

***Effect of Talent Management Practice on Turnover
Intention of Employees, Special Emphasis on Mizan-Tepi
University Teaching Hospital***

*A Thesis Submitted to the Research and Postgraduate Office of Jimma
University, in Partial Fulfillment of the Requirement for the Award of the
Degree of Master of Business Administration (MBA)*

BY

MENGISTU AMESE MERDEN



**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
MBA PROGRAM**

JUNE, 2023

JIMMA, ETHIOPIA

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**JIMMA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
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CERTIFICATE

This is to certify that the research titled “*The Effect of Talent Management Practice on Turnover Intention of Employees, Special Emphasis on Mizan-Tepi University Teaching Hospital*”, submitted to Jimma University for the award of the Master of Business Administration (MBA) degree and is proof of legitimate study effort done by Mr. Mengistu Amese Merden, under our guidance and supervision.

Therefore, we hereby declare that no part of this thesis has been submitted to any other University of institutions for the award of any degree or diploma.

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JIMMA UNIVERSITY
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Thesis Approval Sheet

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Co-Advisor: _____ Date _____ Signature _____

DECLARATION

I, Mengistu Amese Merden, announce this research paper entitled “*Effect of Talent Management Practices on Turnover Intention of Employees, Special Emphasis on Mizan-Tepi University Teaching Hospital*” is my own and I dare to say, it is original research work that has not been produced by others in any other institutions or University for any other requirement in any form. To this end, I acknowledge all sources of information that I used to produce the study appropriately and I would say perfectly.

Researcher Name

Date

Signature

ABSTRACT

The negative effect of high employee turnover can also lead to substantial cost wastage because Mizan-Tepi University teaching hospital has to invest money in recruitment, orientation, training, and supervision. The study aimed to investigate the effect of talent management practices on turnover intention of employees, with special emphasis on Mizan-Tepi University teaching hospital. Both qualitative and quantitative research approach with descriptive and explanatory research designs were applied. The population of the study was considered to be employees of Mizan-Tepi University teaching hospital; 270 sample sizes were selected using a stratified and simple random technique. The data were gathered through a combination of self-administered closed-ended questionnaires for the employees and interviews for the human resource directorate, executive medical directorate, and college dean to obtain adequate data for the study. Using the SPSS version 20 application software, both descriptive and inferential analyses were used to investigate the effect of talent management practices on employee turnover intentions. The results of the findings revealed there is a significant positive relationship between talent management practices and employees' turnover intention. Moreover, the regression analysis evidenced that four dimensions of talent management practice, namely talent engagement, talent development, talent deployment, and the talent review process, had a positive and significant effect on employee turnover intention. However, talent management strategy, talent acquisition, and talent retention have a relatively lower contribution to the prediction model. It can be concluded that the talent management practices of Mizan-Tepi University teaching hospital are good predictors of employee turnover intention. based on the research findings, it is recommended that Mizan -Tepi University teaching hospital should give priority to the talent management dimension in the process of ensuring that people acquire and enhance the skills and competencies, they need to reduce turnover intention and keep them loyal to the organization.

Key words: Talent Management, Talent Management practice, Turnover Intention

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ACRONYMS

CSA -Central Statistical Agency

HR- Human Resource

MBA -Master of Business Administration

MTUTH- Mizan-Tepi University Teaching Hospital

SPSS - Statistical Package for Social Science

SWEPR -South West Ethiopia People Region

TA- Talent Acquisition

TDP- Talent Deployment

TDV -Talent Development

TE- Talent Engagement

TI- Turnover Intention

TM- Talent Management

TMS- Talent Management Strategy

TR -Talent Retention

TRP- Talent Review

CHAPTER ONE

INTRODUCTION

The introduction to the topic under study is presented in this chapter. This section includes background of the study, background of the organization, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study, and organization of the paper.

1.1 Background of the Study

Talent management is a method of putting into practice an integrated strategy or a system intended to boost organizational efficiency by creating procedures to draw in, nurture, keep, and utilize high-quality human resources (Luna et al., 2022). Collings (2014), defines talent management as the systematic identification, development, retention, and deployment of high-potential employees who may considerably increase an organization's value. For organizations to remain competitive, high-potential talent must be groomed and retained, which requires personal and organizational development considering the rate of dynamism in the business environment.

The ability of the human resource department to recognize high-potential employees in an organization is critical for achieving success (Harsch et al., 2020). Because they understand the need to be more practical when working with staff who have the requisite knowledge, abilities, skills, habits, and relationships to achieve strategic organization objectives, many organizations are now adopting the idea of talent management (Collings 2014). Due to changes in technology, innovations, and the economic climate, human resource practices among organizations have changed significantly in recent decades (Hoyrup, 2012). By keeping an eye on successful organizations one can observe that the organization which is hiring, managing and retaining high performed and talented employees have a high level of organizational success, which explains the increasing demand and competition for skilled employees on a global level (Donnell et al., 2017).

According to Van et al. (2017), talent managers are responsible for ensuring that employees are suitably engaged, trained, and rewarded to ensure organizational goal and employee recruitment alone is insufficient to guarantee this ,talent management is in

charge of bringing in, nurturing, overseeing, and keeping talent these are all crucial success factor. According to Mamoon (2013), the public sector needs to hire the right candidates and place them in the appropriate positions to achieve the specified goals. As a result, maintaining an organization requires more than just hiring and placing the appropriate people in the proper roles.

Esmacili (2016), indicated that the direct cost of losing talented individuals is related to the expenses incurred by the organization in organizing, choosing, and training the replacement. The indirect costs, on the other hand, include loss of social capital or organizational memory, the strain on the remaining employees, pressure on the organization's culture, decline in working ethics and consciousness, and preparatory costs. To cope with this phenomenon, organizations must first and foremost recognize these stressors.

Talent management is essential to a successful organization. In the corporate world of today, there is intense competition, and many human resource professionals concur that there is a constant "war for talent" because there are so many available positions and so few qualified individuals to fill them (Beechler et al., 2019). Additionally, talent management aims to keep present workers and move them up the organizational level. Money that would otherwise be lost due to significant employee turnover is now saved (Rabbi et al., 2015).

Additionally, it can be inferred that talent management is essential for at least two main reasons, namely (i) ensuring that organizations can successfully acquire and retain key talents, and (ii) keeping these talents for a long time (Al Ariss et al., 2014).

Due to the competitive environment in which Mizan-Tepi University teaching hospital operates, effective talent management practices are required. Various researchers have suggested that the subject of talent management practice is necessary for the organization and employee behavior is dynamic and is a varied concept that must be studied recurrent event to understand the causes and effects behind their dynamics and reach a reasonable conclusion for retention plan of action directions, which is why the researcher is driven to conducted this study.

1.2 Background of Mizan-Tepi University Teaching Hospital

The study was conducted at MTUTH which is found in the Bench Sheko Zone, in SWEPR. Bench Sheko Zone is located in the South-West part of SWEPR, at a distance of 561 Km far from Addis Abeba and 836 Km from Hawassa to the South-West. Its astronomical location lies 6° 14' 60" North Latitude and 35° 09' 60" East Longitude and elevation of 747 meters. This Zone covers about 19,252. Km² and divided into Six woreda and two town administrations. It has a total population of 652,531 out of this 50.5% were female and 49.5% were male (Bench Sheko Zone administrative office report, 2018). The Bench Sheko Zone is bounded on the south by the Ilemi Triangle, on the west by South Sudan, on the northwest by the Gambela Region, on the north by Sheka, on the northeast by Keffa, and the east by Debub - Omo. Mizan -Teferi serves as Bench-Sheko's administrative center. Mizan-Aman General hospital was founded in 1978 by E.C. and it is administered under the Bench Maji Zone health department for more than 30 years until 1/03/2008 E.C. Since 1/03/ 2008 E.C. The name Mizan-Aman General Hospital was changed to Mizan-Tepi Universality teaching hospital and the hospital is managed by Mizan-Tapi University and it is become a center for research and teaching health science students. MTUTH is one of the teaching hospitals that deliver health services to society with 236 healthcare providers (MTUTH Report, 2018).

The Teaching Hospital's overall activities are managed by a total of 934 employees, of which 452 are male and 482 are female. According to a CSA poll performed in 2007, Mizan-Aman has a total population of 34,080 people, with 18,138 men and 15,942 women. The majority of residents are devout Christians. 45.997% of the population is Protestant; 38.83 percent is Muslim, and 10.05 are traditional believers. The capital city of the Bench Sheko Zone is located at 7° 0' N 35° 85' E, 1451 meters above sea level.

1.3 Statement of the Problems

Organizations are under intense pressure now to perform better than they did in the past. If an organization needs to succeed and keep their organization's life, it's unquestionable to have talented personnel. Employees are the organization's most priceless resources, even in an organization where technology is a key emphasis, the argument has always been made that employees are the organization's most valuable resources.

Birhane et al. (2022), confirm that talent management has a significant contribution on organizational success and employees' productivity. However, the major challenges of talent management practices are lack of government support, poor awareness, turnover, and compensation. Therefore, no doubt, there is a clear need to conduct an in-depth study in the area that will help academicians and practitioners to enrich the theoretical body of knowledge of talent management.

Several studies; Kidanie (2017) ; Mengistu (2018) ; Al-Dalahmeh et al. (2020) and Najat (2021), were conducted on this specific topic but focused on different public and private sectors concluded that employee turnover intention couldn't be achieved by implementing some parts of talent management practices. The research highlights the importance of the talent management dimension in contributing to critical individual outcomes required for sustainable organizations. This could be the case that Mizan-Tepi University teaching hospital failed to retain its experienced staff despite its attractive compensation compared to organizations engaged specifically in the teaching hospital. More exploration is needed to understand which dimension of talent management has more influence on or mitigates employee turnover. At the end of this, research conducted in the study area by Gizaw (2019), indicates that healthcare providers were dissatisfied with their job. Gebito (2020), investigate compensation factors that affect staff performance at the Mizan-Tepi University teaching hospital. Marye et al. (2022), found that the working environment, perceived supervisory support, team and coworker relationships, job characteristics, and reward and recognition all have a positive impact on employees' engagement.

This fact is ascertained by the researcher a long year observation through which he learned that his friends attempted to find new vacant positions while they are staffed in Mizan-Tepi University teaching hospital. The evidence to this end there was 40

employees left their job from Hamele 1/2014 -Megabit 30/2015 E.C by self-resignation, and also 1 employee submitted a letter of resignation to the HR department of the Mizan-Tepi University teaching hospital to leave their job, but still working in the hospital (MTUTH, 2023). Unless there is good talent management practice in the hospital unlike what is observed the effectiveness of a given organization in terms of attaining the organizational objectives has evidence to be in vain.

Above all, frequently new employees are hired to replace those who leave their job, whereas the five implicit costs are that employees tend to leave their jobs. These include pre-departure costs, including severance, recruitment, selection, orientation, and training fees, as well as expenditures associated with lost productivity. Additionally, the empirical study indicates that organizations must bear increased financial expenses as a result of staff turnover (Sandhya, 2021). Moreover, to the researcher knowledge, there is no study addressing the effect of talent management practice on turnover intention of employees in the Bench Sheko Zone, particularly of Mizan-Tepi University teaching hospital, Therefore, the goal of this study is investigated the effect of talent management practices on the turnover intention of employees and trying to identify if the implemented techniques are truly worth practicing and could bear the fruit of reducing the turnover intention of employees in Mizan-Tepi University teaching hospital addressed the following research questions:

1.4 Research Questions

The study addressed the following research questions;

1. To what extent does talent management practice affect on turnover intention of employees in MTUTH?
2. What is the relationship in between talent management dimensions and turnover intention in MTUTH?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of the study is to examine the effect of talent management practice on turnover intention of employees, special emphasis on Mizan-Tepi University teaching hospital.

1.5.2 Specific Objective

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

- To explain the effect of talent management dimensions on turnover intention of employees in MTUTH.
- To assess how talent management dimensions and employees' turnover intention have relationship in MTUTH.

1.6 significance of the study

The findings of this study will be of great benefit to Mizan-Tepi University Teaching Hospital in evaluating the importance of talent management practices on its employee turnover in terms of profitability, productivity, return on investment, and competitiveness. It will also be of high significance to the policymakers of the organization since its findings depict how the chosen variables of talent management practices affect organizational employees turnover and provide suggestions for improving the talent management practices of the organization in mark with global best practices. It will also help the organization to gain insights on how to retain its employees with high potential talents and how to place the right person on the right job. The study will generate awareness of the HR manager on how to use talent management practices to reduce employee turnover. The study will also be of great worth to the government of Ethiopia since it provides information on the implementation of talent management practices of a state organization (Mizan-Tepi University teaching hospital). This study will not only benefit Mizan-Tepi University teaching hospital and Ethiopia, but it will also be of immense benefit to other African developing countries, especially members of the East African community that are culturally, economically, and politically correspondent to Ethiopia. Finally, this study will be of great help to academicians, scholars, and other stakeholders since it bridges the gap in the existing literature and increases the body of knowledge in the field of talent management practices and its effects on employee turnover. Thus, it will serve as a reference source for further research to be carried out.

1.7 Scope of the Study

This study was focused on the higher education sector, using Mizan-Tepi University's teaching hospital as a case study. The goal of the study was to examine the effect of talent management practices on the turnover intentions of employees, with special emphasis on Mizan-Tepi University teaching hospitals. It concentrated on how HR directors and staff members view the talent management practice inside their organization. The conceptual scope of the study, however, is limited in terms of examining the effect of talent management practice on the turnover intentions of employees in the study area. Both descriptive and explanatory research design was utilized. Moreover, to test the hypothesis inferential statistics such as multiple linear regressions were applied. This study was concentrated on the seven key talent management practices that affect on turnover intentions of employees (talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment, and talent retention). The researcher used the HRM report from Hamele1/2014 - Megabit 30/2015 E.C. The data for the study was gathered during the 2022/2023 budget year. The categories of employees that were targeted for the study include health Professional and supportive staff of Mizan- Tepi University teaching hospital. In this regard, the sample frame excluded new employees who join MTUTH in 9 months onwards and contract basis workers. In addition, the management directorate was also excluded. Therefore, the conclusion and the sample taken from the total population only related to the scope of the study. Geographically, the study was concentrated in Benech Sehko Zone, Mizan-Aman, South West Ethiopia people's region.

1.8 Limitation of the Study

During the research process s that researcher had carried out, there are some limitations of the study that impede the progress for the research. Hence, the limitations of the research were explained to meet the quality of the research. This study was limited to examine the effect of talent management practice on turnover intention of employees that were determined 55.7% of turnover intention in the organization. Because the data is acquired and concentrated, the sample size of this study is limited, as is the geographical coverage to seek a broader range of data on specific location which is Mezan-Tepi

University teaching hospital; therefore, the results may not be generalized to all employees of teaching hospital in Ethiopia.

1.9 Organization of the Paper

The research paper was organized into five chapters. The first chapter deals with the introduction part, which includes background of the study, background of the organization, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the paper. The second chapter is review of related literature that is concerned theoretical framework of the study, research hypothesis, empirical review, research gap, and conceptual framework. The third chapter deals with the research methodology, which includes research design, research approach, sources and type of data, target population, sampling techniques, sample size, method of data collection procedure, method of data analysis, reliability and validity, and ethical consideration. The fourth chapter presented data presentation, analysis and interpretation. And finally, chapter five includes summary, conclusions, recommendations and further research suggestion was made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Introduction

This chapter offers a review of the literature on employee turnover intention and talent management practice. The first section of the covers the literature on talent management practice, study variables, and turnover intention. The theoretical review, empirical review, research gap, research hypotheses, conceptual framework also included in the review of literature.

2.1 Emergence of Talent Management

Talent management (TM) has become a term that is frequently used in various organizations in recent years. The term "war for talent" was originally used by consultants at McKinsey & Company in their study "the war for talent" in the late 1990s from the HR standpoint (1997) (MacKay et al., 2007). Therefore, the early discussion from this groundbreaking study, which highlighted the talent war as a strategic organizational challenge and a key factor in corporate success, cannot be ignored in the evaluation of the literature pertaining to the development of TM.

It is stated that TM is essential to every company's success and that organization's people resources hold its sole competitive advantage. The area where the organization is most focused on and has the biggest impact. Since then, TM has developed into a significant topic guiding HRM in many organizations. Recently, numerous books, articles, and in-depth research reports have been written on this subject (Rani et al., 2014). Additionally, relevant goods and services have been actively sought out and promoted. One CIPD survey, for instance, demonstrates that there is a high level of belief in the value of TM. More than 90% of respondents concur that TM efforts can improve an organization's bottom line, and more than half of respondents have experienced this (CIPD, 2012).

These adjustments have helped to focus current HR challenges on managing a talented workforce that is more mobile, aware, and in demand than ever before. They have also speed up research into TM and the TM model. First of all, organization around the world face a tremendous and possibly long-term struggle to fill job openings with individuals who are suitably qualified due to demographic changes.

The decreased pool of talented workers as a result of the current aging trends and the decline in the number of skilled workers is of the utmost significance when discussing shifting demographic patterns. Globally, the effects of labor and talent shortages are being felt. For instance, according to the Bureau of Labor Statistics, there will be a 10-million-person labor shortfall in 2008 (U.S. Department of labor, 2008).

2.2 Talent Management Concept

Talent management has been perceived as part of human resource management strategies, where it consists of the implementation of integrated strategies that are executed to improve and sustain the organizational performance by improving procedures for attracting, retaining, developing, and profiting from individuals with the necessary qualifications and skills to achieve present and future business requirements (Cheese et al., 2008). The definition of talent management varies among business organizations; for example, one organization may define it as focusing on the sustainability of the firm, while another organization may define it as focusing on identifying employees with high potential. On boarding, recognizing, analyzing, and or growing the organization's internal talent can all be considered parts of talent management (Cooper et al., 2006). More studies and papers have been issued and published in the talent management literature, indicating that the concept of talent management has attracted the attention of authors and practitioners. Sustainability is still considered scarce, the academic interest in it has increased over the last five years and it is said to be growing (Gallardo-Gallardo et al., 2015).

Generally speaking, TM is the implementation of integrated systems or strategies planned to increase defined methods for attracting, developing, and retaining people with the necessary skills and abilities to satisfy the current and prospective business needs in the workplace (Hwang et al., 2006). As a result, talent retention has emerged as a key element and TM driver Oladapo (2014), Additionally, a good talent management strategy can have a big impact on human resource outcomes including higher job satisfaction and engagement, high levels of commitment and drive, as well as psychological ownership and leader trust. However, Evans (2011), provided a more sophisticated definition of TM, stating that TM acts as the considered step to recruit, develop, and retain those people who have the potential to significantly affect the outcomes of the organization.

2.3 Talent Management Process

With the competition at every level, you cannot pass over talent management today, if you want to be in business tomorrow (Martin, 2015).

There are five levels to the process; these are:

1. Entry level: The first stage involves understanding the necessary talent and skill requirements, which is primarily done through job descriptions and specifications. It involves placement, recruitment, and orientation.

2. Retention: The goal of personnel management is more than just hiring. Paying them well is not the only way to keep them. It also depends on corporate culture, job challenges, job requirements, a good rapport with the immediate superior, personal growth, being acknowledged, being involved in decision-making, etc.

3. Development: Expanding the employees to fulfill their needs as well as those of the organization.

4. Performance: Performance appraisals are essential for determining an employee's present level of expertise, any skill deficiencies, and latent talent. This information helps you determine who is most qualified for each job, as well as how roles should be defined, rewarded, and acknowledged.

5. Pass it on: Find the talented staff members and enlist their assistance in assisting new hires in their transition. This will make succession planning successful and attract talent to the organization.

2.4 Talent Management's Importance

The importance of talent management has increased to the point where organizations are encouraged to locate their talent there, and their ability to function effectively appears to be growing more and more reliant on the knowledge and abilities of their employees (Hoyrup, 2012). The researcher has stressed the value of managing talent, and according to Bhatnagar (2008), qualified people are now crucial to HR management as a way to leverage competitive advantage. To retain people and maintain a competitive edge, organizations need to properly employ TM to understand their staff. Zorlu (2009), provides additional significant support for the notion that talent measures and the required to effectively manage talent have been aligned. Both Zorlu (2009) and Frederick et al. (2014), emphasized the value and benefits of TM, emphasizing how it helps

businesses retain top talent, employ the best applicants, have a better understanding of their workers, and get an advantage over rivals that do not use it.

2.4.1 Better Understanding of an Employee

A good TM practice or system can help organization better understand its personnel. In order to place people in roles that will best capitalize on their skills and potential for high performance, management can also use TM to understand their talents, knowledge, and experience (Frederick et al.,2014). Additionally, management can more easily choose what to motivate employees to increase their engagement if they are aware of their wellness, development needs, strengths, career aspirations, and weaknesses (Frederick et al., 2014).A company must take into account the compensation and perks of its employees in order to recognize and retain exceptional talent. Guaranteed base pay, performance bonuses, health benefits, and retirement benefits are a few examples. The majority of workers are willing to stay with their employer if compensation circumstances are good, according to (Ajagbe et al., 2022).

2.4.2 Finding the Right Employee for the Right Position

Organizations may learn about the HR skills they possess and the ones they lack with the use of TM. Organizations will use recruiting and selection to acquire the necessary skills by identifying those that are reachable and those that are needed but do not already exist in the organizational structure. When these new abilities are utilized and given the right duties inside the firm, Zorlu (2009) and Frederick et al. (2014), agree that a better fit between an employee's interests and the work profile will increase output and efficiency as well as job happiness.

2.4.3 Holding on to Top Talent

Organization should improve their standards for hiring and talent selection, provide and enhance opportunities for training and development, and have an effective remuneration structure while developing their retention plan with TM in mind. Retaining outstanding personnel is one of the most crucial elements in ensuring that a business has a competitive market position (Frederick et al., 2014). An organization runs the danger of losing consumers and market share to competitors if it doesn't comply (Zorlu, 2009). Long-tenured employees will have formed close bonds with their coworkers and

customers, and if they leave the company, it will have an impact on company morale and raise questions about how employees and customers interact (De Boeck et al., 2018).

2.4.4 Competitive Advantages

According to Zorlu (2009), employees are an organization most valuable asset and as such, they need to be well managed. The TM will assist the business in creating competitive advantages by involving employees in the organization. According to MacKay et al. (2007), it sends a loud and clear signal that there is something more alluring about the rival if an employee leaves the company and joins it. The company must therefore treat this issue seriously. In order to give the organization a competitive edge, the TM strategy will focus on five critical areas, including hiring new talent, selecting qualified personnel, interacting with current talent, developing that talent, and keeping that talent (Hwang et al., 2006).

2.5 Dimensions of Talent Management Practices

Human capital institute's TM practices in their empirical study and emphasized the importance of assessing organizational business strategy-human capital strategy alignment, performance management, staffing, and talent review process practices to ascertain TM efficacy (Du Plessis, 2010). Performance management and staffing techniques received less attention (less than 10% of scholars) on their publications, according to Gallardo-Gallardo et al. (2015) and Thunnissen et al. (2013), despite the fact that Du Plessis (2010), and her colleagues expanded the research on TM practices. In addition, they describe the principal practices as TM recruitment, identification, development, engagement, retention, and deployment.

2.5.1. Talent Management Strategy (TMS)

A talent management strategy (TMS) connects the processes involved in creating a talent pool with the broader organizational goal employing a variety of policies and practices with the goal of providing talent whenever and wherever it is necessary (Armstrong, 2012). Cappelli et al. (2014), one sign of an effective TMS is its capacity to reconcile the conflict between the supply and demand of talent. He continued by saying that while some companies lack talent, others have more employees than they require to fill unfilled positions. The core of talent management (TM) practices is the identification, acquisition, diagnosis, development, motivation, utilization, and retention of talent within the

business organization (Mwangi et al., 2014). They evaluate and assess how well the processes work to accomplish these objectives. How much time and focus are spent to TM in an organization directly depends on the attitude of the senior management and if they sincerely believe that attracting, developing, and retaining talent is a competitive advantage to their firm (Armstrong, 2012). The TMS should run concurrently with each business strategy of the organization and be in line with the human capital plan for that strategy in order to ensure that it always has an organizational connection and organizational outcome. Therefore, it can be said that the development of the organization's strategy marked the beginning of TM practice (Bhatnagar, 2008).

2.5.2 Talent Acquisition (TA)

Talent attraction is synonymous with talent acquisition, and it is operational as involving all the sub processes around finding, attracting, and engaging highly talented individuals into an organization Hongal et al. (2020), As a result, talent attraction involves finding individuals with unique skills who will eventually lead organization. Wolor et al. (2020), It thus includes identifying, attracting, developing, engaging, and retaining a qualified workforce. Talent-focused businesses created a talent acquisition strategy that includes tactics for growing the talent pool. Talent-oriented firms devised talent acquisition plan which features strategies for developing existing talents inventory, identifying the talent needs of the current industry to support future growth, measuring the gap between the two implementations of specific steps close the talent gap to meet the needs of existing industry and attract new business and identifying barriers. Every recruit who joins the company should be sufficiently skilled during orientation in order to be well versed with the necessary (Hongal et al.,2020).

2.5.3 Talent Review Process (TRP)

The talent review process (TRP) is one of many key elements in the TM process. According to Hatum et al. (2015),TRP is a procedure where a variety of approaches are employed to evaluate responsibilities and potential in a structured way. Companies might categorize individuals based on their potential, worth, and performance during the review process for future career development and promoting people through the pipeline over time. TRP comprises finding people who can meet a variety of organizational needs, including those for possible successors, last-minute fill-ins, high potentials, or essential

talent. Each of these decisions necessitates identifying the people who can meet the varied organizational needs. Additionally, it enables companies to reward employees and provide opportunities based on their skills (Hatum et al., 2015).

In a TRP, the leadership team examines each talent pool unit to see which individuals perform best and worst in order to make decisions about how to enhance the firm (Brown et al., 2005). It is further said that TRP should be used as the foundation for distributing opportunities, remuneration, and future development, as well as for enabling organizational executives to learn more about each unit's strengths and weaknesses (Brown et al., 2005).

2.5.4 Talent Engagement (TE)

Talent engagement is consistently shown as something exchanged by employees who benefit from their organizations through commitment and dedication, advocacy, discretionary effort, using talents to the fullest and being supportive of the organization's goals, and values. Engaged employees feel a sense of attachment towards their organization, investing themselves not only in their role, but in the organization. Employee engagement is crucial strategy to the retention of talent (Glen, 2006). In order to manage their talents, there needs to be a comprehensive plan for attracting people with high potential. Employee deployment is a necessary condition for developing the ideal culture or environment for talent to flourish. In the current business climate, firms are more interested in finding a win-win solution that satisfies both their demands and the needs of their employees. They frequently state that an engaged staff is what they seek (CIPD, 2012). As an organization strives to meet its day-to-day business goals to achieve a competitive advantage, the organization must have employees who are engaged. Leaders have the opportunity to learn by doing by working on actual difficulties and ethical dilemmas as a result of project assignments, job rotation, and international/national transfers (Natacha et al., 2014).The majority of the time, difficult tasks provide a way for on-the-job learning (DeRue et al., 2009).

2.5.5 Talent Development (TDV)

Talent development practices are designed to develop talented employees, that have been selected either internally or externally to be part of the talent pool, and motivate them to excel by fostering an environment that provides them with chances to prove themselves

and grow (Jayaraman et al., 2018). This employee development is attained through the common HRM practices of training and mentoring, along with more distinctive practices such as staff mobility that gives that staff opportunities wherever they exist if the organization operates in several countries, or on temporary assignments like “secondments” that will encourage talented employees to express their skills and to apply them (Wilska, 2015). While it is possible for organizations to pursue a strategy that focuses on talent acquisition from the external labor market, such approach is unlikely to be successful in the in the long run. To ensure the supply of both current and upcoming talent, TDV intentionally focuses on the planning, selection, and implementation of development initiatives for the whole talent pool and future talent. TDV therefore seeks to meet strategic objectives by aligning developmental activities with organizational talent management processes Jayaraman et al. (2018), Companies can use a variety of talent development techniques to enhance employee competency, including knowledge, attitudes, and skills. Operation training and development, mentoring, coaching, and succession planning are all tools that makeup talent development.

2.5.6 Talent Deployment (TDP)

In order to benefit both the organization and its employees Cheese et al. (2008), claim that talent-powered organizations have special talents in talent deployment (TDP). In order to provide people with worthwhile possibilities in jobs and experiences that have strategic significance for the firm, they assign and combine talent. Additionally, high performing companies have institutionalized techniques for matching and transferring the best internal and external talent to the most important positions for which they are well suited. This ensures that the organization has the necessary capabilities to meet present and upcoming business challenges and opportunities.

In light of this, Cheese et al. (2008), TDP essentially focuses on finding the best possible match between employee’s talents and aspirations and the organizational strategic goals; strategically utilizing assignments and experiences to further develop those talents to maximize employee’s future contributions to the organization's strategic goals; enhancing organizational capabilities by utilizing people's strengths, perspectives, and experiences; and reshaping the composition, responsibilities, and practices. In order for the organization to have the right people carrying out the right tasks at the right time, TDP

also focuses on matching the task and job requirements to the talent that is already available, wherever that talent may be. The implicit premise up to this point has been that the aim is to place individuals in employment, given that jobs are stable positions with clearly defined functions and responsibilities. People were therefore assigned to these positions and moved around as needed to fill positions (Cheese et al., 2008).

2.5.7 Talent Retention (TR)

Activities ensuring retention and stabilization of talents in the organization are an inseparable part of TM (Horvathova,2009).Talented people shouldn't leave the organization since their absences frequently have a significant negative impact on the way the organization operates, regardless of their numbers (Armstrong, 2012). Businesses use TR methods to ensure that brilliant workers remain and contribute to the achievement of both individual goals and corporate objectives. The provision of stimulating and valued work, ensuring opportunities for education and development, professional advancement, respecting a balance between work and personal life, offering a flexible work role, offering high-quality working conditions and equipment, offering a sense of recognition and respect, and the provision of these factors are some of the factors that affect TR in the organization. there is the offer of motivating and valued work, ensuring opportunities for education and development, professional advancement, respecting a balance between professional and private life, the offer of a flexible work role, the offer of quality work conditions and equipment, provision of a sense of recognition and respect, the offer of adequate remuneration and recently also gaining grounds for organization's social responsibility approach (Horvathova, 2009).Organizations may successfully hire and keep key people when TM is effective. According to Hugheset al. (2008),the aging of the workforce is a contributing factor to labor shortages, and in the coming 10 years, firms will face the most pressing TM issue of all staff retention. The reward management system which comprises of policies, practices, processes, and procedures, is one method for keeping talent (Jayaraman et al., 2018).

2.6 Concept of Turnover intention

Employees who intend to leave or resign from their positions are said to have a turnover intention. The intention to leave is the turnover intention. The intention of turnover,

according to Meyers et al. (2013), is the "conscious and careful attention of the workers to quit the organization." When a worker intends to leave the company knowingly, that is referred to as a turnover intention. Turnover intention, according to Bentein et al. (2005), is the desire to leave an organization permanently with the purpose of finding a new job with a better working environment in the near future. Employees frequently begin to consider quitting the company, which is followed by the intention to look for a new employment, before finally making the decision to do so (Falkenburg et al., 2007).

Employee turnover refers to a person who has already left the company, whereas turnover intention refers to a worker who is still employed by the organization but has a desire or intend to depart to find another job (Sidharta et al., 2016). It is a powerful predictor of quitting an organization. Additionally, workers who plan to leave frequently tend to be less effective and productive at their jobs (Babatunde et al., 2014).

2.7 The Relationship Between Talent Management and Turnover Intention

Three particular components in the withdrawal cognitive process determine turnover intentions (i.e., thoughts of quitting the job; the intention to hunt for another employment, and lastly the intention to quit). Critical staff turnover is viewed negatively by the organization in terms of replacement costs and disruption of work (Addae et al., 2006).

When an employee decides to leave an organization, it has negative effects on both the organization and the employee in many ways. This is not unexpected given that employee attitudes known to harm both short- and long-term organizational success, such as decreased satisfaction and commitment, have consistently been associated with turnover intentions.

Research has demonstrated that there is a negative correlation between talent management and turnover intentions, in addition to talent management being a predictor of employees' turnover intentions. According to Mpofu (2012), organizations have lower employee turnover intentions when they concentrate their efforts on promoting talent management practices. This is because the relationship between talent management practices and employees' intentions to leave is inversely proportional.

2.8 Theoretical Framework of the Study

Theory is a combination of presumptions, claims, or established truths that makes an effort to explain the cause-and-effect connections between a number of observed occurrences in a logical or plausible manner. On the other hand, a theoretical framework is a collection of associated ideas that provide direction to a research effort or viable activity (Zima-Kulisiewicz et al., 2009). The two theories that serve as the study's foundation are the talent-based theory and the theory of human capital.

2.8.1 Talent-Based Theory

According to talent-based theory, only a skilled workforce can assist an organization gain and retain a competitive edge. As a result, firms must focus on finding and keeping talented employees. As a result, talent integration strategies are necessary for an organization to evolve (Rukunga, 2018). The notion goes on to claim that each person has their own unique talent. As a result, organization merely integrate the talent that is owned by individuals by creating structural arrangements for the cooperation and coordination of workers with specialized talent (Sunanda, 2018). In order to develop, retain, and use talent for their own advantage, organizations rely on their structural capacities (Sunanda, 2018). Because talent is an essential corporate resource that supports the successful implementation of organizational strategies, it is recognized as a means of maintaining competitive advantage. The "talent-based view of the firm" places emphasis on the need for the business to enhance employee talent and learning skills by hiring, transferring, and sharing talent in order to gain a competitive edge.

2.8.2 Human Capital Theory

It implies that investing in people can have financial benefits for both individuals and organization (Sweetland, 1996). Additionally, the resource-based theory, which describes how organizations can create significance by managing their resources and people available, can help to clarify talent management and its relationship to the outcomes of an organization Kagendo (2012), "Get a good education if you want a good job." Students are frequently given this guidance. The core of the human capital idea is that people and organization invest in human capital based on future financial and non-financial rewards rather than on current gains (Ravnborg et al., 2011).

2.9 Empirical Review

2.9.1 Talent Management and Turnover Intention

On the subject of talent management practices and employee turnover intentions, numerous studies have been conducted. Because of this, this study also aims to review some of the research that has been published on related topics.

Salima (2019), investigate that reward systems, career development, employee engagement, and training positively and significantly influence the retention of employees in the Kenyan hotel industry. Wolor et al. (2020), findings suggest that talent management affects organizational performance. As a result, an effective approach to talent management is needed to improve organizational performance in Indonesia to meet the Industrial revolution 4.0. Ali Almohtaseb et al. (2020), research revealed that a performance management system moderates the link between organizational performance and talent management. Haroon et al. (2020), the findings showed that there is a strong and positive correlation between organizational commitment factors and talent mentality. Hongal et al. (2020), to pinpoint the beneficial link between talent management and organizational performance, the researcher is expected to consult a variety of articles, research papers, and literary sources. This empirical research paper will give HR managers advice on how to use talent management as a strategic tool to increase employee engagement, which will boost business performance. Aina et al. (2020), in their research investigate that talent attraction and talent retention had no impact on sustainable organizational performance, whereas learning and development and career management were found to have significant positive impacts. Amushila et al. (2021), concluded their investigation of the connection between TM and employee retention, by that employee turnover was decreased when TM practices and activities to promote staff retention were coordinated. according to research by Rinaldhy (2021), the key focus of the business, according to the literature analysis, is talent management, which faces numerous significant issues such as talent pool retention, employment agreements, and career management. Rumawas (2021), indicated that employee engagement and perceived organizational support are significantly impacted by talent management practices. Additionally, it is implied that employee engagement, perceived organizational support, and talent management practices all have a major negative impact on the desire to leave.

Abu Dayeh et al.(2021), The results, which concurred with earlier studies, demonstrated a connection between TM and both TI and organizational commitment. Additionally, it was discovered that organizational culture had a moderating effect on the link between TM and TI. Mohana et al. (2021),in their research found that talent retention, leadership, and rewards are impacting significantly the employee job performance. Kurniawan et al. (2022), suggest that talent management significantly and negatively affects turnover intention. Madurani (2022),in their research paper, investigate that there is a direct effect of talent management on employee retention and an indirect effect mediated by organizational justice. However, talent perception congruence cannot mediate the effect of talent management on employee retention. According to Barkhuizen et al.(2022), talent management practices were strongly correlated with job satisfaction and plans to leave a job. Alanazi (2022),the majority of the participants displayed low levels of satisfaction, and it was noted that the youthful employees lacked a strong commitment. Lavkush (2022),investigate that talent management has little impact on output. according to research by Ahuja et al. (2022), there exists a positive correlation between talent management, employee motivation, and career attitude. Enwereji et al.(2022),The study conclusions showed that talent management is crucial for helping people advance their abilities, enhance their performance, and feel engaged and motivated, enabling them to accomplish desired goals. Ekhsan et al.(2023),These findings suggest that good personnel management can boost employee performance by increasing employee engagement. Employee engagement also serves as a go-between for talent management and employee performance.

2.10 Summary of Empirical Review

Table 1: Summary of Empirical Review

Author and Date	Topic	Methods	Findings	Gap
Salima (2019)	Influence of talent management strategies on employee	Descriptive research design	Investigate that reward systems, career development,	It's important to address limitation of the study for future researchers

	retention in hotel industry in Kenya		employee engagement, and training positively and significantly influence the retention of employees in the Kenyan hotel industry.	
Wolor et al. (2020)	Implementation talent management to improve organization performance in indonesia to fight industrial revolution 4.0	Qualitative research design	Findings suggest that talent management affects organizational performance. As a result, an effective approach to talent management is needed to improve organizational performance in Indonesia to meet the Industrial revolution 4.0	Investigation on this required adding quantitative data to identify more comprehensively about the indicators that best reflect the talent management variable
Ali Almohtaseb et al. (2020)	Impact of Talent Management on Organizational Performance: The Moderating Role of an Effective Performance Management System	Qualitative research design	Revealed that a performance management system moderates the link between organizational performance and talent management	It is important to address accurately identify the need for further study
Haroon et al. (2020)	Understanding the Relationship between Talent	Quantitative research design	The findings showed that there is a strong and positive	The research instrument of the present study was self-administrated; therefore,

	Mindset and Organizational Commitment of Employees in Pakistan		correlation between organizational commitment factors and talent mentality.	informant-based instrument can yield further insights and the sampling frame for the present study was limited to only Muslim employees in Punjab Province only.
Hongal et al. (2020)	A Study on Talent Management and its Impact on Organization Performance- An Empirical Review	Empirical study	To pinpoint the beneficial link between talent management and organizational performance, the researcher is expected to consult a variety of articles, research papers, and literary sources	It's important to address the impact of talent management using sufficient empirical data
Aina et al. (2020)	The impact of implementing talent management practices on sustainable organizational performance	Empirical study	Investigate that talent attraction and talent retention had no impact on sustainable organizational performance, whereas learning and development and career management were found to have significant positive impacts	The issue has not been adequately addressed by researchers that Poorly determining talent management factors and its impact on the employee job performance

Amushila et al. (2021)	The effect of talent management practices on employee retention at the Namibia University of Science and Technology: Middle-level administration staff	Qualitative research design	Investigation of the connection between TM and employee retention, by that employee turnover was decreased when TM practices and activities to promote staff retention were coordinated	There was lack of reliable responses as some of the data were recorded with cell phones because of the international outbreak of COVID-19
Rinaldhy (2021)	The Importance of Talent Management and the Challenges It Faces	Empirical study	The key focus of the business, according to the literature analysis, is talent management, which faces numerous significant issues such as talent pool retention, employment agreements, and career management.	The key part of the study remains i.e. recommendation was not address in the study.
Rumawas (2021)	Talent management practice on employee turnover intention	Qualitative research design	Indicated that employee engagement and perceived organizational support are significantly impacted by talent management practices	However, a convenience sampling technique was used for this research and only focused on the perception of Generation Y employees

Abu Dayeh et al.(2021)	The link between talent management, organizational commitment and turnover intention: A moderated mediation model	Quantitative research design	The results, which concurred with earlier studies, demonstrated a connection between TM and both TI and organizational commitment	It's important to understand Cultural aspect of this model can be emphasized in further research to shine upon the depth of cultural impact within organizations
Mohana et al. (2021)	Impact Of Talent Management on Employee Job Performance in Information Technology (It) Sector	Empirical Study	Found that talent retention, leadership, and rewards are impacting significantly the employee job performance	The study was limited to information technology sector. Can not be extended to other sectors for determining talent management factors and its impact on the employee job performance
Kurnia et al.(2022)	Effect of Talent Management and Employee Engagement on Turnover Intention with Employee Retention Mediation	Quantitative research design	Suggest that Talent Management significantly and negatively affects Turnover Intention	Investigation on this is still needed sources of data used in this study is data obtained through questionnaires distributed by online surveys via google form to employees at PT

Madura et al. (2022)	Organizational justice and talent perception congruence act as mediators between the impact of talent management and employee retention.	Quantitative research design	Investigate that there is a direct effect of talent management on employee retention and an indirect effect mediated by organizational justice	The number of samples in this study is relatively small compared to the total population in Indonesia and the questionnaires are distributed Online to respondents who meet the above criteria using Google Form
Barkhui et al. (2022)	The relationship between talent management, job satisfaction and voluntary turnover intentions of employees in a selected government institution	Quantitative research design.	Talent management practices were strongly correlated with job satisfaction and plans to leave a job.	The researchers to make cause and effect inferences over a more extended period. can also be a problem not properly addressed as a result of insufficient data
Alanazi (2022)	The impact of talent management practices on employees' satisfaction and commitment in the Saudi Arabian oil and gas industry	Cross-sectional online-based survey	The majority of the participants displayed low levels of satisfaction, and it was noted that the youthful employees lacked a strong commitment	The problem has not properly addressed as a result of insufficient data to support claims or an area of research not ventured and as such missing in the literature.

Lavkush (2022)	A Study of Talent Management and Its Impact on Performance of Organizations	Qualitative research design	Investigate that talent management has little impact on output	Failing to accurately identify the need for further study and the lack of a persuasive framework for the identification of the research gap.
Ahuja (2022)	An Empirical Study of Talent Management and Its Impact on the Employee Motivation and Career Attitude in Higher Education Institutions of Haryana, India	Empirical study	There exists a positive correlation between talent management, employee motivation, and career attitude	It's important to understand the impact of talent management including private education sector.
Enwerej et al. (2022)	Talent Management Practices in the South African Public Service	Qualitative research design	The study conclusions showed that talent management is crucial for helping people advance their abilities, enhance their performance	This study adopted a qualitative study sometimes leave out contextual sensitivities, and focus more on meanings and experiences. Phenomenological approach, for instance, attempts to uncover, interpret and understand the participants' experience
Ekhsan et al. (2023)	The Impact of Talent Management on	Quantitative research design	These findings suggest that good talent management can boost employee performance	The problem was not properly addressed as a result of insufficient data to support claims.

	Employee Performance Mediated by Employee Engagement		by increasing employee engagement.	
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2.11 Research Gap

These studies sought to analyze and examine the effect of talent management on employee turnover intentions and retention in various organizations concerned with talent management practice. Although those earlier studies were undoubtedly capable of portraying Ethiopia's intended staff turnover, those studies focused on the connection between TM practices and employee retention or turnover intention. We can infer from the empirical studies, there are some inconsistencies in the researchers' findings. According to those results, some variables that were significant in one study were insignificant in another study. They used a different talent management dimension to examine the effect of talent management practices on employee turnover intentions. Thus, there was a methodological, variable and theory gap. In addition, no prior study has been conducted on the topic of interest under the proposed study area, Due to these kinds of gaps, the student researcher started to investigate the research topic concerning the effect of talent management practices on the turnover intention of employees in the respective case area to fill the gap.

2.12 Research Hypotheses

The study was defined by research hypotheses that specify the current practice of the variables and the relationship between the independent variables and dependent variables were studied. Hypothetical backgrounds related to talent management practices and turnover intention are developed in the following hypothetical statements:

Ha1: Talent management strategy has significant effect on employee TI.

Ha2: Talent acquisition has significant effect on employee TI.

Ha3: Talent review process has significant effect on employee TI.

Ha4: Talent engagement has significant effect on employee TI.

Ha5: Talent development has significant effect on employee TI.

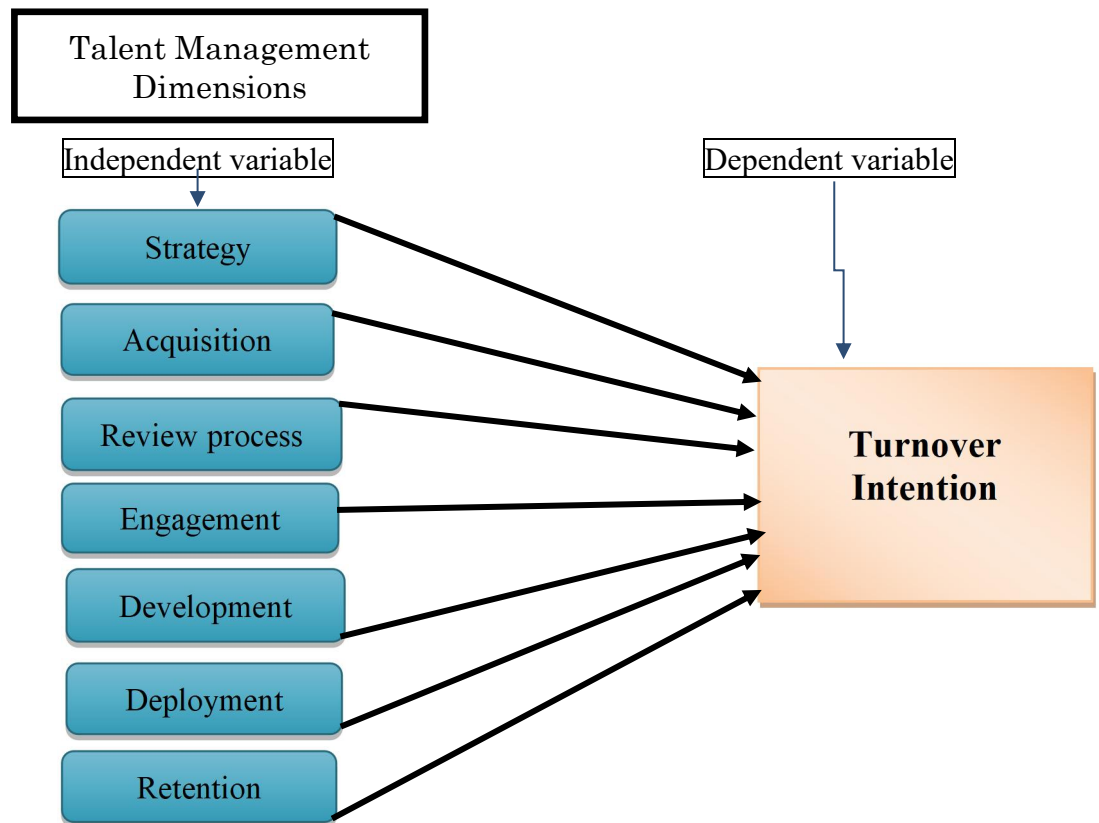
Ha6: Talent deployment has significant effect on employee TI.

Ha7: Talent retention has significant effect on employee TI.

2.13 Conceptual Framework

The conceptual framework for this study served to demonstrate how the independent variables (TMS, TA, TRP, TE, TDV, TDP, and TR) were thought to be related to the dependent variables. Additionally, it shows how the independent variables and TI are related. Therefore, in this study, talent management practices in terms of talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment and talent retention are taken as independent variable while employee turnover intention as dependent variable. This relationship is presented.

Figure 1: Conceptual framework of the study



Conceptual framework, adopted from Kidanie (2017), constructed to frame this study, 2023

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Introduction

This section states how the study is carried out; the chapter focuses on research methodology, which is the overall strategy that specifies the techniques and steps for collecting and analyzing data. It is a crucial section since it explains why a certain technique of research, study design, research approach, population of the study, sampling, data collection, and data analysis were chosen, as well as the validity and reliability test and ethical consideration.

3.1 Research Design

The purpose of this study was to examine the effect of talent management practices on the turnover intentions of employees, with special emphasis on Mizan-Tepi University teaching hospital. Considering the objectives, the researcher was used both descriptive and explanatory research designs. The main purpose of explanatory research design studies is to formulate a problem for more precise investigation or to develop working hypotheses from an operational point of view. An explanatory research design was used to determine and explain the relationship between the dependent variable and the independent variable (Dawson, 2002). Thus, the explanatory research design was employed to accurately depict how talent management practices affect employee turnover intentions. In addition, a descriptive study design was used to investigate the current extent of talent management practices and the turnover intention level of employees in the stated study area.

3.2 Research Approach

A research approach is a plan of action that gives direction to conduct research systematically and efficiently (Creswell, 2018). To better understand complicated issues, a mixed-methods design can integrate and combine several data sources (Poth et al., 2019). It is crucial to link or connect the quantitative findings to the qualitative data collection since the primary goal of this design were to use the qualitative data to assist explain the original quantitative results in greater detail. In a typical process, qualitative interviews

were conducted after the initial phase of survey data collection, analysis, and interpretation to assist explain perplexing, contradicting, or inconsistent findings.

3.3 Source and Type of Data

The researcher used both primary and secondary sources of data to address the study aim and respond to the research question. Primary data were gathered from Mizan-Tepi University teaching hospital personnel, additionally human resources directorate, executive medical directorate, and college dean were taken for an interview. The researcher had conducted interviewee because the samples of interviewees had supplied a greater depth of information and they are senior and core processors who are dealing with different core issues of the organization. Secondary data was collected through the MTUTH records, reports and from written materials which is related to the research. Moreover, various records that are relevant to the study was collected from different literature about employee turnover and different talent management books and literatures, websites and other available sources was also referred and cited on the study.

3.4 Population of the Study

According to Linnertz et al. (2012), population refers to the full set of cases from which a sample is taken. in other words, a population is any group of individuals that have one or more characteristics in common that are of interest to the researcher. The total population of the study comprised 934 which 532 health professionals and 402 supportive staff employees in Mizan-Tepi University teaching hospital (MTUTH, 2023).

3.5 Sampling Techniques and Sample Size

3.5.1 Sampling Techniques

The study used a stratified sampling technique to obtain a representative sample from each job category. Following this, respondents from each stratum were proportionally selected by simple random sampling by allotting the total sample to each stratum. Accordingly, management directors were not included in this study because they are in charge of managing talent and the information they provide may be biased. Contract workers were not included in this study since their employment status differs from that of permanent employees and because most HR structures were not similarly designed for them, making it impossible to acquire accurate data from them on TM practices.

Additionally, recently hired employees were excluded. As a result, after management members, contract workers, and recently hired employees are excluded, comprises 835 employees and the full list is prepared using information collected from the MTUTH human resource directorate.

3.5.2 Sample Size

According to C. Dawson (2019), the optimal sample size in a study is determined by the characteristics of the population and the study goal. Because of this, sampling is required to undertake a study. To calculate the sample size 95% confidence level of the finite and large population sample size formula by Yamane (1967), was used. This sample size calculation formula is provided.

$$\left[n = \frac{N}{1 + N(e)^2} \right]$$

$$\left[n = \frac{835}{1 + 835(0.05)^2} \right] \quad n \approx 270$$

Where: n = sample size

N = target population

e = acceptable margin of error (5%)

Thus, in this study, the desired sample size out of 270 staff in MTUTH were respondents who are MTUTH health professionals and support staff. i.e., 156 health professionals, and 114 support staff (targeted by the use of questionnaires). MTUTH categorizes its employees under two strata namely health professionals and supportive staff, their distributions based on the stratum are depicted in table 2 below. Since the number of people in each sample of job categories was not the same, it needs to be proportionate for each job categorizes by using the following formula.

$$\left[n = \frac{nN1}{N} \right]$$

Where; n is total number of sample size

N is total number of populations

N1 is total number of populations in each job categories

Table 2: Total Population and their Respective Sample Size

No.	Classification of Employee	Total number of employees	Sample size
1	GP (Academic)	40	13
2	GP (Clinician)	6	2
3	Specialist	18	6
4	IESO	2	1
5	Nurse all type	245	79
6	Midwifery all type	56	18
7	Pharmacy all type	38	12
8	Anesthesia	7	2
9	Laboratory	48	15
10	Psychiatry	2	1
11	Radiographer	7	2
12	Other health prof.	12	4
13	Total health Professionals	481	156
14	Total Supportive Staff	354	114
	Sample Size	835	270

(MTUTH, 2023)

3.6 Data Collection and Procedure

Data collection tools, according to Zikmund (2010), are the instrument used to collect information in research or the methods used to collect research data. The choice of the methods to use is influenced by the nature of the problem and by the availability of time and money (Cooper et al.,2006).

The data for this study were collected from two sources, primary and secondary. The primary instrument for data collection in this research is a closed-ended questionnaire. The main parts of the questionnaire measure the talent management practice of the organization and the turnover intention of its employees, respectively. Thus, talent

management practices and employee turnover are measured using standardized questionnaire items adapted from different theses. So, using a 5-point Likert scale, on which a label is given for respondents to express their level of agreement for each item among the scales. The reason this method was used is that the Likert scale in its final form is a five-point scale that is used to allow the individual to express how much they agree with or disagree with a specific statement. A Likert scale assumes that the strength/intensity of an attitude is linear, i.e., on a continuum from strongly agree to strongly disagree, and makes the assumption that attitudes can be measured. For example, each of the five responses would have a numerical value that would be used to measure the attitude under investigation.

3.7 Pilot Testing

According to Kothari (2004), testing the data collection instruments for their understandability in terms of clarity, validity, readability, and completeness has paramount importance. To assure the reliability of the scales and a smooth course of the actual tool administration, as Neuman (2007), suggestion a small set of samples ($n \geq 20$) are normal in a pilot study, hence, a pre-test was conducted among a total of 40 participants.

As a result, this procedure enables determining if sample respondents comprehend the instructions and the meaning of each question, as well as whether they experience any challenges when answering questions. A pilot study was done at Mizan-Tepi University teaching hospital to test the reliability and validity of the questionnaires.

3.8 Reliability and Validity of the study

As discussed previously, in the instrumentation section, all instruments to measure TM practices, and employee TI were found reliable and valid in measuring the constructs in previous studies. To this end, to make sure the instruments employed in this research were free from errors and consistent, and to check for stability of the measurement, questionnaires were tested before starting the data collection process to guarantee its accuracy and dependability. Cronbach's alpha measure's reliability using coefficients ranging from 0 to 1. Cronbach's alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. Reliability coefficients less than 0.6 are considered poor, reliability ranging from 0.6 to 0.7 is considered questionable;

reliability ranging from 0.7 to 0.8 is considered acceptable; and reliability coefficients above 0.8 are considered good Dan (2016), An alpha of 0.7 or above is considered reliable, as suggested by many researchers Davis (2000). To test the reliability of the data collection instrument, the researcher conducted a pilot study by distributing questionnaires to selected employees of Mizan-Tepi University teaching hospital, who were later not part of the study sample size. Consequently, distributed pilot tests were used for reliability analysis; TMP instrument scored Cronbach Alpha coefficient of 0.88 and that of the employee TI instrument 0.73. Table 3 is a summary of the reliability test based on the Cronbach alpha coefficient for the five scale items in the data collection instrument.

Table 3. Reliability statistics of Cronbach Alpha for pilot test

Reliability Statistics			
TMP	Cronbach Alpha	No. of Items	Result
Talent management strategy	0.87	5	Reliable
Talent acquisition	0.77	5	Reliable
Talent review process	0.89	5	Reliable
Talent engagement	0.85	5	Reliable
Talent development	0.85	5	Reliable
Talent deployment	0.84	5	Reliable
Talent retention	0.81	5	Reliable
Turnover intention	0.73	6	Reliable
Overall, Talent management instrument	0.88	35	Reliable

Source: Own pilot test survey, computed in SPSS output, 2023

3.9 Method of Data Analysis

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

quantitatively through a questionnaire. Statistical package for social science (SPSS Window) version 20 was used by the researcher to analyze the quantitative data. this study utilizes descriptive statistical techniques (frequency, percentage, means, standard deviations) was done to summarize and present the data and the study applies inferential statistics to examine the relationship between talent management practices and the turnover intention of employees. To do so, the study used Pearson correlation and multiple linear regression analysis to determine the cause-effect relationship between the independent variable (talent management practice) and dependent variables (turnover intention). The qualitative data from the interview was analyzed using content analysis. According to Schreier (2012), qualitative content analysis is appropriate for data that need some level of interpretation. Kothari (2004), states that multiple linear regressions are used in situations where the number of independent variables is more than one.

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

Turnover intention is the dependent variable. Because it depends on independent variables, it is called an outcome variable. Talent management practice (talent management strategy, talent review process, talent acquisition, talent engagement, talent development, talent deployment, talent retention) are the explanatory variable

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

Where: Y: Turnover Intention (dependent variable);

β_0 : are the constant which is the value of the dependent variable when all the independent variables are 0

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7$: Regression coefficients of the predictors which measure the change induced by

$X_1, X_2, X_3, X_4, X_5, X_6, X_7$: Talent management practice (independent variable)

X_1 -Talent Management strategy

X_2 -Talent Acquisition

X_3 -Talent Review Process

X_4 -Talent Engagement

X_5 -Talent Development

X_6 -Talent Deployment

X_7 -Talent Retention

e: are the error terms

$$TI = \beta_0 + \beta_1(TMS) + \beta_2(TA) + \beta_3(TRP) + \beta_4(TE) + \beta_5(TDV) + \beta_6(TDP) + \beta_7(TR) + e$$

At 5% level of significance and 95% level of confidence

3.10 Ethical Consideration

The scientific community generally agrees on the following expected ethical behavior guidelines: voluntary involvement, harmlessness, anonymity, disclosure, analysis, and reporting Bhatnagar (2008), Ethical issues related to the study were addressed by maintaining high-level confidentiality of the information volunteered by the respondents and not using the information for purposes other than concluding the study. The names of the respondents were not required, and if known to the researcher, they were not disclosed to protect their identities. All personal details are limited to general information. Permission is sought from the colleges and institutions managing directorate to collect data from the respondents, and a letter of introduction to the respondents is attached to each questionnaire.

3.11 Conclusion

Both qualitative and quantitative research methods, as well as descriptive and explanatory research designs was adopted for this research. A pre-test was conducted with 40 participants to determine the reliability and validity of the questionnaire. The stratified sampling technique was adopted as a suitable sampling technique for this study. The target population is 835 employees of MTUTH. The questionnaire was administered personally to all participants in the sample of 270 employees of MTUTH by the researcher and the analysis and interpretation of the results and findings were discussed in the next chapter have been well informed of the benefits of the research once it has been completed.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

Introduction

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

4.1 Data Cleaning

By using the techniques laid out in the preceding chapter, 270 questionnaires were given out at the Mizan-Tepi University teaching hospital, and 265 of them were returned for analysis. Only 255 of the questionnaire responses were legitimate or usable after the data were examined for completeness and practical response patterns. 15 replies were eliminated from this investigation and rejected. because 5 of them were not returned, 3 of them showed extreme (directional) patterns, and 7 of them had incomplete responses. Accordingly, those 255 usable responses gathered from respondents were used for data analysis with (SPSS) version 20 for both descriptive statistics and inferential analysis.

Table 4: Return rate of Questionnaires

Organization	No. of distributed questionnaires	No. of collected questionnaires	No. of valid questionnaires	Percent of valid questionnaires
Mizan-Tepi University teaching hospital	270	265	255	94%

Source: own questionnaire survey, 2023

According to Zikmund (2010), a response rate of 50% is acceptable and adequate for analysis as well as for reporting. Hence, the response rate of 94% is much higher than the established acceptable rate.

4.2 Reliability and Validity Analysis

4.2.1 Validity test

The degree to which a scale measures what it is intended to assess is referred to as its validity. To ensure that each item in this study measures what is intended to be measured, to measure the attributes of interest, for the instrument to be predictable, consistent, and accurate, and to ensure face and content validity, the principal advisor and co-advisor carefully reviewed each question.

4.2.2 Reliability Analysis

The reliability of scale demonstrates how free of random mistake the data is. Therefore, choosing a trustworthy scale is usually advisable. Internal consistency is one of the most often used reliability grading scales. Internal consistency, or how well the items "hang together, is defined as the extent to which the items that make up the scales are all measuring the same underlying attributes (Christopher et al.,2017). In order to evaluate the reliability of the measuring scales employed in the study, the Cronbach Alpha method was used.

Table 5: Reliability Statistics for each Components of TM /N=255/

Talent management instrument	No. of item	Cronbach' alpha
Talent management strategy	5	0.712
Talent Acquisition	5	0.727
Talent Review process	5	0.820
Talent Engagement	5	0.706
Talent Development	5	0.715
Talent Deployment	5	0.747
Talent Retention	5	0.845
Overall, Talent management practice	35	0.866

Source: Own questionnaire survey, computed in SPSS output,2023

As can be seen in Table 5, the variables scored from good to acceptable alphas talent management strategy has an acceptable reliability with $\alpha = 0.712$, talent acquisition has an acceptable reliability with $\alpha=0.727$, talent review process has a good reliability with $\alpha=0.820$, talent engagement has an acceptable reliability with $\alpha=0.706$, talent development has an acceptable reliability with $\alpha = 0.715$, talent deployment has an acceptable reliability with $\alpha=0.747$, talent retention has good reliability with $\alpha = 0.845$. Therefore, based on the above test results, we can conclude that, all TM sub-scales scored an acceptable Cronbach's coefficient Alpha and the instrument is found reliable for measuring the independent variable.

Table 6: Reliability Analysis for Employee Turnover Intention Instrument /N=255/

	No. of item	Cronbach' alpha
Turnover Intention	6	0.76

Source: Own questionnaire survey, computed in SPSS output,2023

As indicated in table 6, the instrument was found reliable for measuring the dependent variable employee TI.

4.3 Descriptive Statistics

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

4.3.1 Demographic Information of Respondents

Under this section, the demographic information of employees which include age, gender, marital status, educational qualification, organizational experience was presented.

Table 7: Demographic Information of Respondents

		Frequency	Percent
Gender	Male	143	56.1
	Female	112	43.9
	Total	255	100
Age	20-30	138	54.1
	31-40	65	25.5
	41-50	25	9.8
	51-60	21	8.2
	Above 60	6	2.4
	Total	255	100
Marital status	Single	63	24.7
	Married	183	71.8
	Divorced	6	2.4
	Widowed	3	1.2
	Total	255	100
Educational Qualification	Diploma	44	17.3
	Degree	172	67.5
	Masters	35	13.7
	PHD	4	1.6
	Total	255	100
Experiences	1-3	95	37.3
	4-6	87	34.1
	7-10	62	24.3
	Above 10	11	4.3
	Total	255	100

Source: Own questionnaire survey, computed in SPSS output, 2023

As shown in Table 7, in MTUTH, the majority of the respondents, 143 (56.1%), were male, and 112 (43.9%) were female. This shows that male workers are more than female

workers. Concerning the age category, the highest number of respondents falls under the age group of 20–30 years, which accounts for 138 (54.1%) of the total sample. Accordingly, 65 (25.5%) respondents were in the age group of 31–40 years, 25 (9.8%) respondents were in the age group of 41–50, 21 (8.2%) respondents were in the age group of 50–60, and 6 (2.4%) respondents were in the age group above 60. In this regard, it was observed that more than half of the population in the sample (54.1%) in the organization within 20–30 years of age, and from this result, we can infer that the majority of employees of Mizan-Tepi University teaching hospital were in young and productive workforce age group. Also, 63 (24 %) respondents were single, and 183 (71.8%) of the respondents in this organization were married, which indicates that above half of the population in the sample has other responsibilities than the organization. According to the educational qualifications of respondents in MTUTH, the highest number of respondents 172 (67.5%) had a first degree, followed by 35 (13.7%) with a second degree, 44 (17.2%) with diplomas, and 4 (1.6%) with a Ph.D. Therefore, it is possible to say that academically, the majority of respondents, which accounts for 211 (82.8%) of sample respondents hold a first degree and above. Teaching hospitals are more complex than other organizations as they have a big mission and they faced some challenges in the field of education and research because they execute all of these duties together (Safarani et al., 2019). To this end, the primary activities of Mizan-Tepi University teaching hospital are to deliver service with better health care to the societies and to run teaching-learning activities and research, the education level and the skill requirement was critical success factor for achieving a strategic objective. Accordingly, as shown in table 7, in the work experience category, the majority of the respondents which accounts 93 (37.3%) worked in the organization for 1-3 years, 87 (34.1) worked in the organization for 4-6 years, 62 (24.3%) were working in the organization 7-10 years and 11 (4.3) were worked in the organization above 10 years. Then it is possible to say more than half of the population in the sample was experienced in the organization for below 6 years.

4.3.2 Descriptive Statistics for Current Level of Talent Management Practice in MTUTH

The mean and standard deviation were examined using descriptive statistics. It was needed to determine the employee's perception to talent management practices. The table

below contains descriptive data (mean and standard deviations) for the seven independent variables which are talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment and talent retention as indicated by the respondents. Descriptive analysis is used to make a complete picture or profile of the basic component and angles of the whole study. In the descriptive analysis, the unprocessed data collected in the form of a questionnaire was interpreted and analyzed. The scales were reassigned as follows to make the interpretation of the mean and standard deviation values simple and understandable. The researcher used the mean score measurement item using five-point Likert scale 1(strongly disagree), 2(disagree), 3 (neutral), 4(agree) and 5 (strongly agree).

Table 8: Quantitative interpretation of 5 -point Likert scale measurement

Likert scale Description	Likert scale interval
Strongly disagree	1.00-1.80
Disagree	1.81-2.60
Neutral	2.61-3.40
Agree	3.41-4.20
Strongly agree	4.21-5.00

The means were interpretation follows, strongly disagree in point range of 1.00-1.80, disagree 1.81-2.60, natural 2.61-3.40, agree 3.41-4.20 and strongly agree 4.21-5.00. (Pimentel, 2020).

4.3.2.1 Current Level of Talent Management Strategy (TMS)

Table 9: Descriptive Statistics for TMS

Descriptive Statistics			
Item	N	Mean	Std. Deviation
In my organization business strategy and human capital strategy are aligned	255	2.50	1.371
In my organization reward and recognition program are aligned with the strategy	255	2.46	1.306
My organization is very good at implementing and executing strategy	255	2.62	1.280
In my organization the strategic goals are effectively communicated to all employee	255	2.51	1.293
My organization mission and value recognize the importance of meaning talent to achieving business objective	255	2.43	1.301
Cumulative mean of talent management strategy	255	2.504	0.892

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization strategy and human capital strategy aligned was 2.50 with a standard deviation of 1.371. This implies that employees of MTUTH disagree with the alignment of organization strategy and human capital strategy. The calculated mean score of the organization's reward and recognition program aligned with the strategy was 2.46 with a standard deviation of 1.306. This indicated that the level of the organization's reward and recognition program alignment with the strategy was disagreed with by employees. The calculated mean score of an organization that is very good at implementing and executing strategy was 2.62 with a standard deviation of 1.280. This implies that the organization is a touch implementing and executing strategy.

The calculated mean score of the organization's strategic goals effectively communicated to all employees was 2.51 with a standard deviation of 1.293. This implies that the employees of MTUTH are disagreed with the organization's strategic goals effectively communicated to all employees. The calculated mean score of the organization's mission and value recognizing the importance of managing talent to achieving business objectives was 2.43 with a standard deviation of 1.301. This indicated that the level of the organization's mission and value recognizing the importance of managing talent to achieve business objectives has disagreed.

Regarding the talent management strategy, the cumulative mean is 2.50 most of the respondents disagreed and this means they somehow disagreed with the proper talent management strategy practices in the organization.

In the line with the above respondents the key interviewees were requested to indicate how does your organization talent management strategy align with human capital strategy. The respondents considered the following quotes:

"Connecting talent management strategy with organization strategy will enchantment day-to-day work activities and retain talented employees," and "Strategic alignment between the two will give you the edge to reduce turnover intention." "It strengthens accountability by distribution measurable and clearly articulated goals that are visible organization-wide", "Mismatch between talent management strategy and organization strategy leads to increase in employees 'turnover intention and decrease involvement towards work thereby affecting organizational operation".

The above findings imply alignment of talent management strategy with organization strategy importantly contribute to reduce turnover intention of employees.

4.3.2.2 Current Level of Talent Acquisition (TA)

Table 10: Descriptive Statistics for TA

Descriptive Statistics			
Item	N	Mean	Std. Deviation
My organization can attract top talent	255	2.48	1.246
The employment brand of my organization is strong compelling among prospective employees	255	2.70	1.118
In my organization newly hired employees get off to a fast and productive start	255	2.88	1.277
In my organization internal employee referral programs are widely used to bring in new employee	255	2.50	1.261
The hiring process in my organization is effective, efficient and focus of quality of hire	255	2.41	1.402
Cumulative mean of talent acquisition	255	2.594	0.866

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization that can attract top talent was 2.48, with a standard deviation of 1.246. This indicates that employees disagreed with the level of organization needed to attract top talent. The calculated mean score of the employment brand of the organization as strongly compelling among prospective employees was 2.70, with a standard deviation of 1.118. This implies that the level of employment brand for the organization is marginal among prospective employees. The calculated mean score of the organization's newly hired employees getting off to a fast and productive start was 2.88, with a standard deviation of 1.277. This implies that the organization's newly hired employees moderately get off to a fast and productive start. The calculated mean score of the organization's internal employee referral programs is widely used to bring in new employees was 2.50 with a standard deviation of 1.261. This show that the level of the organization's internal employee referral program disagreed. The calculated mean score of the hiring process in my organization is effective and efficient, and the focus of quality of hire was 2.41 with a standard deviation of 1.402. This indicates that employees of MTUTH disagreed with the hiring process and quality hire in the organization.

The talent acquisition cumulative mean shows 2.59 so it indicates most of the respondents disagreed with process talent acquisition in the organization.

In the line with the above respondents the key interviewees were requested to indicate how else do you think talent acquisition affect employee's turnover intention. The following quotations were discussed by the respondents;

"I believe if organization has good talent acquisition procedure which qualified employees are found and recruited to meet the organizational needs," "By providing internal employee referral programs used to," "requirement and turnover have direct relationship. If an employee is highly motivated with requirement process, he/she will contribute towards organizational goal and have less intention to leave", "When employees are not select according to their job specification and job description, they tend to lower their contributions thereby increase turnover intention".

The above qualitative findings imply that clear and fair procedure of talent acquisition effect on employee's turnover intention.

4.3.2.3 Current Level of Talent review process (TRP)

Table 11: Descriptive Statistics for TRP

Descriptive Statistics			
Item	N	Mean	Std. Deviation
My organization knows who the best performers are	255	4.45	1.330
In my organization, talent is segmented based on performance, value and potential	255	2.58	1.201
In my organization, rewards and opportunities are provide in talent based on their contribution	255	4.20	1.207
In my organization, succession plans provided for two qualified candidates for key positions	255	4.20	1.294
In my organization, the majority of talent is developed internally as opposed to externally hired	255	4.60	1.357
Cumulative mean of talent review process	255	4.006	0.975

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization knows who the best performers were 4.45 with a standard deviation of 1.330. This indicates that the level of the organization to know the best performers strongly agreed upon by employees. The calculated mean score of talent segmented based on performance, value, and potential was 2.58 with a standard deviation of 1.201. This implies that employees are disagreed with the segmentation of talent based on performance, value, and potential. The calculated mean score of the organization, rewards, and opportunities are provide in talent based on their contribution was 4.20 with a standard deviation of 1.207. This shows that the level of rewards and opportunities provide to talent based on their contribution agreed by employees. The calculated mean score of the organization, succession plans provided for two qualified candidates for key positions was 4.20 with a standard deviation of 1.294. This indicates that the level of the organization, and succession plans provided for two qualified candidates for key positions was agreed. The calculated mean score of the organization's majority of talent is developed internally as opposed to externally hired was 4.60 with a standard deviation of 1.357. This implies that the level of the organization to develop talent internally as opposed to externally hired was strongly agreed upon.

The cumulative mean of the talent review process is 4.006. So, the majority of the respondents of the hospital somehow agreed with the talent review process of the organization. This indicates that the talent review process is used to refer talented employees and health workers to ensure work in the organization.

In the line with the above respondents the key interviewees were requested to indicate how else do you think conducting talent review process affect employee's turnover intention. The following quotations were discussed by the respondents;

"In the review process rewards and opportunities are provide to employees based on their contribution so as to effectively and efficiently achieve the organization's objective", "Talent review process is remarkably good for my organization so as to decrease employees turnover intention and increase its return on investment", "It helps to set up plans for developing employees who have the potential to move into bigger roles and to identify where ability gaps exist", "Talent review process help my organization to identify who are its low/high performers, their strengths and weaknesses as well as their developmental needs".

The above findings indicated that talent review process of potentials performers greatly affect employee's turnover intention.

4.3.2.4 Current Level of Talent Engagement (TE)

Table 12: Descriptive Statistics for TE

Descriptive Statistics			
Item	N	Mean	Std. Deviation
In my organization the majority of employees are fully engaged and committed to the organization	255	3.00	1.211
In my organization engagement levels are tracked across different talent levels, job, department and locations	255	4.30	1.200
My organization is featured on best places to work list that are highly respected	255	4.35	1.165
In my organization innovative product and service are being developed	255	4.11	1.181
My organization participates in activates that are vital to the community and the well-being of others	255	4.32	1.327
Cumulative mean of talent engagement	255	4.016	0.825

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization's majority of employees who are fully engaged and committed to the organization was 3.00 with a standard deviation of 1.211. This indicates that employees of the organization are quite about engagement and commitment of employees to the organization. The calculated mean score of the organization engagement levels tracked across different talent levels, jobs, departments, and locations was 4.30 with a standard deviation of 1.200. This implies that the level of organization engagement levels tracked across different talent levels, jobs, departments, and locations was strongly agreed upon. The calculated mean score of the organization featured on the best places to work list that are highly respected was 4.35 with a standard deviation of 1.165. This shows that employees of MTUTH are strongly agreed with the organization is featured on the best places to work list and are highly respected.

The calculated mean score of the organization's innovative product and service being developed was 4.11 with a standard deviation of 1.181. This implies that the level of the organization develops innovative products and services. The calculated mean score of the organization participating in activities that are vital to the community and the well-being of others was 4.32 with a standard deviation of 1.327. This indicates that employees strongly agreed organization's participation in the community and the well-being of others.

Regarding the talent engagement cumulative mean is 4.016. Most of the respondents were agreed and this means they are agreed with the employee's engagement system of the organization.

In the line with the above respondents the key interviewees were requested to indicate how else do you think conducting talent engagement affect employee's turnover intention. The following comments were used as inspiration by the respondents;

"The engagement of talent employees is very important to reduce turnover intention of employees," and "The current practice of talent engagement in my organization is very effective, especially participates in activates that are vital to the community and the well-being of others", "A carefully planned and executed talent employees engagement can help an organization to achieve its objectives by decreasing their turnover intention level", "talent engagement affects employees turnover intention when its goals are specified, engagement levels are apply in different talent levels, job, department and locations ".

From the aforementioned qualitative findings, it is evident that talent engagement is positive motivational state containing the characteristics of persistence, enthusiasm, and totality towards work and vastly reduce turnover intention.

4.3.2.5 Current Level of Talent Development (TDV)

Table 13: Descriptive Statistics for TDV

Descriptive Statistics			
Item	N	Mean	Std. Deviation
In my organization, top performers are challenged to improve their skills and take the next steps in their careers	255	2.59	1.440
In my organization, coaching, mentoring and challenging assignments are given primary development approaches	255	4.52	1.230
Communication to employees in my organization is frequent, meaningful and two ways	255	4.35	1.414
In my organization, individual development plans are in place for all employees	255	4.30	1.207
My organization managers are accountable for the development of their employees	255	4.26	1.311
Cumulative mean of talent development	255	4.004	0.904

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization, top performers are challenged to improve their skills and take the next steps in their careers was 2.59 with a standard deviation of 1.440. This shows that the level of the organization challenged top performers to improve their skills and take the next steps in their careers has disagreed. The calculated mean score of the organization, coaching, mentoring, and challenging assignments given primary development approaches was 4.52 with a standard deviation of 1.230. This indicates employees of MTUTH are strongly agreed with coaching, mentoring, and challenging assignments as primary development approaches in the organization. The calculated mean score of communication to employees in the organization is frequent, meaningful and two ways was 4.35 with a standard deviation of 1.414. This implies that two ways of communication in the organization have strongly agreed. The calculated mean score of the organization, individual development plans are in place for all

employees was 4.30 with a standard deviation of 1.207. This shows that employees strongly agreed with individual development plans in place for all employees. The calculated mean score of the organization managers accountable for the development of their employees was 4.26 with a standard deviation of 1.311. This implies that the level of the organization's accountability managers for the development of their employees was strongly agreed upon.

Regarding talent development, the cumulative mean is 4.004. Most of the respondents agreed and this means such development practice will uplift the performance of the employee and raise productivity and stay in the organization.

In the line with the above respondents the key interviewees were requested to indicate how else do you think conducting talent development affect employee's turnover intention. The following quotes were reflected on by the respondents:

"Talent development enables my organization to be competitive and enable to become more productive more quickly," "Talents development makes employees' knowledge, skills and capabilities more unique or valuable," and "Employees are more committed to addressing the organization's needs, feel better about themselves, and the organization as a whole grows as a result , and find new ways of using their strengths for the organization's benefit and since they feel valued by their organization, they desire to stay longer with their organization Consequently, that organization is still expanding".

From the above qualitative findings, it is clear that conducting talent development affect turnover intention of employees.

4.3.2.6 Current Level of Talent Deployment (TDP)

Table 14: Descriptive Statistics for TDP

Descriptive Statistics			
Item	N	Mean	Std. Deviation
In my organization, the best people are focused on the most important jobs	255	4.50	1.172
In my organization, there is a strong match between an employee's competencies and job requirements	255	4.23	1.211

In my organization, employees are given the opportunity to do what they do best	255	4.55	1.213
In my organization, technology is used to assist in the effective deployment of talent	255	4.12	1.238
In my organization, the transitions from job to job within the organization go smoothly	255	2.60	1.374
Cumulative mean of talent deployment	255	4.000	0.876

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization's best people focused on the most important jobs was 4.50 with a standard deviation of 1.172. This implies employees are strongly agreed with the organization's best people focused on the most important jobs. The calculated mean score of the organization, there is a strong match between an employee's competencies and job requirements was 4.23 with a standard deviation of 1.21. This show that at the level of the organization, there is a strong match between an employee's competencies and the job requirements strongly agreed upon. The calculated mean score of the organization, employees are allowed to do what they do best was 4.55 with a standard deviation of 1.213. This indicates that the level of the organization's employees strongly agreed with they were allowed to do what they do best. The calculated mean score of the organization, technology is used to assist in the effective deployment of talent was 4.12 with a standard deviation of 1.238. This implies that the level of the organization, and technology used to assist in the effective deployment of talent was agreed. The calculated mean score of the organization, the transitions from job to job within the organization go smoothly was 2.60 with a standard deviation of 1.374. This show that employees of MTUTH disagreed with transitions from job to job within the organization going smoothly.

The cumulative mean of talent deployment is 4.000 So the majority of the respondents of the hospital agreed with the talent deployment practice of the organization. This indicates that talent deployment practice is used to retain talented employees in the organization.

In the line with the above respondents the key interviewees were requested to indicate how else do you think talent deployment affect employee's turnover intention. The quotes were discussed by the respondents;

“Employees are a vital asset to the organization, and their performance directly affects the organization performance. Additionally, “Talent deployment helps to increase employee skills, lowers turnover”, “talent deployment in my organization coordinated activity that guarantees that the individuals in the organization secure, upgrade the aptitudes, skills they need and there is a strong match between an employee’s competencies and job requirements”, “its corporate the proper combining of exercises and a suitable degree of challenge for the individual”.

From the qualitative results above, it is evident that talent deployment is positive contribution to reduce turnover intention of employees.

4.3.2.7 Current Level of Talent Retention (TR)

Table 15: Descriptive Statistics for TR

Descriptive Statistics			
Item	N	Mean	Std. Deviation
My organization can retain its best performers	255	2.41	1.197
Turnover in my organization is tracked across divisions, locations, talent levels and managers	255	2.52	1.187
In my organization, the reasons people leave, especially top performers, are recorded and addressed	255	2.55	1.258
My organization managers hold retention conversations with employees frequently	255	2.92	1.329
My organization managers are held accountable for losing top performers	255	2.40	1.345
Cumulative mean of talent retention	255	2.560	0.993

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of the organization can retain its best performers was 2.41 with a standard deviation of 1. 197. This implies that employees of MTUTH disagreed

with the organization to retain its best performers. The calculated mean score of turnovers in the organization tracked across divisions, locations, talent levels, and managers was 2.52 with a standard deviation of 1.187. This shows that the level of turnover in the organization is tracked across divisions, locations, and talent levels, and managers have disagreed. The calculated mean score of the organization, the reasons people leave, especially top performers, are recorded and addressed was 2.55 with a standard deviation of 1.258. This indicates that the level of the organization, and employees disagree with the reasons people leave, and the organization is recorded and addressed. The calculated mean score of the organization managers who hold retention conversations with employees frequently was 2.92 with a standard deviation of 1.329. This implies that the level of organization managers who hold conversations about retention with employees was quiet. The calculated mean score of turnovers in the organization tracked across divisions, locations, talent levels, and managers was 2.40 with a standard deviation of 1.345. This indicates that the level of turnover tracked across divisions in the organization has disagreed.

Regarding talent retention cumulative mean is 2.56. Most of the respondents were disagree and therefore, it can be observed that a significant gap manager is being held accountable for losing top performers, turnover is not tracked across divisions, locations, and talent levels and managers and organizations fails to retain their best performers.

In the line with the above respondents the key interviewees were requested to indicate to indicate how else do you think talent retention affect employee's turnover intention. The respondents reflected on the following quotations;

"Developing the best strategies and practices for talent retention," "effectively applying talent retention strategy," "finding out which help in talent retention of employees and reduce employee turnover," "effectively apply of talent retention Strategy will give the organization to reduce turnover and turnover intention levels", "proper retention practices, improving job stratification of employees, constant feedback on clear goals, empower employee career management and retention conversations with employees frequently to retain the talent employees in the organization ", "as we know employee are satisfied with the job he/she can able to perform better which brings efficiency and

effectiveness in the organization and ultimately help the organization in achieving its target, thereby reducing employee turnover”.

The above qualitative result implies that retention of best performers talent in the organization affect employee’s turnover intention.

4.3.2.8 Current Level of Employee Turnover Intention in MTUTH

The researcher used a Likert scale in the following manner; 1; Never, 2; Rare, 3; Sometimes, 4; Often, and 5; Always.

Table 16: Likert scale Interpretation for dependent variables

Likert scale description	Interval
Never	1.00-1.50
Rare	1.51-2.50
Sometimes	2.51-3.50
Often	3.51-4.50
Always	4.51-5.00

The means were interpreted as follows; never in the point range 1.00-1.50, rare 1.51-2.50, sometimes 2.51-3.50, often 3.51-4.500, always 4.51-5.00 (Pimentel, 2020).

Table 17: Descriptive Statistics for Employee TI

Descriptive Statistics			
Item	N	Mean	Std. Deviation
How often have you considered leaving your job?	255	4.03	1.190
How often is your current job satisfying your personal needs?	255	4.53	1.272
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	255	3.85	1.101
How often do you dream about getting another job that will better suit your personal needs?	255	4.20	1.328

How often are you going to accept another job at the same compensation level should it be offered to you?	255	2.41	1.333
How often do you look forward to another day at work?	255	2.46	1.077
Cumulative mean of turnover intention	255	3.580	1.216

Source: Own questionnaire survey, computed in SPSS output, 2023

The calculated mean score of how often you have considered leaving your job was 4.03, with a standard deviation of 1.190. This indicates that employees at MTUTH have needed to leave their jobs often. The calculated mean score of how often your current job satisfies your personal needs was 4.53, with a standard deviation of 1.273. This shows that employee of MTUTH are satisfies with their current job. The calculated mean score of how often you are frustrated when not given the opportunity at work to achieve your personal work-related goals was 3.85 with a standard deviation of 1.101. This indicates that employees are often frustrated when they are not given the opportunity at work to achieve their personal work-related goals. The calculated mean score of how often you dream about getting another job that will better suit your personal needs was 4.20, with a standard deviation of 1.328. This implies that employees often dream about getting another job that will better suit their personal needs. The calculated mean score of how often you are going to accept another job at the same compensation level should it be offered to you was 2.41 with a standard deviation of 1.333. This shows that the employees at MTUTH are rarely going to accept another job at the same compensation level. The calculated mean score of how often do you look forward to another day at work was 2.46 with a standard deviation of 1.077. This implies that employees rarely look forward to another day of work.

Regarding turnover intention, the cumulative mean is 3.58. Most of the respondents often expressed the intention to leave their current job and organization; therefore, it can be observed that employees of MTUTH have a high level of turnover intention.

4.4 Inferential Analysis

4.4.1 Pearson's Correlation Coefficient

Correlation analysis determines the strength as well as the direction of the relationship between the study variables, specifically, talent management, talent acquisition, the talent review process, talent engagement, talent development, talent deployment, and talent retention (independent variables), and the turnover intention of employees, which is the dependent variable. Pearson's production movement correlation coefficient was employed by the researcher. According to Chee et al. (2015), Pearson's coefficient is a measure of the linear relationship between two interval or ratio variables and can have a value between -1 and 1. The advantage of utilizing Pearson's coefficient is that it provides a simple technique to evaluate the relationship between two variables. Whether they share variance, if the relationship is positive or negative, and the degree to which they correlate. As for the strength of the relationship, the closer to + or -1, the stronger, the closer to 0 the weaker & the cut-off points for the interpretation of the strength of correlation coefficients are: (+ or-) 0.80 to (+ or-) 1 is very strong; (+ or-) 0.50 to (+ or-) 0.79 is Strong correlation; (+ or-) 0.30 to (+ or-) 0.49 is moderate correlation; (+ or-) 0.10 to (+ or-) 0.29 is a weak correlation (Muijs, 2016).

4.4.1.1 The relationship between TM practice and employees' TI

Table 18: Pearson correlation coefficient range

Pearson correlation coefficient (r) value	Strength
(+ or-) 0.80-1	Very Strong
(+ or-) 0.50-0.79	Strong
(+ or-) 0.30-0.49	Moderate
(+ or-) 0.10-0.29	Weak

Table 19: Correlation of talent management dimension and employee turnover intention

Correlations

		TMS	TA	TRP	TE	TDV	TDP	TR	Turnover Intention
TMS	Pearson Correlation	1	.567**	.637**	.721**	.604**	.554**	.789**	.454**
	Sig. (2- tailed)		.001	.000	.000	.457	.000	.001	.000
	N		255	255	255	255	255	255	255
TA	Pearson Correlation		1	.674**	.748**	.540*	.647**	.660*	.481**
	Sig. (2- tailed)			.003	.000	.025	.000	.010	.000
	N			255	255	255	255	255	255
TRP	Pearson Correlation			1	.680**	.555**	.658*	.741**	.568**
	Sig. (2- tailed)				.000	.000	.012	.000	.000
	N				255	255	255	255	255
TE	Pearson Correlation				1	.720**	.563**	.792**	.780**
	Sig. (2- tailed)					.000	.000	.000	.000
	N					255	255	255	255
TDV	Pearson Correlation					1	.731*	.660*	.682**
	Sig. (2- tailed)						.037	.011	.000

	N						255	255	255
TDP	Pearson Correlation						1	.702**	.740**
	Sig. (2-tailed)							.001	.000
	N							255	255
TR	Pearson Correlation							1	.487**
	Sig. (2-tailed)								.000
	N								255

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Own questionnaire survey, computed in SPSS output, 2023

As table 19 depicts, talent acquisition is the first weakest correlated variable to turnover intention. represents the statistically significant positive relationship between talent acquisition and employees' TI correlation ($r = .471$, $N = 255$, $p < 0.01$), showing talent acquisition has a moderate positive relationship with turnover intention. This implies that the talent acquisition level of talent management is related to turnover intention. That is, the higher talent acquisition process of employees leads to a lower intention to leave the organization. Talent management strategy ($r = .484$, $N = 255$, $p < 0.01$) is the second moderate correlated to an employee's turnover intention. represents a statistically significant positive relationship between talent management strategy and employees' TI; thus, it has a weak positive relationship with turnover intention. The positive correlation value revealed that talent management strategy was positively related to employee turnover intention. That is, an employee's positive attitude toward the organizational strategy will reduce their intention to turnover.

Talent retention is the third variable, and its score ($r = .487$, $N = 255$, $p < 0.01$) shows moderate positive correlations with turnover intention. That is, the higher employee retention in the hospital, the lower will be their turnover intention. The fourth correlated

factor is the talent review process whose score is ($r = .568$, $N = 255$, $p < 0.01$) shows a modest positive correlation with turnover intention. This implies the higher the talent review process, the lower will be their turnover intention. The fifth correlated factor is talent development whose score is ($r = .682$, $N = 255$, $p < 0.01$) shows a strong positive correlation with turnover intention. That is, the more the organization works on developing its staff's talent, the turnover intention of employees would decrease as well. The sixth correlated variable is talent deployment whose score is ($r = .740$, $N = 255$, $p < 0.01$) shows a strong positive correlation with turnover intention. That is, the higher deployment of employees in the organization leads to a lower intention to leave the organization. The seventh correlated variable is talent engagement whose score is ($r = .780$, $N = 255$, $p < 0.01$) shows a strong positive correlation with turnover intention. That is, indicates that employees with strong work engagement are more likely to have reduced turnover intention. Thus, engaged employees tend to be satisfied, feel more committed to the organization, and are less likely to quit their jobs.

As we have seen from the above table, the highest talent engagement found correlated with the turnover intention employees in the study area numerically by ($r = 0.780$, $p < 0.01$). Therefore, there is a significant positive relationship between talent management dimensions and employees' turnover intention at Mizan-Tepi University teaching hospital.

4.4.2. Multiple Linear Regression Analysis

In the previous section of this paper, the descriptive and correlation analysis was carried out separately with the existence of an association between the dependent and independent variables. presented the effect of overall TM practice over employee TI, and it was found that there is an effective relationship between these variables in MTUTH. Moreover, it was also evidenced that overall TM practice predicts employee TI significantly in the organization. On the other hand, after testing for different assumptions, the following section examined the effect of individual TM practices on employee TI in MTUTH and helped us identify which TM practice has a more unique effect on employee TI than the others in MTUTH. In conducting multiple regression analysis using the regression equation, as suggested by Linnertz et al. (2012), key assumptions should be

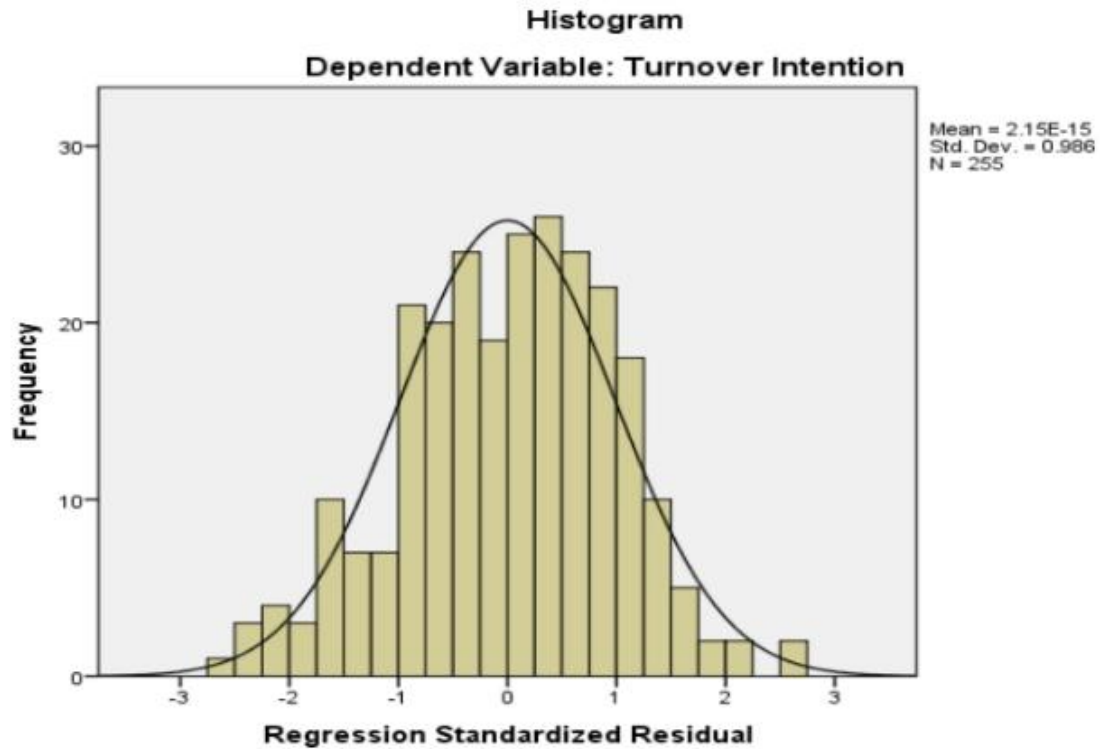
met Consequently, to perform the regression analysis involving multiple independent variables, the researcher must check for the variables have a linear relationship, the data were normally distributed, homogeneity of variances, and there is no collinearity between independent variables and autocorrelation (to determine the separate effect of individual TM practices). In this regard, the researcher tested the assumptions of normality, linearity, multicollinearity, homoscedasticity, and autocorrelations were presented as follows.

4.4.3 Assumption testing

4.4.3.1 Normality test

As Ghasemiet al. (2012), noted, the assumption of normality is important in research while using regression and helps to generalize the results of the analysis beyond the sample collected. The linear regression analysis calls for all variables and is referred to as a normality test. Normality tests can be seen in the data distributed when the curve does not pass through either the left or the right Ghasemi et al. (2012), This shows that the data output was normally distributed. There, the researcher used histogram methods and the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality. If the residuals are normally distributed about its mean of zero, the shape of the histogram should be bell-shaped, and regression standardized residual plotted between -3.3 and 3.3. The data normality is shown in the figure below.

Figure 2: Histogram



Source, own questionnaire survey, computed in SPSS output,2023

If the P-value of the Kolmogorov-Smirnov test is larger than 0.05 and the Sig. value of the Shapiro-Wilk test is greater than 0.05, and the data is normal. If it is below 0.05, the data significantly deviates from a normal distribution. Below table 20 shows that the data output was normally distributed.

Table 20: Kolmogorov -Smirnov and Shapiro-wilk Test

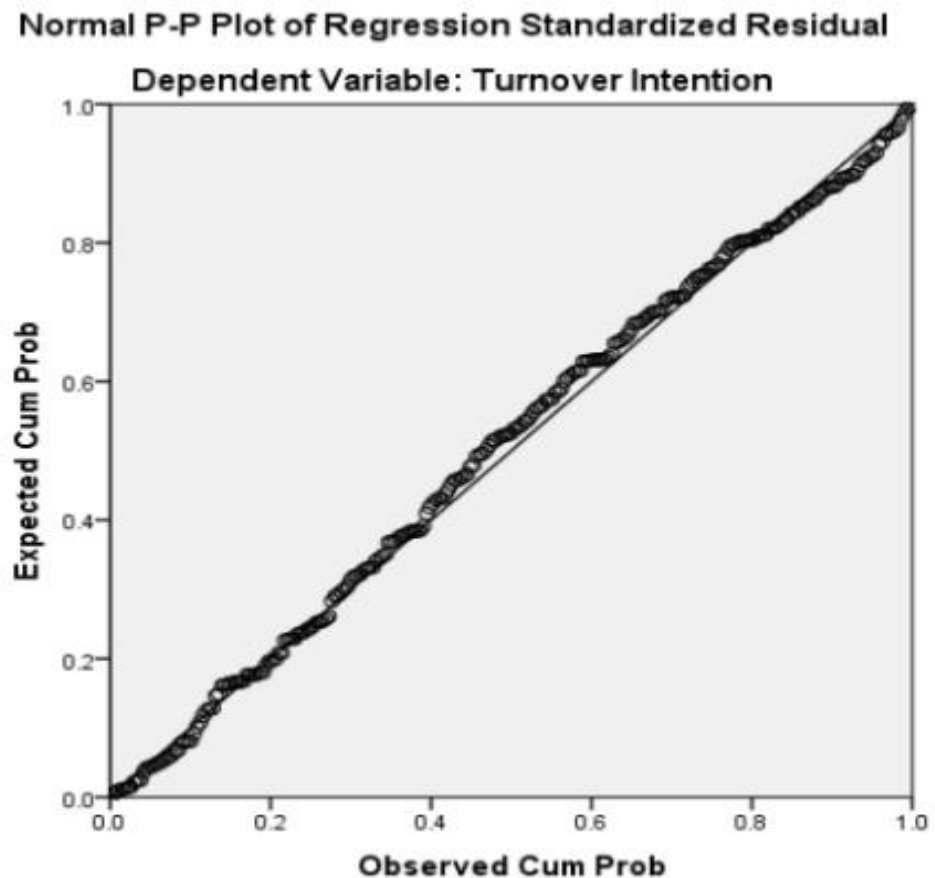
Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Unstandardized Residual	.042	255	.200*	.993	255	.273
Standardized Residual	.042	255	.200*	.993	255	.273

Source: Own questionnaire survey, computed in SPSS output,2023

4.4.3.2 Linearity test

According to Hayes et al.(2012), the relationship between the independent and dependent variables needs to be a linear function to conduct a linear regression analysis. To check the linearity assumption in multiple linear regressions, the normal P-P plot was used, the plot shows all observed values somewhat spread along the straight diagonal line. Figure 3 below shows us that most of the observed values are spread very close to the straight line; there is a high likelihood that the data are linear. Therefore, the assumption of multiple linear regression has been met and we can assume that the model is accurate and can likely generalize to the population in MTUTH.

Figure 3: Linearity of TM and TI



Source: Own questionnaire survey, computed in SPSS output, 2023

4.4.3.3 Multicollinearity

According to Charles et al. (2009), most regression programs can compute the variance inflation factor (VIF) for each variable, and as a rule of thumb, a VIF above 5.0 shows problems with the multicollinearity test.

Although many statisticians believe that values for "tolerance" below 0.2 are cause for concern Wasserstein et al.(2019),emphasizes that values for "tolerance" below 0.1 indicate major difficulties. Regression analysis's multi-collinearity measures how closely related a model's independent variables are to one another. As we can see from the following table 21, the tolerance values are 0.768, 0.898, 0.684, 0.584, 0.897, 0.634, and 0.725, respectively, for each independent variable (talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment, and talent retention), which are above 0.10, and the variance inflation factors (VIF) values are also 1.302, 1.114, 1.461, 1.712, 1.115, 1.576, and 1.378, respectively. Therefore, in this study, the table below shows that the variance inflation factors (VIF) and tolerance fall within the acceptance range (VIF below 10, tolerance above 0.1).

Table 21: Collinearity Diagnosis

Collinearity Statistics		
TMP	Tolerance	VIF
Talent management strategy	.768	1.302
Talent acquisition	.898	1.114
Talent review process	.684	1.461
Talent engagement	.584	1.712
Talent development	.897	1.115
Talent deployment	.634	1.576
Talent retention	.725	1.378

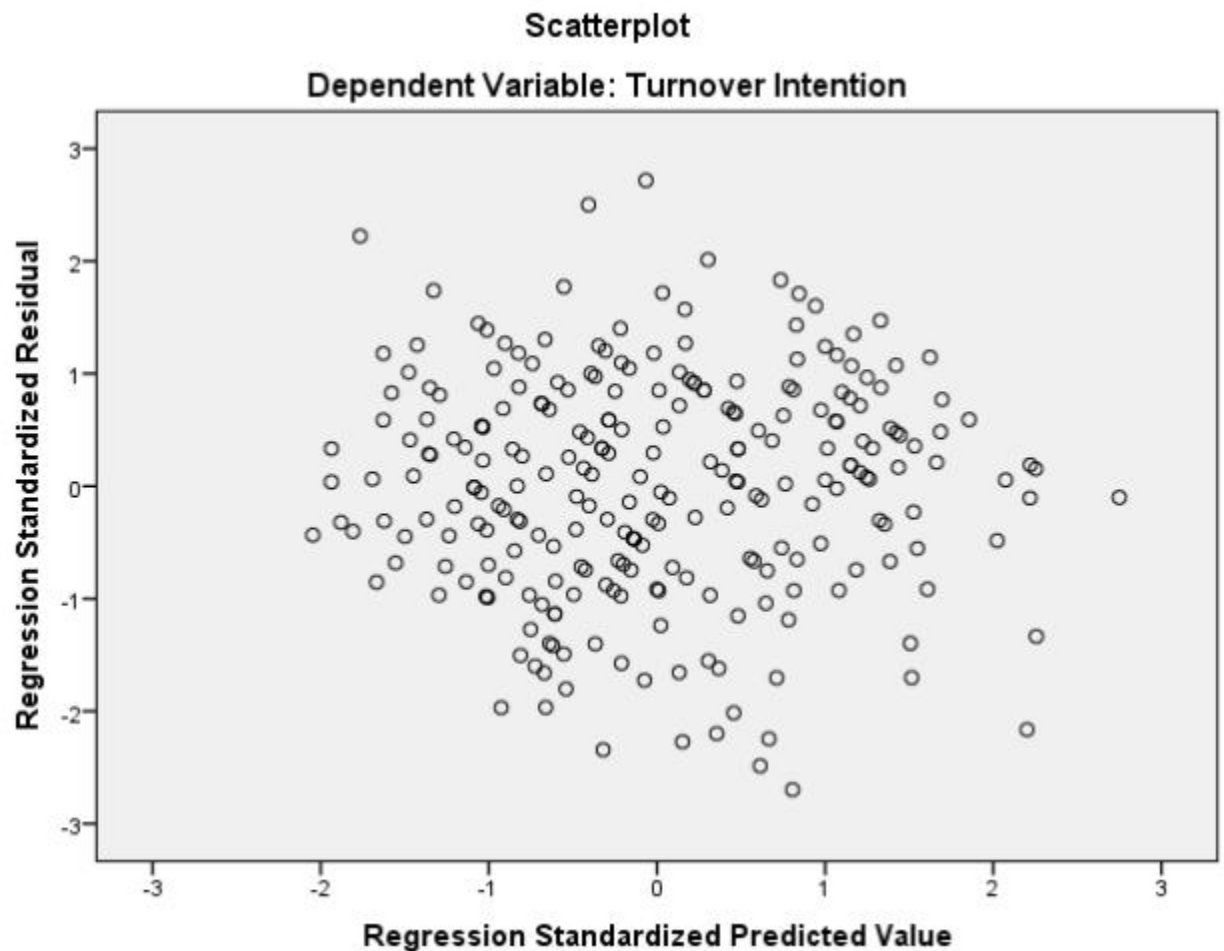
Source: Own questionnaire survey, computed in SPSS output,2023

4.4.3.4 Homoscedasticity

Homoscedasticity is the extent to which the data values for the dependent and independent variables have equal variances Olvera et al.(2019),The variance of the

residual terms should be consistent across all levels of the predictor variables. It means that the residuals at each level of the predictors should have the same variance, therefore, checking for this assumption is helpful for the fitness of the regression model. In this regard, to plot the homoscedasticity test, as supported by Wagschal (2016), the researcher plots the standardized residuals, or error (ZRESID) on the Y-axis and the standardized predicted value of the dependent variable based on the model (ZPRED) on the X-axis and the result is presented as follows. When the scatter plot is bigger than 3.3 and smaller than -3.3, heteroscedasticity issues arise. Therefore, as it was indicated in the figure below the data did not violate the heteroscedasticity assumption and instead, it was homoscedasticity.

Figure 4: Homoscedasticity for Employee TI in MTUTH



Source, own questionnaire survey, computed in SPSS output, 2023

4.4.3.5 Autocorrelation

The Durbin-Watson statistic has a value between 0 and 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50 (Babatunde et al.,2014).As we can observe from below table 22, the Durbin-Watson result is 1.992 in this study and this is within the acceptable range. The result indicates that the variable fulfils the independence of residuals.

Table 22: Autocorrelation

Model	Durbin-Watson
1	1.992

Source: Own questionnaire survey, computed in SPSS output,2023

4.4.4 Multiple Regression

Multiple regression according to Pallant (2016), multiple regressions are not just one technique but a family of techniques that can be used to explore the relationship between one continuous dependent variable and several independent variables or predictors, most of which are continuous. Multiple regression analysis was employed to examine the effect of talent management practice (talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment, and talent retention) on employee turnover intention. Multiple regression analysis was chosen because it helps to predict the linear relationship of a dependent variable. Here, the dependent variable is regressed and the independent variable is regressed, which will show the influence of the relationship of these variables by one another.

4.5.4.1 Regression Analysis of Components of Talent Management and Turnover intention

Table 23 :(Model Summary) TMS, TA, TRP, TE, TDV, TDP and TR as Predictors to TI in MTUTH.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746^a	.557	.545	.56165

a. Predictors: (Constant), TMP

Source: Own questionnaire survey, computed in SPSS output,2023

From the regression results above, the R-value was 0.746 (74.6%), indicating that there is a positive relationship between talent management dimensions and employee turnover intention at Mizan-Tepi University teaching hospital. R-square, which is the coefficient of determinant, tells how much variation is taking place in employee turnover intention (dependent variable) due to talent management strategy, talent acquisition, the talent review process, talent engagement, talent development, talent deployment, and talent retention (independent variables). The overall model accounts for almost 55.7% of the variance in employees' TI. Whereas, the remaining 44.3% of the variation is explained by other factors which are not included in this study. In simple terms, whether there is high TI or low TI, employees experienced 55.7% of the variance explained by the seven TM dimensions of the MTUTH. In other words, TM components all together account for about 55.7% of the variance in the intention of employees for remaining within the hospital or to leave the organization.

Table 24: (ANOVA) TMS, TA, TRP, TE, TDV, TDP and TR as Predictors to TI in MTUTH

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	97.999	7	14.000	44.381	.000 ^b
	Residual	77.916	247	.315		
	Total	175.915	254			

a. Dependent Variable: TI

b. Predictors: (Constant), TMP

Source: Own questionnaire survey, computed in SPSS output,2023

According to table 24 of the analysis of variance (ANOVA) for these data, if the F ratio is large and the probability is less than 0.05, then it is termed statistically significant (Linnertz et al., 2012).The above ANOVA table 24 demonstrates the overall model significance, and this board helps us to make sure the above model (on a model summary

table) is a statistically significant predictor of the outcome, i.e. employee turnover intention and it is evidenced that the model is statistically predictor of employees turnover intention for the reason that the p-value is less than 0.05 Therefore, a significant amount of employees' turnover intention is influenced by talent management strategy, talent acquisition, the talent review process, talent engagement, talent development, talent deployment, and talent retention. Furthermore, it can be concluded as the overall regression model is significant ($F = 44.381$, $p < 0.05$, $R^2 = .557$; i.e., the regression model is a good fit of the data).

Table 25: (Coefficients) TMS, TA, TRP, TE, TDV, TDP and TR as Predictors to TI in MTUTH.

Model	Unstandardized Coefficients		Standardized coefficients	T	Sig.	95.0% Confidence Interval for B	
	Beta	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.207	.198		-1.047	.296	-.597	.183
TMS	.050	.045	.054	1.118	.265	-.038	.139
TA	.055	.043	.057	1.281	.201	-.030	.139
TRP	.093	.044	.109	2.134	.034	.007	.179
TE	.376	.056	.373	6.731	.000	.266	.486
TDV	.222	.041	.241	5.398	.000	.141	.303
TDP	.226	.050	.238	4.480	.000	.127	.326
TR	.047	.042	.056	1.121	.263	-.035	.129

a. Dependent Variable: TI

Source: Own questionnaire survey, computed in SPSS output, 2023

The coefficients table sought to identify which predictors are significant contributors to the 55.7% of explained variance in Y (i.e., $R^2 = 0.557$) and which of the significant ones

help strongly to explain the Y-intercept established regression equation. Based on the statistical data obtained from the above model summary (table 23), TM dimension together explain about 55.7% of the variance in employees' TI and the regression equation is: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + e$$

The regression model was substituted as follows:

$$TI = \beta_0 + \beta_1(TMS) + \beta_2(TA) + \beta_3(TRP) + \beta_4(TE) + \beta_5(TDV) + \beta_6(TDP) + \beta_7(TR) + e$$

$$TI = -0.207 + 0.050(TMS) + 0.055(TA) + 0.093(TRP) + 0.376(TE) + 0.222(TDV) + 0.226(TDP) + 0.047(TR) + e$$

In the same way, from the effect exerted on employee turnover intention in MTUTH, talent engagement, talent deployment, talent development talent review process have statistically better contributions for the outcome with β value of 0.376 ($p < 0.01$), 0.226 ($p < 0.01$), 0.222 ($p < 0.01$) and 0.093 ($p < 0.05$) respectively. With this statistical data, and the standardized beta value, (which has been converted to the same scale). Table 25 also reveals that the weight of beta analysis result shows that the independent variables have significant contribution to the prediction model keeping all other variables constant. This signifies that;

- For every one-unit increment on talent engagement in the hospital, the percentage of turnover intention decreased by 37.3 (percent).
- For every one-unit increment on talent development in the hospital, the percentage of turnover intention decrease by 24.2 (percent).
- For every one-unit increment on talent deployment in the hospital, the percentage of turnover intention decreased by 23.8 (percent).
- For every one-unit increment on the talent review process in the hospital, the percentage of turnover intention decreased by 10.9 (percent).

From the regression equation, the constant value $\beta_0 = -.207$ implies that, if the independent variables aforementioned in this study are kept constant as they exist or make unavailable, the turnover intention of employees would be negative. This shows that the dimensions of talent management are vital for decreasing turnover intention.

Generally based on the above analysis the researcher concludes that talent engagement, talent deployment, talent development, and talent review process have significant effect

on turnover intention. But talent management strategy, talent acquisition, and talent retention have statistically no significant on turnover intention of MTUTH employees.

4.5 Testing of the Proposed Hypothesis

Based on the research data that has been done, the results of the research can be used to answer the hypothesis in this study.

Hypothesis testing is the method of testing whether claims or hypotheses regarding a population are likely to be true. Here there are two hypotheses: null (H_0), and alternative (H_a). The significance (sig.) values express a value to accept or reject the (null) hypothesis. It is also called the P-value. The probability that an association exists purely by coincidence is known as the P-value. Therefore, it will be preferable if the P-value is lower. The general rule is rejecting H_a if the $p < 0.05$ and accepting H_a if $p > 0.05$ (Pallant, 2016). In this part of the study, proof of the alternative hypothesis is made based on the above discussion of the variables. Because, to test the research hypothesis already set in chapter two, it is possible to find out if the independent variables are significant predictors of the dependent variable.

Hypothesis of the study

Ha1: Talent management strategy has significant effect on employee turnover intention in the study area.

Ha2: Talent acquisition has significant effect on employee turnover intention in the study area.

Ha3: Talent review process has significant effect on employee turnover intention in the study area.

Ha4: Talent engagement has significant effect on employee turnover intention in the study area.

Ha5: Talent development has significant effect on employee turnover intention in the study area.

Ha6: Talent deployment has significant effect on employee turnover intention in the study area.

Ha7: Talent retention has significant effect on employee turnover intention in the study area.

The research is being done at a 95% confidence interval. Hence, each hypothesis should be either accepted or rejected concerning a 5% level of significance; i.e., the hypothesis must be rejected if the P-value is less than 0.05; otherwise, accept it.

Therefore, Ha1: talent management strategy has a significant effect on the turnover intention of employees in the study area. To test whether talent management strategy has a statistically significant effect on the turnover intention of employees, (not reject Ha1 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant values for talent management strategy are 0.265. which is greater than the p-value of 0.05. Hence, the above-proposed hypothesis is rejected; which indicates that talent management strategies have no significant effect on the turnover intentions of employees. This means that the talent management strategy has no positive effect on the turnover intentions of employees at MTUTH. The results of this study are also in line with Ali Almohtaseb et al. (2020) and Tetik et al. (2021), research, which stated that talent management strategy has no positive or significant effect on turnover intention.

Ha2: Talent acquisition has a significant effect on the turnover intention of employees in the study area. To test whether talent acquisition has a statistically significant effect on the turnover intention of employees, (not reject Ha2 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant value of talent acquisition is 0.201. which is greater than the p-value of 0.05. Hence, the above-proposed hypothesis is rejected; which indicates that talent acquisition has no significant effect on the turnover intention of employees. This means that talent acquisition has no positive effect on the turnover intention of employees at MTUTH. This finding is consistent with earlier research Hammadi et al. (2019) and Kebede (2020), research which states that talent acquisition has no positive or significant effect on turnover intention.

Ha3: The talent review process has a significant effect on the turnover intention of employees in the study area. To test whether the talent review process has a statistically significant effect on the turnover intention of employees, (not reject Ha3 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant values for the talent review process are 0.034. which is less than the p-value of 0.05. Hence, the above-proposed hypothesis is not rejected; which indicates that the talent review process has a significant effect on the turnover intention of employees. This means that the talent

review process has a positive effect on the turnover intention of employees at MTUTH. This result confirms the results of Abdul-kareem (2016), research which states that the talent review process has a positive and significant effect on turnover intention.

Ha4: Talent engagement has a significant effect on the turnover intention of employees in the study area. To test whether talent management strategy has a statistically significant effect on the turnover intention of employees, (not reject Ha4 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant values for talent engagement are 0.000 which is less than the p-value of 0.05. Hence, the above-proposed hypothesis is not rejected; which indicates that talent engagement has a significant effect on the turnover intention of employees. This means that talent engagement has a positive effect on the turnover intention of employees at MTUTH. Based on previous studies, the relationship between talent engagement and TI has been proven to be strongly supported Sibiya et al. (2014) and Sandhya et al. (2021), which stated that talent engagement has a positive and significant effect on turnover intention. This result revealed that employee engagement could reduce employee turnover intention. Therefore, Ha5: Talent development has a significant effect on the turnover intention of employees in the study area. To test whether talent development has a statistically significant effect on the turnover intention of employees, (not reject Ha5 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant values for talent development are 0.000. which is less than the p-value of 0.05. Hence, the above-proposed hypothesis is not rejected; which indicates that talent development has a significant effect on the turnover intention of employees. This means that talent development has a positive effect on the turnover intention of employees at MTUTH. This finding is consistent with earlier research Pessima et al. (2019) and Barkhuizen et al. (2022), indicating that talent development has a positive effect on turnover intention, employees' performance, satisfaction, and commitment.

Therefore, Ha6: Talent deployment has a significant effect on the turnover intention of employees in the study area. To test whether talent deployment has a statistically significant effect on the turnover intention of employees, (not reject Ha6 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant values for talent deployment are 0.000. which is less than the p-value of 0.05. Hence, the above-proposed

hypothesis is not rejected; which indicates that talent deployment has a significant effect on the turnover intention of employees. This means that talent deployment has a positive effect on the turnover intention of employees at MTUTH. These findings corroborate prior research, by Mengistu (2018), indicating that focusing on matching the task and job requirements to the talent that is strategically utilizing assignments and experiences to further develop those talents to maximize employee's future contributions to the organization's strategic goals.

Therefore, Ha7: Talent retention has a significant effect on the turnover intention of employees in the study area. To test whether talent retention has no statistically significant effect on the turnover intention of employees, (not reject Ha7 if $p < 0.05$) otherwise, accept it. The result of this study indicates that the significant values for talent retention are 0.263. which is greater than the p-value of 0.05. Hence, the above-proposed hypothesis is rejected; which indicates that talent retention has no significant effect on the turnover intention of employees. This means that talent retention has no positive effect on the turnover intention of employees at MTUTH. The results of this study are also in line with Kidanie (2017), research which stated that talent retention has no positive or significant effect on turnover intention.

4.5.1 Summary of the Hypotheses Test

Table 26: Summary of the Overall Outcome

Hypotheses	Tool	Result	Reason
Ha1: Talent management strategy has significance effect on employee TI.	Regression	Rejected	$F=44.381$ $\beta =0.050$ $P=0.265$
Ha2: Talent acquisition has significance effect on employee TI	Regression	Rejected	$F=44.381$ $\beta =0.055$ $P=0.201$
Ha3: Talent review process has significance effect on employee TI.	Regression	Not Rejected	$F=44.381$ $\beta =0.093$ $P=0.034$
Ha4: Talent engagement has significance	Regression	Not	$F=44.381$

effect on employee TI		Rejected	$\beta = 0.376$ $P = 0.000$
Ha5: Talent development has significance effect on employee TI.	Regression	Not Rejected	$F = 44.381$ $\beta = 0.222$ $P = 0.000$
Ha6: Talent deployment has significance effect on employee TI	Regression	Not Rejected	$F = 44.381$ $\beta = 0.226$ $P = 0.000$
Ha7: Talent retention has significance effect on employee TI.	Regression	Rejected	$F = 44.381$ $\beta = 0.047$ $P = 0.263$

Source: Own questionnaire survey, computed in SPSS output, 2023

Generally, the findings of this study indicate that the four dimensions of talent management, which are talent engagement, talent development, talent deployment, and the talent review process, have a positive and statistically significant effect on the turnover intention of employees at MTUTH. Therefore, efforts should be done in making sure that those dimensions are taken care so that employees stay at the hospital. But as far as the relative effects of each dimension on turnover intention are concerned, the finding of the study shows that talent engagement plays a more important part in decreasing employees' turnover intention than other factors. The findings, therefore, appear to be consistent with talent-based theory and human capital theory. According to talent-based theory, predictors associated with talent management practice variables do play a more important part in decreasing employees' turnover intention and retaining them for future contribution. And also, according to human capital theory organizations invest in human capital, develop them, and keep the right people carrying out the right tasks based on future financial and non-financial rewards rather than on current gains.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

Introduction

This chapter presents a summary of the findings, conclusions reached, study recommendations, and suggestions for further investigations. The research design employed both descriptive and explanatory methods. The population of interest was the employees of Mizan-Tepi University teaching hospital. 835 employees across all organizational divisions and functions made up the research population. A stratified random sampling technique was used to draw a sample size of 270 respondents. The response rate for the study was 94%. Both primary and secondary data were employed as sources of information in this investigation. Interviews were used to collect information from the human resources directorate, executive medical directorate, and college dean, and regarding the reliability of the questionnaires, all the questionnaires were reliable and acceptable with a Cronbach's alpha result of 0.88. Data were analyzed using statistical methods, namely, descriptive statistics like frequency, percentage, mean, and standard deviation to describe the variable under study, and inferential statistics like Pearson correlation and multiple linear regressions were used to investigate the relationship and the effect of talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment, and talent retention on the turnover intention of employees. Statistical Package for Social Scientists (SPSS) Version 20 was used to facilitate the data analysis. The results were presented in a table and the figures.

5.1 Summary of Major Findings

The following findings are drawn based on the demographic and cumulative results of descriptive, inferential, and qualitative analyses.

The background information of Mizan-Tepi University teaching hospital respondents indicates that the majority of the respondents (56.1%) are male, (54.1%) are aged in the range of 20–30 years, (71.8%) are married, (82.8%) are above degree holders, and (70.4%) have tenure below 6 years.

The aggregate mean score for talent management strategy, talent acquisition, and talent retention showed disagreement, (2.504, 2.594 and 2.560 respectively) indicating that the majority of the respondents are disagreement with the statements raised and not pleased

with those practices. The aggregate mean score for talent engagement, talent development, talent deployment, and talent review process showed agreement, (4.016, 4.004, 4.000 and 4.006 respectively) indicating that the majority of the respondents are agreed with the statements raised and pleased with those practices. Whereas, the last dependent item for turnover intention aggregate mean (3.580) showed the majority of respondents often agreed with the raised statements in the intentions of quitting their present job.

The correlation analysis showed that there is a positive and significant relationship or correlation between variables (talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment, and talent retention) and turnover intention.

From the multiple regression analysis, it is observed that the talent review process, talent engagement, talent development, and talent deployment variables significant effect on turnover intention. On the other hand, talent management strategy, talent acquisition, and talent retention have relatively no significant effect on employee turnover intention.

The regression analysis also revealed that from all practice talent engagement is the main contributor to employee turnover intention with a standardized coefficient Beta of 0.373. the second most contributor to employee turnover intention being talent development with a standardized coefficient beta of 0.241. Coming after talent deployment with a Beta of 0.238 and a talent review process with a Beta of 0.109. The model summary showed us that 55.7% of change taking place in employee turnover intention is due to the talent management strategy, talent acquisition, talent review process, talent engagement, talent development, talent deployment, and talent retention other unexplored factors may limit employee turnover intention which accounts for about 44.3%.

Hence, turnover and turnover intention of employees, at Mizan- Tepi University teaching hospital, is highly related to its human resource management practice, especially, its talent management practice. This was evident in their responses under the qualitative results; Concerning talent management, organizations affirm that it is the application of diverse measures to improve talented employees' skills and keep them in the organization. To ensure equitable talent management practices and to retain high-potential employees proposed that proper talent management should be effectively implemented to uphold the

best performers. The implementation of talent management encourages retention, which helps to reduce turnover intention, stability, and productivity of the organization.

5.2 Conclusion

The aim of this study was to investigate the effect of talent management on employees TI in MTUTH. In the mean time, the researcher raised and addressed specific research questions, which are: To what extent does TM practice affect employee turnover intention in MTUTH?', and What is the relationship between TM practices and employee turnover intention in MTUTH? When we look at the strategy aspect of talent management (TMS), acquisition of talented employees (TA) and retention of talented employees (TR) as talent management practices are not yet fully practiced in MTUTH. It is then learned that the weakness of MTUTH with regard to these components of talent management practice is highly related to the alignment of business strategy and human capital strategy, a problem in both attracting top talent and retaining its best performers. Therefore, there is a limitation in the practice of talent management in the organization. When we are looking at deploying and developing talent for the effective use of employees, talent management practices are fully practiced in MTUTH. While talent development and talent deploying approaches are fully introduced and implemented in the organization, it is found that there is a strong match between an employee's competencies and job requirements, and coaching, mentoring, and challenging assignments are given as primary development approaches. This implies that, the organization manpower development interventions are coaching, mentoring and challenging assignments are given primary development, which is advisable for effective talent management practice. When we are looking at the level of employee intention to leave the organization, MTUTH is above average. On the turnover intention of employees, the study draws the conclusion that, even though the majority of employees are often satisfied in their current job in full meeting their personal needs, they are considered leaving their job, they are rarely going to accept another job at the same compensation level if it is offered to them, and they are frustrated when they are not given the opportunity at work to achieve their personal work-related goals in MTUTH. This study also demonstrated through regression analysis that, there is an effect relationship between talent management dimensions and employee turnover intention in

MTUTH. The high level of employee turnover in MTUTH is related to its talent management practice. Thus, it implies that the turnover intention of employees in the organization is due to talent management practices. Moreover, the study demonstrated through regression analysis that, there is a significant relationship between components of talent management and employee turnover intention in MTUTH. To control or decrease employee turnover, Mizan-Tepi University Teaching Hospital has to efficiently and effectively use these and other practices. Failure to do so from the Mizan-Tepi University teaching hospital side may result in higher personnel turnover, resulting in lost productivity and incurring unnecessary costs for the organization.

5.3 Recommendation

Based on the major findings of the study, the following recommendations are forwarded with the view to retaining talented employees in the organization.

- Concerning talent management strategy, the research recommends that Mizan-Tepi University teaching hospital needs to practice this value on the ground through its talent management strategies, which should be integrated and harmonized with organizational strategies. Therefore, it is important to articulate talent management strategies that are related to the culture and people in the organization. Organizations benefit when employee goals are in line with the organization, which reflects the realization of the goals and objectives of the organization.
- It is also important for the management of the organization, particularly, the HR directorate, supervisor, college dean, and department head to tackle the shortfalls the organization has acquisition of talented employees. Beyond managing internal employees and retaining them, the organization should introduce extra hiring methods rather than regular recruitment and selection mechanisms to bring new talented employees into the organization. In this regard, one of the methods to bring in talented employees is an internal referral program, which enables internal employees to recommend the best people outside of the organization. Such alternatives assist the organization to ensure gaining employees that match well with the organization's culture, the job, and their co-workers. In addition to this, working with the college of Mizan-Tepi University teaching hospital and other Universities also help the

organization to identify talented and prospective employees and to bring in the desired talent and develop them based on the need of the organization.

- It is also strongly recommended that the management of the organization give attention to its talent review process, management of the organization should use the talent review process to answer questions such as: Who are our top and our low performers? What are the strengths and development needs of our talent? What key roles will we need to fill in the future, Undoubtedly, when these questions are properly addressed, organizations will be able to have a smooth transition of employees from lower roles to higher roles and effective succession planning. In this regard, it requires rewards and opportunities are provided based on their contribution.
- Mizan-Tepi University teaching hospital should focus on the talent management practices that are more prominent. Talent engagement is the most contributor to employee turnover intention managers need to understand its effect therefore, being said that when employees are engaged, they are not only connected to work but also express a continuous investment of their physical and psychological energies toward their work which will result in maximum performance outcomes. employees who possess a higher level of engagement tend to be less likely to leave the organization. In this regard, it may be due to other stronger factors influencing turnover intention regarding the nature of the hospitality industry as it has been also observed that front-line hospitality employees are often the target of excessive workloads, role stress, and burnout. The HR department should create a good working environment to retain their talented employees and more engaged in the work.
- In regards to talent development, Mizan-Tepi University teaching hospital is recommended to adopt seniority-based experience-sharing strategies to improve employee competency skills, attitudes, and knowledge to retain their talented employees and education is all tool that make up talent development. Additionally, talent development is a coordinated activity that guarantees that the individuals in the organization secure and upgrade the aptitudes and skills they need.
- On talent deployment, Mizan-Tepi University teaching hospital is recommended that the organization should ensure the effective deployment of talent within the

organization. In this regard, managers at Mizan-Tepi University teaching hospital make sure that, talented employees are engaging in the most important and strategic activities, and by auditing the talent utilization, corrective measures should be taken; such as facilitating job-to-job transitions, and supporting these efforts with a well-established work system. in this case, there should explicitly state the responsibility of each manager for the deployment of talented individuals in each directorate. Such measures probably, enable the organization to retain its best people and achieve what it intended to obtain through those talented employees.

- It is also strongly recommended that the management of the organization revise its retention practices in the organization. The researcher believes that the design and implementation of employee retention strategies is a skill that Mizan-Tepi University teaching hospital human resources should prioritize. In this regards the organization should improve innovative product and service, effective two-way communication with employees frequently, and develop employees 'and take them into the next steps in their careers is significantly related to employee retention practiced by the organization.
- Additionally, HRM needs to be aware that younger workers, particularly millennials, are said to have much lower levels of continuing commitment, more autonomy, respect, and acknowledgment are regularly demanded by them, and after the COVID-19 pandemic, a significant change is expected in the effects of talent management practices of the organization. Accordingly, HRM should initiate TM practice more efficiently and emphasize how to motivate, develop, and retain new talents. The organization should continue to strive to be proactive in dealing with an increasingly uncertain and unexpected environment.
- Finally, to conclude these recommendations, MTUTH should introduce all the component talent management practices that are employed or not employed in this study, like talent audit, Talent mindset, Talent branding, Talent compensation, and talent principles, and others to decrease employee turnover through improved talent management strategies, talent acquisition, the talent review process, talent engagement, development, deployment, and retention.

5.4 Future Research Direction

In studying the practice of TM and its relationship with employees' TI, the researcher addressed the stated objective by employing several statistical methods and strictly following the research methodology. This study, therefore, addressed the research issues, came to conclusions, and offered useful recommendations. In addition to this, to provide a broader understanding of it. The following are therefore considered the study's weaknesses and potential future research objectives. Firstly, because time is limited, the sample size and the study site were delimited to the employees of Mizan-Tepi University teaching hospital on the Aman campus among three campuses. Thus, the researcher recommends that in future studies, the delimitation of the study site and limited 270 sample size should be expanded to the area or/and the participants from other campuses of the University like Mizan and Tepi campuses to apply the current findings. Secondly, further research should try to encompass other teaching hospital for generalizing the findings. Finally, the R square value showed a variation of 55.7% which implies that other variables not considered in this study explain 44.3 of the change in employee turnover intention .as a consequence, future studies may concentrate on other variables. Therefore, further research will be done by taking human resource practice as an independent variable.

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Appendix: A Questionnaire

JIMMA UNIVERSITY

COLLAGE OF BUSINESS AND ECONOMICS

SCHOOL OF GRADUATE STUDIES

The purpose of this questionnaire is to gather information on the “*Effect of Talent Management Practice on Turnover Intention of employees, special emphasis on Mizan-Tepi University Teaching Hospital*”

Dear sir/madam

My name is Mengistu Amese Merden and I am a student at Jimma University College of Business and Economics pursuing masters of business administration (MBA) with a concentration in management. This research is part of my study and is conducted for strictly academic purposes. All the information collected through the questioner will be used only for contribution to knowledge and will be kept secret or confidential. To this end, I kindly request you to respond to all the given statement; otherwise, incomplete response will not fulfill my requirement and your response is paramount important to me. Therefore, your genuine, honest and prompt response is a valuable input for the quality and successful completion of the research paper.

In case of any inquiry about this questionnaire, you can call me through my cell phone or contact me through the following *e-mail address*

Email: - mengistuamese@gmail.com

Phone: - 0914371050/ 0945646047

MENGISTU AMESE MERDEN

Yours faithfully,

General Instruction

There is no need of writing your name;

Kindly, tick (✓) in the appropriate box; that indicate your response to the questions

Part One. Personal Information

Please tick (✓) the boxes which are more applicable for your biographical information.

1. **Gender** Male ☐ Female ☐
2. **Age** 20-30 ☐ 31-40 ☐ 41-50 ☐ 51-60 ☐ Above 60 ☐
3. **Marital status?** Single ☐ Married ☐ Divorced ☐ Widowed ☐
4. **Educational Qualification?** Diploma ☐ Degree ☐
- Masters ☐ PHD ☐

If other specify _____

5. How long have you experiences in the hospital?

1-3 years ☐ 4-6 years ☐ 7-10 years ☐ Above 10 years ☐

Part Two. Effect of Talent Management Practice

Kindly, tick (✓) next to the corresponding number to show how much you agree or disagree with each statement.

A higher number denotes greater agreement

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

No.	Item					
TMS	Talent Management Strategy	1(SD)	2(D)	3(N)	4(A)	5(SA)
TMS 1	In my organization business strategy and human capital strategy are aligned					
TMS 2	In my organization reward and recognition program are aligned with the strategy					
TMS 3	My organization is very good at implementing and executing strategy					
TMS 4	In my organization the strategic goals are effectively communicated to all employee					
TMS 5	My organization mission and value recognize the importance of meaning talent to achieving business objective					
TA	Talent Acquisition	1(SD)	2(D)	3(N)	4(A)	5(SA)
TA1	My organization can attract top talent					
TA2	The employment brand of my organization is strong compelling among prospective employees					
TA 3	In my organization newly hired employees get off to a fast and productive start					

TA 4	In my organization internal employee referral programs are widely used to bring in new employee					
TA 5	The hiring process in my organization is effective, efficient and focus of 'quality of hire'					
TRP	Talent Review Process	1(SD)	2(D)	3(N)	4(A)	5(SA)
TRP1	My organization knows who the best performers are					
TRP2	In my organization, talent is segmented based on performance, value and potential					
TRP3	In my organization, rewards and opportunities are provide in talent based on their contribution					
TRP4	In my organization, succession plans provided for two qualified candidates for key positions					
TRP 5	In my organization, the majority of talent is developed internally as opposed to externally hired					
TE	Talent Engagement	1(SD)	2(D)	3(N)	4(A)	5(SA)
TE 1	In my organization the majority of employees are fully engaged and committed to the organization					
TE 2	In my organization engagement levels are tracked across different talent levels, job, department and locations					
TE 3	My organization is featured on best places to work list that are highly respected					
TE 4	In my organization innovative product and service are being developed					

TE 5	My organization participates in activities that are vital to the community and the well-being of others					
TDV	Talent Development	1(SD)	2(D)	3(N)	4(A)	5(SA)
TDV 1	In my organization, top performers are challenged to improve their skills and take the next steps in their careers					
TDV 2	In my organization, coaching, mentoring and challenging assignments are given primary development approaches					
TDV 3	Communication to employees in my organization is frequent, meaningful and two ways					
TDV 4	In my organization, individual development plans are in place for all employees					
TDV 5	My organization managers are accountable for the development of their employees					
TDP	Talent Deployment	1(SD)	2(D)	3(N)	4(A)	5(SA)
TDP 1	In my organization, the best people are focused on the most important jobs					
TDP 2	In my organization, there is a strong match between an employee's competencies and job requirements					
TDP 3	In my organization, employees are given the opportunity to do what they do best					
TDP 4	In my organization, technology is used to assist in the effective deployment of talent					

TDP 5	In my organization, the transitions from job to job within the organization go smoothly					
TR	Talent Retention	1(SD)	2(D)	3(N)	4(A)	5(SA)
TR 1	My organization can retain its best performers					
TR 2	Turnover in my organization is tracked across divisions, locations, talent levels and managers					
TR 3	In my organization, the reasons people leave, especially top performers, are recorded and addressed					
TR 4	My organization managers hold retention conversations with employees frequently					
TR 5	My organization managers are held accountable for losing top performers					

Part Three. Employee Turnover Intention

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

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

No.	Item					
	<i>Turnover Intention</i>	1(N)	2(R)	3(S)	4(O)	5(A)
TI 1	How often have you considered leaving your job?					
TI 2	How often is your current job satisfying your personal needs?					
TI 3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?					

TI 4	How often do you dream about getting another job that will better suit your personal needs?					
TI 5	How often are you going to accept another job at the same compensation level should it be offered to you?					
TI 6	How often do you look forward to another day at work?					

Appendix: B interviews

Research interviews Purpose:

This interview is prepared for the human resources directorate, medical health directorate and collage dean of Mizan-Tepi University Teaching Hospital to investigate the effect of talent management practice on turnover intention of employees. The result of this interview will be used to supplement the data going to gather from the questionnaire.

Your Name

Job Position

1. How does your organization talent management strategy align with human capital strategy?
2. How else do you think talent acquisition affect employee's turnover intention?
3. How else do you think conducting talent review process affect employee's turnover intention?
4. How else do you think talent engagement affect employee's turnover intention?
5. How else do you think conducting talent development affect employee's turnover intention?
6. How else do you think talent deployment affect employee's turnover intention?
7. How else do you think conducting talent retention affect employee's turnover intention?

Appendix C: Questionnaire Amharic version

ጅማ ዩኒቨርሲቲ

ቢዝነስና ኢኮኖሚክስ ኮሌጅ

የድህረ ምረቃ መርሃ-ግብር

በሚዛን -ቴፒ ዩኒቨርሲቲ ማስተማሪያ ሆስፒታል ሰራተኞች የሚሞላ መጠይቅ

የዚህ መጠይቅ አላማ “የተሰጣኝ አስተዳደር በሰራተኞች ከሰራ የመልቀቅ ፍላጎት ላይ ያለውን ተፅዕኖ” ይመልከታል ።

መግቢያ

ዉድ የጥናቱ ተሳታፊዎች፡-

መንግስቱ አምሴ መርድን እባላለሁ በጅማ ዩኒቨርሲቲ ቢዝነስና ኢኮኖሚክስ ኮሌጅ የቢዝነስ አስተዳደር (MBA) ተማሪ ነኝ። ይህ ጥናት የሚካሄደው ለትምህርታዊ ዓላማ ነው። በጠያቂው በኩል የሚሰበሰቡት መረጃዎች በሙሉ ለእውቀት መዋጮ ብቻ የሚውል ሲሆን በሚስጥር ይያዛሉ። ለዚህም ለተሰጠው መግለጫ ሁሉ ምላሽ እንድትሰጡ በአክብሮት እጠይቃለሁ፤ ያለበለዚያ ያልተሟላ ምላሽ የእኔን ጥናት አያሟላም እና የእርስዎ ምላሽ ለእኔ በጣም አስፈላጊ ነው። ስለዚህ፣ የእርስዎ እውነተኛ ታማኝ እና ፈጣን ምላሽ የምርምር ወረቀቱን በጥራት እና በተሳካ ሁኔታ ለማጠናቀቅ ጠቃሚ ግብአት ነው።

በዚህ መጠይቅ ላይ ማንኛውም ጥያቄ ካሎዎት ከታች ባለው ስልክ ሊደውሉልኝ ወይም በሚከተለው ኢሜል ሊያገኙኝ ይችላሉ።

ስልክ፡ - 0914371050/ 0945646047

ኢሜል፡ - mengistuamese@gmail.com

3	ሆስፒታሉ ስትራቴጂን በመተግበር እና በማስፈጸም ረገድ በጣም ጥሩ ደረጃ ላይ ነው።					
4	ስትራቴጂያዊ ግቦች ለሁሉም የተቋሙ ሰራተኞች በተገቢው ደረጃ እንዲያውቁቸው ተደርጓል።					
5	የሆስፒታሉ ተልዕኮና እሴቶች የሰራተኞችን ብቃት አውጥቶ መጠቀም ለግብ ስኬት ወሳኝ መሆናቸውን ከግንዛቤ ያስገቡ ናቸው።					
Talent Acquisition (ተሰጥኦን የማግኘት)						
1	ሆስፒታሉ ከፍተኛ ብቃት ያላቸውን ባለሙያዎች የመሳብ አቅም አለው።					
2	ሆስፒታሉ ባለው ታዋቂነትና ሳቢነት የተነሳ ለአዲስና ብቁ ባለሙያዎች ያጓጓል (የሚያጓጓ ተቋም ነው) ።					
3	በተቋሙ አሰራር የተነሳ አዲስ የሚቀጠሩ ባለሙያዎች ፈጥነው ወደ ስራ በመግባት ውጤታማ አጀማመር ይኖራቸዋል።					
4	በሆስፒታሉ አዲስ ሰራተኞችን ወደተቋሙ ለማምጣት ነባር ሰራተኞች በግል ጥቆማ እንዲሰጡ የሚደረግበት አሰራር በስፋት ሥራ ላይ ይውላል።					
5	በሆስፒታሉ የቅጥር ሂደት ቀልጣፋና ውጤታማ ከመሆኑም በላይ ጥራት ላለው ቅጥር ትኩረት ይሰጣል።					
Talent Review Process (ተሰጥኦን የመለየት ሂደት)						
1	ሆስፒታሉ ከፍተኛ ብቃት ያላቸውን ፈፃሚዎች ለይቶ ያውቃቸዋል።					
2	በተቋሙ የሰራተኛ ተሰጥቦ በግለሰብ ደረጃ በአፈፃፀም፣ በእሴት፣ በባህሪና በእምቅ ችሎታ ተለይቶ ይገኛል።					
3	በሆስፒታሉ ሽልማቶችና መልካም ዕድሎች የሚሰጡት ሰራተኞች ባበረከቱት አስተዋፅኦ መሰረት ያደረጉ ናቸው ።					
4	ሆስፒታሉ መተካካትን መሰረት ባደረገ መልኩ ለቁልፍ የሥራ መደቦች ሁለት ብቃት ያላቸው ዕጩዎችን የማዘጋጀት ሥራ ይሠራል።					
5	ሆስፒታሉ ባለተሰጥኦዎችን ከውጭ ከመቅጠር ይልቅ የውስጥ ሰራተኞችን በማብቃት ላይ ትኩረት ያደረጋል።					
Talent Engagement (ተሳትፎ)						
1	በሆስፒታሉ አብዛኛው የተቋሙ ሰራተኛ ጊዜውን ሙሉ ለሙሉ በስራ ላይ የሚያውልና ቁርጠኛም ነው።					
2	ሆስፒታሉ የሰራተኞችን የስራ ላይ ተሳትፎ ደረጃን እንደየተሰጥኦው ደረጃ በየጊዜው በዳይሬክቶሬትና በስራ ክፍል የመለየት ስርዓት አለ።					
3	ሆስፒታሉ ለሥራ ከሚመቹ ምርጥና እጅግ የተከበሩ ተቋማት አንዱ ነው።					

4	ሆስፒታሉ በፈጠራ የታገዙ አዳዲስ ምርቶችና አገልግሎቶች በተቋሙ ውስጥ ይመነጫሉ።					
5	ሆስፒታሉ ለህብረተሰቡና ለሌሎች ደህንነት ወሳኝ/ ጠቃሚ በሆኑ ማህበረሰባዊ ጉዳዮች ላይ ይሳተፋል።					
	Talent Development (ተሰጥኦን የማሳደግ/ የመገንባት)					
1	በሆስፒታሉ ከፍተኛ የስራ አፈፃፀም ያላቸው ሰራተኞች ችሎታቸውን የበለጠ እንዲያሻሽሉ፣ እንዲሁም በሙያቸው ወደተሻለ ደረጃ እንዲሸጋገሩ ይደረጋል።					
2	ሆስፒታሉ የአንድ ለአንድ የማብቃት ስርዓት (መኮትኮት)፣ በቅርብ አለቃ አማካኝነት ሰራተኞችን ለኃላፊነት የማዘጋጀት (ማቅናት) እና ፈታኝ ስራዎች ቅድሚያ የተሰጣቸው የሰው ሀይል የማብቂያ ዘዴዎች ናቸው።					
3	በሆስፒታሉ አመራሩ ከሰራተኞች ጋር ያለው ተግባቦት ተዘውታሪ (መደበኛና የማያቋርጥ) ፣ ትርጉም ያለውና ሁለትዮሽ ነው።					
4	በሆስፒታሉ የግለሰብ አቅም ግንባታ እቅዶች ለሁሉም ሰራተኞች ክፍት ናቸው።					
5	በሆስፒታሉ ያሉ የሥራ መሪዎች ለሰራተኞች አቅም ግንባታ ሥራ ተጠያቂነት አለባቸው።					
	Talent Deployment (ተሰጥኦን ከሥራ ጋር ማስተሳሰር)					
1	በሆስፒታሉ ከፍተኛ ብቃት ያላቸው ሰራተኞች ወሳኝ በሆኑ ስራዎች ላይ ብቻ ትኩረት ያደርጋሉ።					
2	በሆስፒታሉ በሰራተኞች ብቃትና የሚሰሩት ስራ በሚጠይቀው ተፈላጊ ችሎታ መካከል ጠንካራ መጣጣም/ ግንኙነት አለ።					
3	ሆስፒታሉ ሰራተኞች በተሻለ ሁኔታ ሊፈፀሙት የሚችሉትን ስራ እንዲሰሩ እድሉ ይሰጣቸዋል።					
4	ሆስፒታሉ ሰራተኞች ተሰጥቶቸውን ውጤታማ በሆነ መልኩ እንዲጠቀሙ ለማስቻል የቴክኖሎጂ ግብዓቶች በአጋዥነት ተግባር ላይ ይውላሉ።					
5	በሆስፒታሉ ውስጥ ከአንድ የሥራ መደብ ወደ ሌላ የሥራ መደብ የሚደረጉ ዝውውሮች በአግባቡ/በቀላሉ ይከናወናሉ።					
	Talent Retention (ተሰጥኦን በተቋም ውስጥ ማቆየት)					
1	ሆስፒታሉ ከፍተኛ የስራ አፈፃፀም ያላቸውን ባለሙያዎች በተቋሙ ማቆየት ይችላል።					
2	ሆስፒታሉ የሰራተኛ ፍልሰት በየዳይሬክቶሬት፣ በየስራ ክፍል እና በአመራር ደረጃ ተከፋፍሎ ይመዘገባል።					
3	ሆስፒታሉ ሰራተኞች ተቋሙን ሲለቁ (በተለይ ከፍተኛ አፈፃፀም ያላቸው ሰራተኞች) የለቀቁበት ምክንያት ተለይቶ ይመዘገባል፣ የማስተካከያ ስራም ይሰራል።					
4	በሆስፒታሉ የሥራ መሪዎች ሰራተኞች በተቋሙ እንዲቆዩ ለማድረግ በግል ከሚለቁ ሰራተኞች ጋር አዘውትረው ይነጋግራሉ።					

5	በሆስፒታሉ ከፍተኛ የስራ አፈፃፀም ላላቸው ሰራተኞች ከሥራ መልቀቅ የሥራ መሪዎች ተጠያቂ የሚሆኑበት አሠራር ተዘርግቷል።					
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ክፍል ሶስት

የሰራተኞች የመልቀቅ ፍላጎት (Turnover Intention of employees)

እባክዎን ለእያንዳንዱ መግለጫ ምላሽዎን (✓) ወደ ዘጋቢው ቁጥር በማስገባት ያመልክቱ።

ቁልፍ: 1 - በጭራሽ 2 - አልፎ 3 - አንዳንድ ጊዜ 4- ብዙ ጊዜ 5 -ሁል ጊዜ

ተ. ቁ	ጥያቄዎች	አማራጮች				
		በ ጭ ራ ሽ	አል ፎ	አን ዳን ድ ጊዜ	ብ ዙ ጊዜ	ሁ ል ጊዜ
1	ስራዎን ለመልቀቅ ምን ያህል ጊዜ አስበው ያውቃሉ?					
2	አሁን ያሉበት የሥራ መደብ በምን ያህል መጠን የግል ፍላጎትዎን እንዲያረኩ አግዝዎታል?					
3	ስራን የተመለከቱ የግል ግቦችዎን ማሳካት እንዳይችሉ እድል በሚያጡ (በሚከለክሉ) ጊዜ በስራዎ ምን ያህል ጊዜ ተስፋ የመቁረጥ ስሜት ተሰምቶዎት ያውቃል?					
4	የግል ፍላጎትዎን ማሳካት እንዲችሉ የሚያደርግዎትን ሌላ ስራ ለማግኘት ምን ያህል ጊዜ ተመኝተው ያውቃሉ?					
5	አሁን በያዙት ደሞዝና ጥቅማጥቅም ደረጃ ሌላ የስራ ዕድል ቢቀርብልዎት የሚቀበሉ ይመስልዎታል?					
6	ወደ ስራ መሄድን በሚያስቡ ወቅት ምን ያህል የደስተኝነት ስሜት ይሰማዎታል?					

የምርምር ቃለ-መጠይቆች ዓላማ

ይህ ቃለ ምልልስ የተዘጋጀው ለሚዛን-ቴሌ ዩኒቨርሲቲ ማስተማሪያ ሆስፒታል ““የተሰጣኝ አስተዳደር በሰራተኞች ከሰራ የመልቀቅ ፍላጎት ላይ ያለውን ተፅዕኖ”” በሚል ርዕስ መረጃ ለመውሰድ ሲሆን የዚህ ቃለ ምልልስ ውጤት ከመጠይቁ የሚሰበሰበውን መረጃ ለመደግፍ ይጠቅማል።

ስም

የስራ ድርሻ

1. በሆስፒታሉ የሰው ሀብት አስተዳደር ስትራቴጂ ከሰው ካፒታል ጋር ይጣጣማል? የሰው ሀብት ስትራቴጂው በሰራተኞች መልቀቅ ፍላጎት ላይ ያለው ተጽዕኖ ምን ይመስላል?
2. በሆስፒታሉ የሰው ሀብት አስተዳደር የቅጥር ሂደት በሰራተኞች መልቀቅ ፍላጎት ላይ ተጽዕኖ አለው ብለው ያስባሉ?
3. ሆስፒታሉ የሰው ሀብት አስተዳደር የሰራተኞች ግምገማ ሂደትን እና ጥቅማጥቅም በሰራተኞች መልቀቅ ፍላጎት ላይ ያለው ተጽዕኖ ምን ይመስላል?
4. በሆስፒታሉ ሰራተኞች በተለያዩ ጉዳዮች ተሳትፎ ማድረግ በሰራተኞች የመልቀቅ ፍላጎት ላይ ተጽዕኖ አለው ብለው ያስባሉ?
5. በሆስፒታሉ ለሰራተኞች የሚሰጡ አዳዲስ አስራር እና ስልጠናዎች በሰራተኞች መልቀቅ ፍላጎት ላይ ያለው ተጽዕኖ ምን ይመስላል?
6. በሆስፒታሉ ሰራተኞችን ከስራ ጋር ማስተሳሰር በሰራተኞች መልቀቅ ፍላጎት ላይ ተጽዕኖ አለው ብለው ያስባሉ?
7. ሆስፒታሉ ችሎታ ያላቸውን ሰራተኞች ማቆየቱ በሌሎች ሰራተኞች የመልቀቅ ፍላጎት ላይ ተጽዕኖ አለው ብለው ያስባሉ?

ስለ ጊዜ እና ትብብርት አመሰግናለው!!