in your organization ?

4. Do you think that talent management practice and turnover intention has link ?
