

**TALENT MANAGEMENT AND EMPLOYEE TURNOVER INTENTION
IN NEPALESE INFORMATION AND COMMUNICATION
TECHNOLOGIES (ICTs) SECTOR**

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RECOMMENDATION

CERTIFICATION

DECLARATION OF AUTHENTICITY

I, Manjila Tripathi, hereby declare that this GRP is my own original work and that it has fully and specifically acknowledge wherever adapted from other sources. I also understand that if at any time it is shown that I have significantly misrepresented material presented to SOMTU, any credits awarded to me based on that material may be revoked.

Signature:

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Sincerely,

Manjila Tripathi

April, 2023

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LIST OF ABBREVIATION

ANOVA	Analysis of Variance
BPO	Business Process Outsourcing
GRP	Graduate Research Project
ICT	Information and Communication Technology
ITES	IT Enabled Services
LLCI	Lower Limit Confidence Interval
MBA	Master of Business Administration
PCM	Performance and Career Management
RM	Reward Management
SOMTU	School of Management Tribhuvan University
TA	Talent Attraction
TD	Talent Development
TI	Turnover Intention
ULCI	Upper Limit Confidence Interval
WFP	Workforce Planning

EXECUTIVE SUMMARY

This study is focused to assess the level of talent management and to investigate the relationship between talent management and employees' turnover intention in the context of Nepalese ICT sector. The research approach adopted was quantitative and sample was obtained through non-probability convenience sampling technique. The survey questionnaire form was collected from 342 participants and collected data was analyzed using Microsoft Excel, SPSS and SPSS MACRO PROCESS.

The descriptive and inferential analyses were performed including frequencies, percentage, mean, standard deviation, correlation and multiple regression. The results indicated that there is significant relationship between talent management practices and turnover intention in Nepalese Information and Communication Technologies sector. Further analysis revealed that talent attraction, performance career management and reward management had significant negative effect on employees' turnover intention whereas workforce planning and talent development had negative effect on employees' turnover intention however it was not statistically significant. Among five factors of talent management practices, performance and career management proved to have great impact on turnover intention. Similarly, the study found that the talent management level was moderate in Nepalese ICT sector and level of turnover intention was high. Furthermore, gender did not moderated the relationship between talent management and turnover intention in context of Nepalese ICTs.

The findings of this study provide empirical evidence for a negative relationship between talent management and employees' turnover intention in Nepalese Information and Communication Technologies (ICT) sector. The results contribute to the academic literature on talent management and turnover intention, and may be useful for ICT firm management to gain insight into their employees' turnover intentions. The valuable insights from this research can form base for the theoretical understanding and guide management policies.

CHAPTER 1

INTRODUCTION

1.1 Background of the Study

The concept of talent management has evolved over time, but it generally refers to the processes and practices organizations use to identify, develop, and retain skilled and highly potential employees. Talent Management refers to a systematic process that encompasses identifying, developing, attracting, recruiting, engaging, retaining, and placing skilled, competent and efficient employees in key positions that greatly impact organization's long-term competitive advantage (Gallardo-Gallardo & Thunnissen, 2016). The primary focus of talent management is to ensure that an organization has the appropriate personnel in the appropriate positions at the appropriate times to fulfill its strategic objectives. Talent management has gained significant attention since McKinsey's findings were released in 1998 (Boudreau & Ramstad, 2005); (Dries, 2013) and has grown steadily from its infancy to adolescence. In recent years, talent management has comprised of a wide range of activities, including: recruitment and selection, employee training and development, performance management, succession planning, leadership development and employee engagement and retention. Therefore, organizations all across the world are prioritizing talent management because of its significance and the effects it has on organization performance (Cascio & Boudreau, 2016). The relationship between talent management and employee turnover intention has been the subject of numerous research in a number of nations, including Botswana (Barkhuizen et al., 2015), South Africa (Plessis et al., 2015), Pakistan (Rana & Abbasi, 2013), and the Netherlands (Rana & Abbasi, 2013).

As the business landscape has become increasingly competitive and fast-paced, organizations have come to recognize the importance of not just acquiring top talent, but also developing and retaining it. In addition to keeping up with technology advancements, company must be able to retain its top personnel in the

globalized marketplace and workforce diversity. With growing economy into a single marketplace, it leads to number of opportunities as well as issues for organizations around the world today. Every time a worker begins to consider leaving the organization, it will have a detrimental impact on the search for and eventual selection of qualified applicants to replace the open position (Saraih et al., 2017). Employee retention is the need to keep skilled personnel within the organization. To achieve this goal, a variety of strategies have been examined in previous research article, such as promoting work-life balance (Qu & Zhao, 2012), implementing effective talent management practices, and enhancing organizational commitment, job satisfaction, and other employees' attitudes (Ilies et al., 2009).

Organizations may experience a variety of negative effects from increased costs and productivity to low satisfaction and the loss of institutional knowledge as a result of employee turnover. According to Riendl (2007), an organization's overall financial performance can be enhanced as a result of efficient talent management, which involves developing, recruiting, and retaining people. Organizations can increase their efficiency and productivity to retain talented employees and establish talent retention models by better understanding the factors that affect employees' intention to leave. The ICT sector has been demonstrated to be a substantial contributor to the economy. Likewise, ICT sector in Nepal is one of the growing sector and is seen as a priority by the government. In recent years, the growth of Nepalese IT graduates entering the ICT workforce has risen significantly creating opportunities and as well as challenges for the organization. According to Central Bureau of Statistics, in fiscal year 2019/20, ICT contributed 2.22 percent to the country's GDP i.e., Nrs 77.16 billion. Thus, this study is important for ICT sector to identify and address the skills gap in their workforce, and ensure that they have right talent to meet their business needs. Also, the results and findings of this research may benefit the ICT companies to improve their performance and enhance productivity, cost savings, increase employee engagement and satisfaction, and enhance business reputation.

1.2 Problem Statement

Retaining employees has grown to be a significant concern for human resources departments in businesses worldwide. Employee turnover not only lead to loss of an employee however it also incurs additional costs such as recruitment, training, and development expenses, as well as the experience gained by the employee on the job. In the current, fast-paced business environment, where firms are always evolving to meet shifting customer expectations and business situations, employers need employees that can adapt to changes. However, not all employees are able to adapt to these changes, which increases the risk of turnover. Organizations must concentrate on developing and enhancing the talent management strategies to reduce this risk. Since, Nepalese ICT sector has significant demand for qualified personnel. It becomes crucial to Nepalese ICT companies to recognize influence of talent management on employees' intention to leave for achieving positive organizational outcomes.

The Nepalese ICT companies are facing the challenge of retaining high-skilled employees particularly due to brain drainage, rapid organizational changes and advancement and use of technology in day-to-day activities. Appropriate career planning and work-life balance packages and retention model must be developed to address this issue in order to boost employee productivity and lower turnover in Nepalese ICT sector. Although the effect of talent management on employee intention to leave has been extensively researched internationally however very limited study has been conducted in Nepalese ICT Sector. In the context of the Nepalese ICT sector, this study primarily emphasize on examining talent management practices influence on turnover intention.

1.3 Research Questions

This study seek answer to following questions.

- a. Does talent management influence employees' turnover intention in Nepalese Information and Communication Technologies Sector?

- b. Which talent management factor influences employees' turnover intention the most?
- c. Is there any moderating role of gender on relationship between talent management and employees' turnover intention in Nepalese ICT sector?

1.4 Objective of the Study

This study's objective outlines what researcher aim to achieve through their study. Before conducting research, objective of the study should be established because it guide the research design, methodology, and data analysis of the study. The objective of the study are mainly of two types and they are listed below.

1.4.1 General Objective

The general objective of this study is to identify relationship between talent management and employees' turnover intention in Nepalese ICT sector.

1.4.2 Specific Objective

The following are the study's specific objectives:

- a. To assess level of talent management in context of Nepalese Information and Communication Technologies Sector.
- b. To examine relationship between talent management and employees' turnover intention in Nepalese ICT sector.
- c. To identify major factor of talent management that has greater impact on employees' turnover intention.
- d. To analyze moderating role of gender on relationship between talent management and turnover intention in Nepalese ICT sector.

1.5 Hypothesis

The following hypothesis has been developed for the study based on research by (Al-Dalahmeh et al., 2020) and (Jayaraman et al., 2018). This study focuses to

assess level of talent management in context of Nepalese Information and Communication Technologies sector. This study also aims to investigate the relationship between talent management and turnover intention in the Nepalese ICT sector. Furthermore, this study analyzes if gender plays moderating role in relationship between talent management and employees' turnover intention in Nepalese ICT sector. The following are proposed hypotheses for this study:

Hypothesis 1: There is significant negative relationship between talent management and employees' turnover intention.

Talent management practices has negative significant impact on turnover intention (Bui & Chang, 2018); (Plessis et al., 2015); (Gupta, 2019).

Hypothesis 2: There is a significant negative relationship between workforce planning and employees' turnover intention.

It was found workforce planning has significant influence on turnover intention (Al-Dalahmeh et al., 2020).

Hypothesis 3: There is a significant negative relationship between talent attraction and employees' turnover intention.

It was found talent attraction has significant influence on turnover intention (Latif et al., 2020).

Hypothesis 4: There is a significant negative relationship between talent development and employees' turnover intention.

It was found that providing employees with regular training and development opportunities facilitates their career growth and retention within organization (Ambrosius, 2018); (Fogarassy et al., 2017); (Herman, 2005); (Osman-Gani & Paik, 2016).

Hypothesis 5: There is a significant negative relationship between performance and career management and employees' turnover intention.

It was found poor performance management result in high voluntary turnover intention (Mngomezulu et al., 2015). Likewise, employees' behavior is influenced by the opportunities provided by organizations for competence development and improved performance (Biron & Boon, 2013).

Hypothesis 6: There is a significant relationship between reward management and employees' turnover intention.

It was found that incentives and rewards are effective strategies for retaining employees (Misra et al., 2013); (Walsh & Taylor, 2007).

Hypothesis 7: There is a moderating role of gender on relationship between talent management and employees' turnover intention.

It was found there is no significant impact of gender on turnover intention (Joseph et al., 2007); (Martin & Roodt, 2008).

1.6 Scope and Significance of the Study

Since, ICT sector is highly competitive and in such great demand for qualified individuals. There may be high rate of turnover as employees leave one company for another that provides better pay, benefits, or working conditions. Because the ICT industry is always changing, employees must stay current with the newest technology and procedures to be relevant. As a result, burnout and higher chance of employees quitting the organization can be observed. The demanding and fast-paced nature of work in the ICT sector may interfere with work-life balance, resulting in employee dissatisfaction and greater turnover rates. Equally, some Nepalese ICT companies may not even be able to provide enough prospects for employee career progression which leads employees to look for opportunities elsewhere and contributes to significant employee turnover. The shortage of higher-

level skills and management experience limits Nepalese ICT sector from expanding and improving their quality.

Nepalese ICT companies should offer increased employee engagement, build competitive pay and benefits, promote work-life balance, provide opportunities for professional development, and promote diversity and inclusion at work in order to address these concerns. Enabling companies to find, hire, and retain the best employees over time, this research is crucial for talent retention in Nepalese ICT sector. By recruiting, developing, and retaining high-performing talent, improving employee engagement, motivation, and satisfaction, and addressing labor shortages, assessment of these issues can provide insightful information about various effective and efficient talent management strategies which can benefit Nepalese ICT companies in improving productivity and efficiency.

This study can assist Nepalese ICT firms in enhancing employee engagement through the establishment of a nurturing and inclusive work environment, as well as providing opportunities for recognition and rewards, and promoting culture of continuous learning and development. By doing so, employees can feel more satisfied in their careers and less likely to seek employment elsewhere. Additionally, this study can aid in identifying and addressing skills gaps in Nepalese ICT sector, ensuring that employees have necessary competencies to meet the requirements of Nepalese ICT sector. Furthermore, this study provide insight into human behavior and motivations in workplace, which can be used to develop effective policies and practices in Nepalese ICT companies.

1.7 Limitations of the Study

The study has certain limitations, which are outlined below:

- Many ICT firms did not participate in the survey due to internal policies which led to smaller number of participating firms and difficulties generalizing the findings to Nepalese ICT sector.

- Sampling bias could occur because of adoption of non-probability convenience sampling method to choose study's respondents.
- The study only considered five aspects of talent management (i.e., workforce planning, talent attraction, development, performance and career management, and reward management).
- Self-administered questionnaires for data collection may have compromised the findings' reliability.

1.8 Structure of the Report

In accordance with the guidelines established by Tribhuvan University for writing and reporting thesis. This study has been separated into three main sections: preliminary section, body of the report and supplementary section. The title/cover page, recommendation, certification, declaration of authenticity, acknowledgment, table of contents, list of tables and figures, list of abbreviations, and executive summary are all included in the report's preliminary portion. The introduction, literature review, study methods, data presentation and analysis, summary, and conclusions make up the report's body. The report's appendices and reference materials are included in the supplementary section. The three main section has been further sub-divided into five chapters and they are briefly summarized below.

The introduction chapter provides background information on research topic and establishes research question and problem to be addressed by the study. It contains significance of the study, research objectives and limitations. The literature review chapter offers an overview of existing literature on specific research topic and also identifies gaps that this study aims to fill. The research methods chapter covers research design, data collection methods and procedures, and data analysis techniques used in the study. The analysis and results chapter presents findings of the study, including various statistical analysis performed. It interprets the results of study and answer research questions. Similarly, results are presented in form of tables, figures, and charts. The discussion, conclusion and implication chapter

includes comparison of the findings with previous studies, provides recommendations for future research and implications of the findings for practice.

Lastly, the references lists all of the sources cited in this study following APA7 citation format along with appendices including additional material that is not present in main body of study but provides additional information.

CHAPTER 2

RELATED LITERATURE AND THEORETICAL FRAMEWORK

Several studies has been conducted in different nation and various sector to examine relationship between talent management and employees' turnover intention by (Latif et al., 2020); (Bui & Chang, 2018); (Plessis et al., 2015); (Gupta, 2019); (Leon & Garcia-Saavedra, 2021).

2.1 Theoretical Review

2.1.1 Talent Management Practices

Due to the lack of qualified workers, firms are increasingly concerned about the role talent management plays in separating high and low-performing personnel (Anlesinya et al., 2019). McKinsey and Company originally used the term talent management in the late 1990s. Talent management is the process of attracting, developing, retaining, and utilizing individuals who can contribute to the success and growth of organization. It refers to the collective abilities, experiences, competencies, attitudes, and behavior of an individual that contribute to organizational performance (Plessis et al., 2015). Claus (2019) defines talent management as a collection of HR initiatives aiming at placing the right people with the essential abilities in the correct role and location at an affordable cost. It also refers to long-term plans that aim to employ human capital to benefit the firm. Making sure organization has right people in the proper roles to meet its present and future business objectives is the main goal of talent management.

Although definitions of talent management may vary, they all typically emphasize the strategic role of the HR function, including recruiting, selection, and development (Lewis & Heckman, 2006). Talent management includes a range of activities, including talent acquisition, employee development, performance and career management, succession planning, and compensation and benefits. It entails coordinating personnel management procedures with organization's overall strategy and goals in order to boost employee morale and improve business outcomes.

According to Plessis et al. (2015) and Gupta (2019), talent management is seen as helpful human resource technique. The major goal of implementing talent management in an organization is to increase the essential competencies of those who occupy key positions as well as to acknowledge and reward those who bring value and boost the company's competitive advantage (Collings & Mellahi, 2009). Previous research by (Glaister et al., 2018) and (Doh et al., 2014) suggests that talent management challenges are prevalent across the globe but particularly crucial in emerging market nations where requirement for enterprises to embrace talent management is amplified by skill shortages.

Berger and Berger (2004) outlined three primary objectives of a Talent Management Strategy:

- To recognize, recruit, and foster employees with exceptional performance and the ability to motivate others to achieve similar success.
- To identify and develop successors for key positions within the organization.
- To distribute resources, such as pay, training, coaching, and job assignments, to employees in accordance with their recent or anticipated contributions to the organization's success.

2.1.2 Employees' Turnover Intention

Over the past few decades, there have been numerous previous studies regarding turnover intention. According to the study by (Chen & Lien, 2008) uses Turnover Intention which best reflects the respondent ICT employees, as the individual's assessed likelihood that employee will leave organization at some time in near future. Turnover leads to costs associated with hiring new employees such as advertising expenses, temporary staffing costs, and selection costs, and affects the organization's productivity (Rehman et al., 2012).

Hinkin and Tracey (2008) found that the poor management, poor work environment and insufficient compensation are the main causes of employee turnover. The cost

of turnover includes both direct financial costs (Hinkin & Tracey, 2008); (Pizam & Thornburg, 2000) and indirect costs such as loss of production, decreased performance, and low morale. Given that freshly hired employees will have opportunity to enhance their performance and offer fresh ideas to boost organizational performance, certain amount of turnover is acceptable or, more likely, helpful for the business (Dalton & Todor, 1979). However, if the rate of voluntary turnover rises above a certain point, it could be harmful to both the firm and the employees themselves (Saraih et al., 2017). According to a World Bank study (Accelerating Growth, World Development Report 2016), ICT has been a significant contributor to economic growth globally from 1995 to 2014.

According to (Bothma & Roodt, 2013), employee turnover can have significant cost implications and other negative effects for organizations (Greyling & Stanz, 2010). Losing highly qualified workers can interfere with how an organization runs, how services are delivered, and how administration is handled. It can also increase expenses of acquiring and retraining new employees (Sulu et al., 2010). The impact of ICT on capital investment was more pronounced in developed economies with an average increase of 27% compared to 14% in developing economies. The study also found that developed economies invested approximately 10% of their capital in labor quality, while developing economies invested only 3% in this area. According to Racz (2000), direct expenses of turnover account for 15-30% of total costs associated with loss of employees while rest of 70-85% indirect costs are because of customer dissatisfaction and product defection resulting from unhappy employee prior to their leave.

2.2 Talent Management and its influencing factors

Talent management, as name suggests, often refers to emphasizing and assisting a group of carefully chosen employees who are referred to as talented individuals and who are deemed to be extremely important to the organization's performance and succession planning. So, attracting, hiring, developing, and keeping such people are crucial challenges, and the concept is expanding through a vast array of actions in

these many phases. The major influencing factors of talent management considered in this study are as follows:

2.2.1 Workforce Planning

Workforce planning is commonly recognized in business world that an organization's most valuable asset is its employees (Heder et al., 2018). According to workforce planning concepts, managers must comprehend how their HR duties and initiatives to attract, hire, develop, and retain people are connected to the bigger objectives of the company (Creelman, 2004). Because they are aware of how important they are to the success of the organization as a whole, managers are motivated to work harder on their HR duties (Schweyer, 2010). Talent workforce planning involves anticipating future business and environmental demands to meet the HR needs that arise from these circumstances (Creelman, 2004).

Talented Workforce Planning Activities (Schweyer, 2010):

- Talent Inventory: It is process of identifying current talented employees of a company together with their roles.
- Workforce Forecast: This entails foreseeing demand for competent individuals in future.
- Action Plans: These are the procedures followed from the time a new hire is employed until they are paid
- Control and Evaluation: This provides HR with the ability to monitor the workforce planning process through a closed-loop feedback system.

2.2.2 Talent Attraction

Talent attraction refers to series of steps taken to find and recruit the right candidates for job openings at the right time. Making the greatest employer choice includes factors of hiring, choosing, employer branding, and employee value proposition (Al Aina & Atan, 2020); (Masa'deh et al., 2019); (Stahl et al., 2012). Recruiting talent with the appropriate skills and fit for the position is the aim of talent attraction (Al

Aina & Atan, 2020). Phillips and Roper (2009) argued that offering high compensation packages with better benefits than competitors is the best way to attract talent, despite the potential for higher costs. Organizations must employ particular criteria during the recruitment and selection process to choose the best applicant for the position. Recruiting talented individuals is first step in talent management strategy (Hamidi et al., 2014).

2.2.3 Talent Development

One of the most important components of Talent Management (TM) process is talent development (Bostjancic & Slana, 2018). Employees must continually learn and evolve in order to sustain their performance in a cutthroat industry (Mohammed et al., 2019). Talent development helps employees gain job-related knowledge, skills, and behaviors (Dalal & Akdere, 2018) and is crucial for the success of both employees and the organization (Collings & Mellahi, 2009). To improve employees' skills and competences and increase their performance, businesses can implement a variety of talent development strategies (Masa'deh et al., 2019). This includes offering training, seminars, mentorship, counseling, or further education opportunities to inspire, challenge and motivate employees to perform their duties to the best of their ability, within government regulations and licensing organization guidelines (Dalal & Akdere, 2018).

2.2.4 Performance and Career Management

According to Drumm (2005), performance management is a systematic approach that can improve an organization's overall performance by enhancing team members' individual performance within team structure. By explicitly laying out actions required to achieve specified goals, it benefits all significant stakeholders in a business. The development of values, principles, and competences necessary to maintain ideal results depends on the effectiveness of employee performance management systems in high-performing firms. Lips-wiersma and Hall (2007) suggest that career development is the responsibility of individuals, who must make

choices, adapt to changes in their organization, learn and grow, and take control of their own futures. Employees may decide to leave or stay with a company based on factors such as the level of challenge in their work and the support and opportunities for personal growth they receive. Employers must provide resources, tools, and an appropriate environment to support ongoing self-development.

2.2.5 Reward Management

A reward system includes both financial and non-financial elements, like as bonuses and incentives, acknowledgment for excellent performance, and manager feedback (Armstrong, 2009). In simpler terms, reward system is a combination of employee perks, incentives, and non-financial aspects. Employees can seek value in work in various ways. Both intrinsic and extrinsic rewards are crucial for motivating individuals in the workplace (Cox, 2005). Several studies have explored how rewards impact individual performance in organizations. According to two-factor theory, intrinsic factors like professional growth, recognition, responsibility, and a sense of belonging are more powerful motivators than monetary benefits like compensation and incentives. (Herzberg, 1968).

2.3 Empirical Review

Some of previous research articles on talent management and employees' turnover intention are described briefly below.

Table 2.4

Literatures on Talent Management and Turnover Intention

Author (Year)	Methodology	Findings
(Aboseif, 2021)	Structured questionnaire survey	Identification of critical talent positions (ICP), Competence training and Development has significant influence on organizational excellence. Smart organization has a significant influence on organizational excellence. Smart organization operate as mediator between talent management and organizational excellence.
(Sutawidjaya, 2019)	Structured questionnaire survey	Competence, motivation and talent management has directly and positively impact on Employee Engagement. Likewise, Competence and motivation has directly and positively impact Talent management. Whereas, competence and motivation has directly impact on Employee Engagement through the mediation of Talent Management.
(Rumawas, 2021)	Structured questionnaire survey	Perceived organizational support has significant positive impact

		on employee engagement. Likewise, perceived organizational support and employee engagement operate as mediators between TM practices and TI.
(Al-Dalahmeh et al., 2020)	Structured questionnaire survey	Attracting talented employees has significant influence on maintaining employees while developing and rewarding talented employees has low influence. Effective employee retention has emerged as being strongly influenced by employee satisfaction.
(Latif et al., 2020)	Structured questionnaire survey	Talent attraction and talent retention has significant influence on turnover intention. Meanwhile, talent development has no significant influence turnover intention.
(Al Aina & Atan, 2020)	Structured questionnaire survey	Talent attraction and talent retention has no significant influence on organizational performance whereas learning and development and career management has significant and positive influence on sustainable organizational performance in real estate firms.

(Barkhuizen & Masale, 2022)	Structured questionnaire survey	Leadership talent mindset significantly predicts poor talent management practices and voluntary turnover intentions. Whereas, Talent development acts as a moderator between leadership talent mindset and voluntary turnover intentions.
(Alias et al., 2014)	Structured questionnaire survey	Talent management practices (managerial support, employee career development and rewards and recognitions) has significant influence on employee engagement. Likewise, employee engagement has positive influence on employee retention. Similarly, employee engagement acts as a mediator between TM and employee retention.
(Kumar, 2021)	Structured questionnaire survey	Talent management has significant influence on employee turnover and retention intentions. There is positive influence of talent management on talent retention.
(Nicolene Barkhuizen, 2021)	E. Structured questionnaire survey	TM practices has significantly influence on job satisfaction and voluntary turnover intentions. Job satisfaction acts as a moderator between talent

		management and voluntary turnover intentions.
(Al-Dalahmeh et al., 2022)	Structured questionnaire survey	TM practices has significant influence on employees' satisfaction and commitment. Employees' satisfaction operates as mediator TM and employees' commitment.
(Edeh et al., 2022)	Structured questionnaire survey	TM practices has significant influence on discretionary work behavior in hospitality industry.
(Dayeha & Farmanesha, 2021)	Structured questionnaire survey	Talent Management have direct, indirect and significant influence on Turnover Intention and Organizational Commitment. Whereas, Person-Organization Fit mediates and Organizational Culture operate as moderator between TM and TI.
(Latif et al., 2019)	Structured questionnaire survey	Employee engagement operates as moderator between Talent Management and Employees Turnover Intention.
(Al-Hussaini S. H. et al., 2019)	Structured questionnaire survey	TM practices has significant and positive influence employees' performance behavior. Whereas, TM outputs acts as a mediator between TM practices and employees' performance behavior.

(Bethke-Langenegger et al., 2011)	Structured questionnaire survey	TM focusing on retaining and developing talents has significant positive influence on human resource outcomes. Moreover, TM practices with a strong focus on corporate strategy has a statistically higher influence on organizational outcomes.
(Kohestany & Yaghoubi, 2017)	Library information and Structured questionnaire survey	Corporate social responsibility, employee pride, management support, performance management, intrinsic rewards, and health factors has positive influence on the retention of human resources.
(Salih & Alnaji, 2014)	Structured questionnaire survey	Talent management has significant influence on organization reputation.
(Sariwulan et al., 2021)	Structured questionnaire survey, interviews and focus group discussions (FGD)	Organizational culture factors, transformational leadership, and job sharing has significant positive influence on employee TM. Likewise, talent management has influence on job satisfaction, job performance, and commitment sustainability.
(Hanif & Yunfei, 2013)	Structured questionnaire survey,	Talent management techniques influence and are integral part of HR generic strategies.

	interviews and detailed discussions	
(Jyoti et al., 2011)	Structured questionnaire survey	Development, benchmarking, motivation and HR policy has significant and positive influence on employee effectiveness.
(Zadeh & Ahmadi, 2017)	Structured questionnaire survey	Positive and significant correlation between talent management and workforce productivity. Likewise, there is a positive and significant correlation between developing/ training talents, retaining talents, talent acquisition and workforce productivity.

2.4 Research Gap

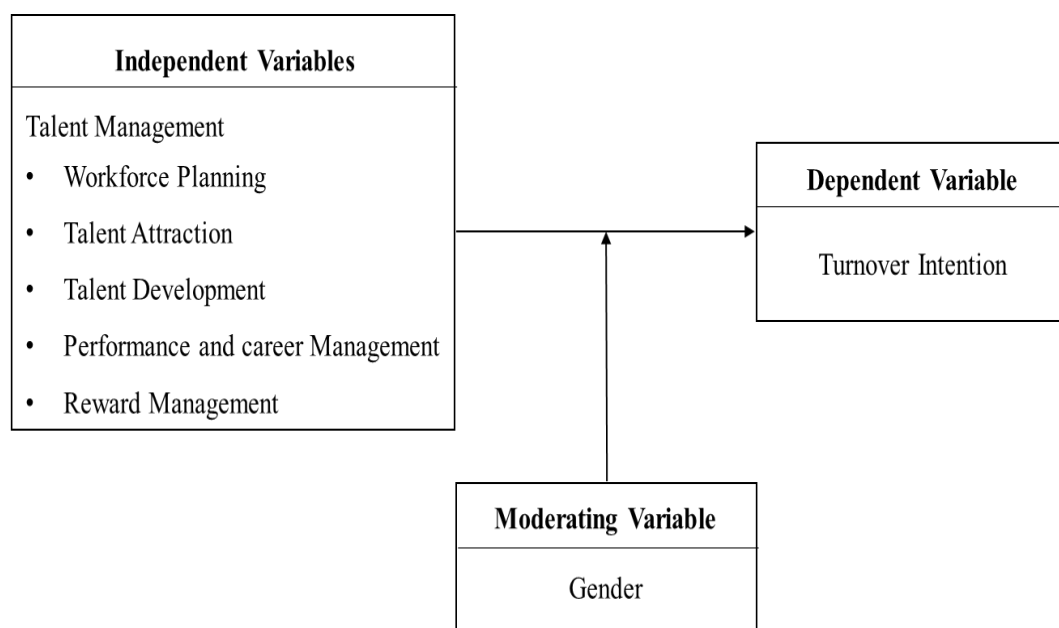
The high rate of employee turnover has negative consequence on productivity and is common problem faced by firms. On the subject of talent management and employees' turnover intention, several research have been undertaken in a variety of sectors and countries. The researcher conducted study on talent management and employee turnover intention finding limited literature and research on the topic in ICT sector. The literature review indicates that talent management has been widely studied in developed countries, but there is lack of research in Nepalese context regarding influence of talent management strategies on employees' intention to leave the job in ICT sector. Given the significant number of people currently and soon to be employed in Nepalese ICT sector, it was deemed appropriate to conduct research on relationship between talent management and turnover intention among ICT employees to address this gap in knowledge. Besides, this study also aims to bridge the gap between international research on the topic and the situation in

Nepalese context. Whereas, talent management and turnover intention are often viewed as qualitative measures, they can both be quantified, leading researcher and manager of Nepalese ICT companies to use quantitative methods in their study.

2.5 Conceptual Framework

Figure 2.6

Conceptual Framework



Adapted from (Al-Dalahmeh et al., 2020) and (Jayaraman et al., 2018)

The conceptual model for study has been constructed based on research paper by (Al-Dalahmeh et al., 2020) and (Jayaraman et al., 2018) . The concept is built upon the idea that employee turnover intention can be affected by talent management practices. Workforce planning, talent attraction, talent development, performance and career management, and reward management are only five constructs of talent management taken into account as independent variable. Talent management practices influence on dependent variable is main motive of the study. Whereas, Employees' turnover intention is dependent variable. Impact of independent variable on Turnover Intention is being assessed. Lastly, gender is moderating

variable in this study. Presence of gender whether moderate the relationship between talent management and turnover intention or not is being analyzed.

2.6 Operational Definition of Variables

Talent Management: Talent management is the process of doing good deeds for your best employees, investing in their growth, unlocking their potential, and helping them maximize their talents (Garrow & Hirsh, 2008). According to (Iles et al., 2010), is an integrated process that comprises a number of particular steps that are very important to the organization's performance. These processes involve workforce planning, hiring talented people, fostering their development and training, and maintaining them as firm assets.

Workforce Planning: Workforce planning refers to the systematic process of determining and addressing the gaps between present workforce and the anticipated future needs for human resources (Wu & Issa, 2014). The measuring construct of workforce planning were: My organization has the right people with right skills in the right places. Workforce planning in my organization is long-term focused and there is an understanding of what talent is currently in place and what is required to be successful in future. Talent in my organization is seen as a source of competitive advantage. Workforce planning is carried out broadly and consistently across all department in my organization.

Talent Attraction: Talent attraction refers to the series of steps taken to find and recruit the right candidates for job openings at the right time. Making the greatest employer choice includes factors of hiring, choosing, employer branding, and employee value proposition (Al Aina & Atan, 2020); (Masa'deh et al., 2019); (Stahl et al., 2012). The measuring construct of talent attraction were: My company is actively involved in communication and implementation of employer branding. My company's good working conditions and fair wages has enabled it to attract the right talents. My company values various search matrix tools (such as LinkedIn, recruiting agencies and websites, newspaper ads) during selection in order to get

experienced, expertise, potential and qualified employees. My company supports employee training and career development. Work-life balance as well as social networking facilities in my company is a motivating factor to our employees.

Talent Development: Talent development is a process of providing employees with specialized training so they are ready for upcoming organizational tasks (Marchington, 2015). Talent development, in essence, entails actions that cultivate talent (Bolander et al., 2017). The measuring constructs of talent development were: My organization identifies gaps in current employee and his/her competency level. My organization provides current employees with adequate training that allows them to do their jobs well. Identified talent have many opportunities for upward mobility in this organization. Talents have more than one path for promotion in this organization. Talents have clear career paths in this organization.

Performance and Career Management: Performance and career management refers systematic process of enhancing organizational performance through the development of individual and team members' performance which focuses on giving employees the chance to improve their skills and careers in order to assure that organization has the talent it needs and that individuals may achieve their own goals (Armstrong, 2009). The measuring construct of performance and career management were: My organization has defined performance appraisal policy. Equal opportunities for training are provided to all employees in my organization. My objectives are aligned with organizational objectives. My organization has a career development program. My organization offers support and resources for development.

Reward Management: Reward management is the process of developing and putting into practice methods and policies intended to treat people fairly, evenly, and consistently in line with their worth to the organization (Armstrong, 2009). The measuring constructs of reward management were: My company provides financial and non-financial recognition. My supervisor discusses and provides meaningful and helpful feedback on job performance. My company values my work and

contribution. I believe that my company has a fair system of rewarding employees. My company sets challenging targets in my job. I have supportive and likeminded colleagues. My company supports a balanced lifestyle. My company encourages and organizes team building or other social networking activities among employees. My company provides a competitive pay package (i.e., basic salary plus benefits such as medical aid, retirement, and pension, allowances or variable pay).

Turnover Intention: The degree to which an employee wishes to leave the organization or stay on is referred as turnover intention. (Bothma & Roodt, 2013); (Jacobs & Roodt, 2011). Turnover intentions are seen as a mental decision that occurs before a person chooses to stay at a job or leave it, and they can be seen of as an immediate precursor to staying or leaving (Fox & Fallon, 2003). The measuring constructs of turnover intention were: How often have you considered leaving your job? How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? How often do you dream about getting another job that will better suit your personal needs? How often do you look forward to another day at work? To what extent is your current job satisfying your personal needs? How likely are you to accept another job at the same compensation level it should be offered to you?

CHAPTER 3

RESEARCH METHODS

The study's framework is briefly explained in this chapter. It consists of research design chosen in accordance with the study's objectives, a population-representative sample, source and kind of data gathered, tools for data analysis, and tests of validity and reliability of survey instrument used in this study.

3.1 Research Design

The researcher adopted a combination of descriptive and explanatory research design to accomplish the objectives of this study. Descriptive research design was utilized to describe the participant's profile, while explanatory causal research design was employed to explore relationship between talent management and employees' turnover intention in Nepalese Information and Communication Technologies sector. This study utilized quantitative approach and cross-sectional data to examine relationship between talent management and employees' turnover intention in Nepalese ICT sector. This approach allowed examination of various variables simultaneously.

3.2 Population and Sample

This study's target population is employees working in Nepalese ICT sector. A survey questionnaire method was adopted and total of 395 questionnaires were distributed through online medium, only 342 sample returned complete questionnaires with response rate 86.58%. Likewise, non-probability convenience sampling technique was used due to the limited number of registered firms operating in Nepalese ICT sector. Similarly, if the population size is unknown, then the sample size is calculated using Cochran (1977) with following formula:

$$n = \frac{z^2 * p * q}{e^2}$$

Where,

n = sample size

p = population proportion (0.5)

$q = 1-p$

e = acceptable sampling error ($e = 0.05$)

z = z value at reliability level or significance level

Reliability level 95% or significance level 0.05; $z = 1.96$

Reliability level 99% or significance level 0.01; $z = 2.58$

3.3 Sources of Data

The nature of this study is quantitative research employing a structured survey questionnaire method and primary source of data. Likewise, structured questionnaire form used for this study is presented in the appendix.

3.4 Pilot Study

Pilot survey was undertaken prior to main study to assess reliability of research instrument as well as eliminate the possibility of error. Thirty sets of question were distributed to the participants working in Nepalese ICT sector to ensure the consistency and reliability of the questionnaire. Thirty sets is an acceptable number for a pilot study (Lancaster et al., 2004). SPSS was used to perform a reliability test on these thirty sets of question collected during pilot survey. The questionnaire was contextual in context of Nepal to make the question more relevant. The pilot testing was done to make the questionnaire clear and easy to understand by the participants.

3.5 Instrumentation

For measuring the constructs of interest, the survey instrument used in this study is well-established scales adopted from previous studies. Besides, the questionnaire consisting of 34 item scale had been further divided into three section. This survey consists of three section:

Section A contains demographic information, Section B contains item-scale for independent variable and Section C contains item-scale for dependent variable. The section A comprises of questions regarding demographic characteristics of respondent such as age, gender, education level, sub-sector they are currently working on, job position, work experience and income level. The section B comprises of five constructs of talent management: workforce planning with four-item scale, talent attraction with five-item scale, talent development with five-item scale, performance and career management with five-item scale and reward management with nine-item scale. A total of 28 item-scale was used to measure independent variable i.e., Talent Management. Lastly, the section C comprises of six item-scale to measure the dependent variable i.e., Employees' turnover intention. Following are the source of measurement scale of independent (talent management) and dependent (turnover intention) variable.

Table 3.5

Measurement Sources of Talent Management

Variable	Code	Source
Workforce planning	WFP	(Jembere, 2019)
Talent attraction	TA	(Lyria et al., 2017)
Talent development	TD	(Jayaraman et al., 2018); (DeTuncq & Schmidt, 2013); (Kossivi et al., 2016)
Performance and career management	PCM	(Kumar, 2021)
Reward management	RM	(Chen S.-Y. , 2012); (Hung, 2014)
Turnover intention	TI	(Bothma & Roodt, 2013)

3.6 Validity and Reliability Analysis

The content validity of survey questionnaire was determined by distributing fifteen questions to participants to check whether the test items are representative of domain of interest. Reliability was calculated to examine internal consistency of the survey instrument. After the pilot survey, a total of 34 item scale was finalized for the study. Further, questionnaire was contextualize in accordance to Nepalese organization setting. Similar to that, reliability of item scales for talent management and employee turnover intention was assessed using Cronbach's coefficient alpha (Cronbach, 1946).

Table 3.8.3

Reliability Statistics

Variable	Items	Cronbach's alpha
Talent Management	-	-
Workforce Planning	4	0.822
Talent Attraction	5	0.797
Talent Development	5	0.810
Performance and Career Management	5	0.827
Reward Management	9	0.858
Turnover Intention	6	0.895

As presented in Table 3.8.3, talent management constructs workforce planning, talent attraction, talent development, performance and career management, reward management and turnover intention all have reliability values of 0.822, 0.797, 0.810, 0.827, 0.858 and 0.895 respectively. The values obtained from the measurement of internal consistency of the survey instrument using Cronbach's alpha were all above than the recommended threshold 0.70 (Hair et al., 2010), indicating that the talent management and turnover intention item-scale used in the study have acceptable reliability.

3.7 Data Analysis Methods

The gathered data were categorized, sorted, coded, and altered in excel for the data analysis. The information was then loaded into SPSS Statistics for analysis and result interpretation. Likewise, SPSS and excel were used for presenting data in table, graph and charts. The moderation impact between independent variable and dependent variable was examined using SPSS MACRO PROCESS. This research work used the following data analysis techniques.

3.8 Descriptive Analysis

Descriptive statistics helps to describe fundamental characteristics of data. Frequency, mean, percentage and standard deviation were used to explain behavior of respondent. For the demographic profile of respondent, frequency and percentage were used. Similarly, mean and standard deviation were used to calculate average of data. The combined talent management score was measured by averaging the mean score of workforce planning, talent attraction, talent development, performance and career management and reward management.

3.9 Inferential Analysis

Inferential analysis allows researcher to draw the conclusions about population based on sample of data collected representative of population. It comprises making generalizations about population based on the observations of sample and using those generalizations to make predictions or decisions about the population as a whole. Inferential analysis employs statistical techniques to draw conclusions from given data and make decisions by using hypothesis testing, confidence intervals and regression analysis.

3.9.1 Correlation Analysis

Degree and direction of association between two variables are determined using correlation analysis. By examining how variations in one variable leads to changes

in another variable. It helps firms to identify patterns and trends and assistance in decision-making and policy-making. This study used multiple correlation analysis to evaluate the relationship between talent management and employees' intention to leave their jobs.

3.9.2 Multiple Regression Analysis

The dependent variable's change as a result of the independent variables is estimated by the regression analysis. If the change in the dependent variable is the result of the change in more than one independent variable, multiple regression analysis is used. The most dominant variable among five talent management factors that affect employees' turnover intention was identified using Multiple Regression Model. Multiple correlation coefficient, coefficient of determination (R²), adjusted R², and the standard error of the estimate were computed using SPSS. To perform multiple regression analysis, following formula is used:

$$Y_1 = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Where,

Y_1 = Employees' Turnover Intention

β = Estimated Intercept

X_1 = Workforce planning

X_2 = Talent Attraction

X_3 = Talent Development

X_4 = Performance and career management

X_5 = Reward management

e = error

3.10 Ethical Consideration

This study has placed strong emphasis on ethical considerations while writing and reporting the findings and conclusion of the study. The respondents were made aware of study's objectives and anonymity of their responses. Respondent willingness to contribute in survey was given high priority. Any information obtained or collected during survey has not been disclosed or misused by researcher to take any disadvantage over respondent. To ensure the respondent felt safe and could express their thoughts freely researcher did not request respondent names or their employment identification numbers or positions that could identify or track back respondent. Researcher was responsible, transparent and sincere while communicating with the respondents.

CHAPTER 4

ANALYSIS AND RESULTS

The data and findings of this study are analyzed and explained in this chapter. Profile of respondents, talent management, turnover intention, and correlation between talent management and turnover intention were all tabulated from the processed data. Additionally, it explores main factor of talent management practices leading to turnover intention, examines how gender affects relationship between talent management and turnover intention, and addresses research questions, achieves study's objective, and tests proposed hypotheses.

4.1 Demographic Profile of Respondents

The demographic characteristics of research participants include age, gender, educational level, sub-sector they are currently working on, job position, work experience, and monthly income. Table 4.1.1 displays these characteristics along with frequency and percentage for each respondent characteristics.

Table 4.1.1

Respondent's Profile

Respondent Characteristics	Frequency	Percentage
Age		
Below 20	61	17.8
20 – 29	229	67.0
30 – 39	44	12.9
40 and Above	8	2.3
Gender		
Male	243	71.1
Female	99	28.9
Education Level		

Intermediate (+2)	53	15.5
Bachelor	199	58.2
Master	90	26.3
Sub-sector		
Telecommunication	53	15.5
Internet Service Provider	96	28.1
IT Enabled Services	131	38.3
Business Process Outsourcing	62	18.1
Job position		
Entry/ Junior	146	42.7
Middle	148	43.3
Senior	48	14.0
Work Experience		
Less than 1 year	118	34.5
1 – 3 years	117	34.2
4 - 6 years	82	24.0
7 - 9 years	19	5.6
10 years and Above	6	1.8
Monthly Income (in Nepali rupees)		
Below 30,000	109	31.9
30,000-70,000	124	36.3
70,000-110,000	64	18.7
110,000-150,000	26	7.6
150,000 and Above	19	5.6

As evident from the table 4.1.1, the demographic distribution of the participants reveals that 71.1% of the sample were male and 28.9% were female, suggesting that most employee in Nepalese ICT sector are male. This could be due to the attractiveness of the sector to males. The age distribution shows that 67% of employees in ICT sector belong to the 20-29 year old category, followed by 12.9% who belong to the 30-39 year old, 17.8% who belong to the below 20 year old and

2.3% who belong to the 40 year old and above category. This indicates a good distribution of ages in the sector, making it attractive to young people.

Regarding educational level, 58.2% of employees hold a Bachelor's degree, while 26.3% hold a Master's degree and 15.5% hold intermediate (+2) level degree. This demonstrates that Nepalese ICT sector frequently employs people who have at least a Bachelor's degree. In terms of position level, 43.3% of the participants hold middle level position, with 42.7% entry/junior level and the rest 14% senior level. The sub-sector distribution shows that 38.3% of workers in the ICT sector belong to IT Enabled Services (ITES), followed by 28.1% to Internet Service Provider, 18.1% to Business Process Outsourcing and 15.5% to Telecommunication. This shows the graduates attraction towards Information Technology sector in context of Nepal.

Likewise, in terms of work experience, 34.5% of the participants have less than 1 year of experience, followed by 34.2% with 1-3 years of experience, 24% with 4-6 years, 5.6% with 7-9 years and 1.8% with 10 years and above. This highlights that Nepalese ICT sector is attractive to newly graduates and that there is diversity in terms of work experience among participants. Finally, wage range in the ICT sector shows that 36.3% earn between 30,000 to 70,000 Nepali rupees, followed by 31.9% earning below Nrs. 30,000, 18.7% earning between Nrs. 70,000 to 110,000, 7.6% earning between Nrs. 110,000 to 150,000 and 5.6% earning Nrs. 150,000 and above. This indicates that the wage range in the sector is high in comparison to other sector.

4.2 Descriptive statistics of Independent and Dependent Variable

Table 4.2.1 displays the descriptive statistics of workforce planning. The mean statistic of workforce planning was 3.614 with standard deviation of 0.76066, indicating a slight agreement among respondents regarding workforce planning in their company.

Table 4.2.1

Descriptive Statistics of Workforce Planning

		Statistic	Std. Error
Workforce Planning	Minimum	1	
	Maximum	5	
	Mean	3.6140	0.04113
	Std. Deviation	0.76066	
	Variance	0.57900	
	Skewness	-0.5070	0.132
	Kurtosis	-0.0350	0.263

Table 4.2.2 displays the descriptive statistics of talent attraction. The mean statistic of talent attraction was 3.5655 with standard deviation of 0.76268, indicating a slight agreement among respondents regarding talent attraction in their company.

Table 4.2.2

Descriptive Statistics of Talent Attraction

		Statistic	Std. Error
Talent Attraction	Minimum	1	
	Maximum	5	
	Mean	3.5655	0.04124
	Std. Deviation	0.76268	
	Variance	0.582	
	Skewness	-0.697	0.132
	Kurtosis	0.753	0.263

Table 4.2.3 displays statistics that describe talent development. The mean value of talent development was 3.5643 with standard deviation of 0.7919, indicating a

slight agreement among respondents regarding talent development in their company.

Table 4.2.3

Descriptive Statistics of Talent Development

		Statistic	Std. Error
Talent Development	Minimum	1	
	Maximum	5	
	Mean	3.5643	0.04282
	Std. Deviation	0.7919	
	Variance	0.627	
	Skewness	-0.651	0.132
	Kurtosis	0.353	0.263

Table 4.2.4 displays the descriptive statistics of performance and career management. The mean statistic of performance and career management was 3.5363 with standard deviation of 0.82684, indicating a slight agreement among respondents regarding performance and career management in their company

Table 4.2.4

Descriptive Statistics of Performance and Career Management

		Statistic	Std. Error
Performance and Career Management	Minimum	1	
	Maximum	5	
	Mean	3.5363	0.04471
	Std. Deviation	0.82684	
	Variance	0.684	
	Skewness	-0.728	0.132
	Kurtosis	0.250	0.263

Table 4.2.5 displays the descriptive statistics of reward management. The mean statistic of reward management was 3.5984 with standard deviation of 0.76017, indicating a slight agreement among respondents regarding reward management of their company.

Table 4.2.5

Descriptive Statistics of Reward Management

		Statistic	Std. Error
Reward Management	Minimum	1	
	Maximum	5	
	Mean	3.5984	0.04111
	Std. Deviation	0.76017	
	Variance	0.578	
	Skewness	-0.637	0.132
	Kurtosis	0.429	0.263

Table 4.2.6

Descriptive Statistics of Talent Management

		Statistic	Std. Error
Talent Management	Minimum	1	
	Maximum	5	
	Mean	3.5757	0.03729
	Std. Deviation	0.68969	
	Variance	0.476	
	Skewness	-0.678	0.132
	Kurtosis	0.712	0.263

Table 4.2.6 displays the descriptive statistics of talent management. The mean statistic of talent management was 3.5757 with standard deviation of 0.68969,

indicating a slight agreement among respondents regarding talent management of their company.

Table 4.2.7

Descriptive statistics of Workforce Planning Item

Statements	Items	Mean	S.D
My organization has the right people with right skills in the right places.	WFP1	3.71	0.907
Workforce planning in my organization is long-term focused and there is an understanding of what talent is currently in place and what is required to be successful in future.	WFP2	3.54	0.921
Talent in my organization is seen as a source of competitive advantage.	WFP3	3.70	0.950
Workforce planning is carried out broadly and consistently across all department in my organization.	WFP4	3.51	0.989
Workforce planning		3.615	0.94175

Table 4.2.7 displays four workforce planning descriptive statistic statements, where WFP1 has highest mean and WFP4 the lowest mean. The highest mean of 3.71 shows that my organization has the right people with right skills in the right places is the most agreed-upon statement. The lowest mean score of 3.51 shows that respondents agreed less on workforce planning is carried out broadly and consistently across all department in my organization. Likewise, the table shows that WFP4 has highest standard deviation whereas WFP1 has lowest standard deviation. This indicates that respondent's deviate more from the statement workforce planning is carried out broadly and consistently across all department in my organization.

Table 4.2.8

Descriptive statistics of Talent Attraction Item

Statements	Items	Mean	S.D
My company is actively involved in communication and implementation of employer branding.	TA1	3.53	1.026
My company's good working conditions and fair wages has enabled it to attract the right talents.	TA2	3.61	1.041
My company values various search matrix tools (such as LinkedIn, recruiting agencies and websites, newspaper ads) during selection in order to get experienced, expertise, potential and qualified employees.	TA3	3.61	0.971
My company supports employee training and career development.	TA4	3.48	1.052
Work-life balance as well as social networking facilities in my company is a motivating factor to our employees.	TA5	3.60	1.039
Talent Attraction		3.566	1.0258

Table 4.2.8 displays five talent attraction descriptive statistic statements, where TA2, TA3 has highest mean and TA4 the lowest mean. The highest mean of 3.61 shows that my company's good working conditions and fair wages has enabled it to attract the right talents and my company values various search matrix tools during selection in order to get experienced, expertise, potential and qualified employees is the most agreed-upon statement. The lowest mean score of 3.48 shows that respondents agreed less on my company supports employee training and career development. Likewise, the table shows that TA4 has highest standard deviation whereas TA3 has lowest standard deviation. This indicates that respondents deviate more from the statement my company supports employee training and career development.

Table 4.2.9

Descriptive statistics of Talent Development Item

Statements	Items	Mean	S.D
My organization identifies gaps in current employee and his/her competency level.	TD1	3.30	1.071
My organization provides current employees with adequate training that allows them to do their jobs well.	TD2	3.76	1.010
Identified talent have many opportunities for upward mobility in this organization.	TD3	3.67	0.937
Talents have more than one path for promotion in this organization.	TD4	3.59	1.060
Talents have clear career paths in this organization.	TD5	3.51	1.163
Talent Development		3.566	1.0482

Table 4.2.9 displays four talent development descriptive statistic statements, where TD2 has highest mean and TD1 the lowest mean. The highest mean of 3.76 shows that my organization provides current employees with adequate training that allows them to do their jobs well. is the most agreed-upon statement. The lowest mean score of 3.30 shows that respondents agreed less on my organization identifies gaps in current employee and his/her competency level. Likewise, the table shows that TD5 has highest standard deviation whereas TD3 has lowest standard deviation. This indicates that respondents deviate more from the statement talents have clear career paths in this organization.

Table 4.2.10

Descriptive statistics for Performance and Career Management Item

Statements	Items	Mean	S.D
My organization has defined performance appraisal policy.	PCM1	3.42	1.114
Equal opportunities for training are provided to all employees in my organization.	PCM2	3.75	1.076
My objectives are aligned with organizational objectives.	PCM3	3.64	1.043
My organization has a career development program.	PCM4	3.36	1.079
My organization offers support and resources for development.	PCM5	3.52	1.063
Performance and Career Management		3.538	1.075

Table 4.2.10 displays five performance and career management descriptive statistic statements, where PCM2 has highest mean and PCM4 the lowest mean. The highest mean of 3.75 shows that equal opportunities for training are provided to all employees in my organization is the most agreed-upon statement. The lowest mean score of 3.36 shows that respondents agreed less on my organization has a career development program. Likewise, the table shows that PCM1 has highest standard deviation whereas PCM3 has lowest standard deviation. This indicates that respondents deviate more from the statement my organization has defined performance appraisal policy.

Table 4.2.11

Descriptive statistics of Reward Management Item

Statements	Items	Mean	S.D
My company provides financial and non-financial recognition.	RM1	3.42	1.248
My supervisor discusses and provides meaningful and helpful feedback on job performance.	RM2	3.73	1.068
My company values my work and contribution.	RM3	3.70	0.930
I believe that my company has a fair system of rewarding employees.	RM4	3.30	1.142
My company sets challenging targets in my job.	RM5	3.74	0.969
I have supportive and likeminded colleagues.	RM6	3.78	1.111
My company supports a balanced lifestyle	RM7	3.45	1.236
My company encourages and organizes team building or other social networking activities among employees.	RM8	3.74	0.995
My company provides a competitive pay package (i.e., basic salary plus benefits such as medical aid, retirement, and pension, allowances or variable pay).	RM9	3.52	1.251
Reward Management		3.598	1.1056

Table 4.2.11 displays nine reward management descriptive statistic statements, where RM6 has highest mean and RM1 the lowest mean. The highest mean of 3.78 shows that I have supportive and likeminded colleagues.is the most agreed-upon statement. The lowest mean score of 3.30 shows that respondents agreed less on “I believe that my company has a fair system of rewarding employees”. Likewise, the table reveals that RM9 has highest standard deviation whereas RM3 has lowest standard deviation. This indicates that respondents deviate more from the statement my company provides a competitive pay package (i.e., basic salary plus benefits such as medical insurance, retirement, and pension, allowances or variable pay).

Table 4.2.12

Descriptive statistics of Turnover Intention Item

Questions	Items	Mean	S.D
How often have you considered leaving your job?	TI1	3.34	1.034
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	TI2	3.06	0.977
How often do you dream about getting another job that will better suit your personal needs?	TI3	2.94	0.988
How often do you look forward to another day at work?	TI4	3.50	1.009
To what extent is your current job satisfying your personal needs?	TI5	3.30	0.966
How likely are you to accept another job at the same compensation level it should be offered to you?	TI6	3.07	1.147
Turnover Intention		3.2017	1.0202

Table 4.2.12 displays six turnover intention descriptive statistic statements, where TI4 has highest mean and TI3 the lowest mean. Likewise, the table reveals that TI6 has highest standard deviation whereas TI5 has lowest standard deviation. This indicates that respondent's deviate more from the question how likely are you to accept another job at same compensation level it should be offered to you.

As shown in table 4.2.13 workforce planning has highest mean value i.e. 3.6140 with S.D. value 0.76066 and performance and career management has lowest mean value i.e. 3.5363 with highest S.D. value 0.82684. Whereas, reward management has lowest S.D. value 0.76017. Also, talent attraction, talent development, reward management, overall talent management and turnover intention mean value are 3.5655, 3.5643, 3.5984, 3.5757 and 3.0161 with S.D. value 0.76268, 0.7919, 0.76017, 0.68969 and 0.98605 respectively.

Table 4.2.13

Descriptive statistics of TM variables and TI

Variables	Mean	Standard Deviation
WFP	3.6140	0.76066
TA	3.5655	0.76268
TD	3.5643	0.79190
PCM	3.5363	0.82684
RM	3.5984	0.76017
TM	3.5757	0.68969
TI	3.0161	0.98605

4.3 Normality test

The normality distribution test is used to verify whether the data obtained are normally distributed or not. For this particular study, Shapiro-Wilk test was applied to examine the data distribution. Shapiro-Wilk test aids in determining whether or not the sample taken from a population is normally distributed.

Table 4.3

Shapiro-Wilk test

Variables	Statistic	Df	Sig.
WFP	0.962	342	0.000
TA	0.961	342	0.000
TD	0.961	342	0.000
PCM	0.951	342	0.000
RM	0.970	342	0.000
TI	0.934	342	0.000

Table 4.3 displays results of Shapiro-Wilk test used to assess data's normality. With p-value of less than 0.05, the analysis shows that the test is significant and the data is not normally distributed.

4.4 Collinearity test

Table 4.4

Collinearity statistics for the model of TM factors affecting TI

Variable	Tolerance	VIF
WFP	0.405	2.469
TA	0.323	3.101
TD	0.284	3.524
PCM	0.327	3.061
RM	0.309	3.238

The collinearity test is employed to identify multicollinearity within a multiple regression analysis. In order to identify multicollinearity, the collinearity test requires computing the tolerance or Variance Inflation Factor (VIF) for each independent variable. As presented in table 4.4, Variance Inflation Factor (VIF) values of all variables of this study is 2.469, 3.101, 3.524, 3.061 and 3.238 which is less than 5 for collinearity test. Therefore, it doesn't seem like collinearity is a big issue in the study.

4.5 Relationship between Talent Management and Turnover Intention

A correlation matrix is tabular representation of relationship between variables. The correlation matrix exhibits the Pearson correlation coefficient between each pair of variables, which indicates strength and direction of linear relationship between them. If the Pearson correlation coefficient is positive, it means that the variables are positively correlated, which means that an increase in one variable will likely result in an increase in another. Likewise, a negative Pearson correlation coefficient

indicates that there exist negative relationship between the variables implying increase in one variable leads to decrease in another variable.

Table 4.5.1

Correlation Matrix

	WFP	TA	TD	PCM	RM	TM	TI
WFP	1						
TA	.693**	1					
TD	.717**	.763**	1				
PCM	.680**	.703**	.762**	1			
RM	.682**	.753**	.749**	.755**	1		
TM	.852**	.884**	.904**	.887**	.890**	1	
TI	-.565**	-.624**	-.631**	-.669**	-.644**	-.710**	1

Table 4.5.1 illustrates the Pearson's correlation coefficient between all the talent management constructs (i.e., workforce planning, talent attraction, talent development, performance and career management and reward management) and turnover intention. The table indicates there is negative correlation between talent management variables and employees' turnover intention (Correlation = -0.710, p = 0.000).

Table 4.5.2

Correlation Analysis

		WFP	TA	TD	PCM	RM	TM
	Pearson	-	-	-	-	-	-
TI	Correlation	.565**	.624**	-.631**	.669**	.644**	-.710**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000

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

Table 4.5.2 indicates there is negative relationship between talent management i.e., independent variables (workforce planning, talent attraction, talent development, performance and career management, and reward management) and turnover intention (dependent variable) through correlation analysis. Likewise, workforce planning has a Pearson correlation of 0.565, talent attraction has a Pearson correlation of 0.624, talent development has a Pearson correlation of 0.631, performance and career management has a Pearson correlation of 0.669, and reward management has a Pearson correlation of 0.644. Since, p-value of all the variable of this study is less than 0.05. Therefore, results from above analysis concludes that all the independent variables have negative relationship with dependent variable which accepts Hypothesis 1.

4.6 Impact of Talent Management on Turnover Intention

Regression analysis is used to look into the relationship between one or more independent variables and a dependent variable. It allows to make predictions about dependent variable based on the independent variables. The objective of regression analysis is explain cause and effect relationship between the variables.

Table 4.6.1

Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.718	0.515	0.508	0.69181

According to table 4.6.1, value of R-square (coefficient of determination) is 0.515, meaning that the five constructs of talent management i.e., workforce planning, talent attraction, talent development, performance and career management, and reward management explain 51.50% of the variation in turnover intention. While, various factors outside of the model account for the remaining 48.50% variation in turnover intention.

Table 4.6.2

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	170.740	5	34.148	71.349	.000
	Residual	160.811	336	0.479		
	Total	331.550	341			

As presented in table 4.6.2, ANOVA result displays that p-value is 0.000 which is less than 0.05 indicating that there is statistically significant correlation between talent management variables and employees' turnover intention.

As presented in Table 4.6.3, the result from regression analysis showed that some talent management factors were significant in predicting turnover intention in Nepalese Information and Communication Technology Sector i.e., talent attraction ($p = 0.019 < 0.05$), performance and career management ($p = 0.000 < 0.05$) and reward management ($p = 0.009 < 0.05$).

Table 4.6.3

Regression Analysis Estimates

Model		Unstandardized		Standardized	T	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	6.578	0.201		32.721	0
	WFP	-0.057	0.077	-0.044	-0.736	0.462
	TA	-0.204	0.086	-0.158	-2.362	0.019
	TD	-0.136	0.089	-0.109	-1.529	0.127
	PCM	-0.368	0.079	-0.309	-4.646	0
	RM	-0.234	0.089	-0.18	-2.635	0.009

Likewise, in Table 4.6.3, talent attraction has the beta value of 0.204, which means that the change in talent attraction by one unit will bring about 0.204 units of changes in employees' turnover intention. Furthermore, the beta value of TA is negative which shows there is negative relationship between TA and TI. In other words, when TA increases by one unit TI will decrease by 0.204 units. Likewise, performance and career management has the beta value of 0.368, which means that the change in performance and career management by one unit will bring about 0.368 units of changes in employees' turnover intention. The beta value of PCM is negative which shows there is negative relationship between PCM and TI. In other words, when PCM increases by one unit TI will decrease by 0.368 units. Similarly, reward management has the beta value of 0.234, which means that the change in reward management by one unit will bring about 0.234 units of changes in employees' turnover intention. The beta value of RM is negative which shows there is negative relationship between RM and TI.

In other words, when RM increases by one unit TI will decrease by 0.234 units. However, other two variables of talent management workforce planning and talent development were not statistically significant in predicting the turnover intention via this linear model because p-value of workforce planning and talent development is greater than 0.05. Thus, it rejects the proposed Hypothesis 2 and Hypothesis 4.

4.7 Moderation Effect of Gender between TM and TI

A moderation effect refers to a situation in which the strength or direction of independent variable on dependent variable changes depending on presence of another variable known as moderator. The moderation analysis in this study is done using SPSS MACRO PROCESS with 5,000 bootstrapping resamples using Model 1 proposed by Andrew F. Hayes. The gender as moderator whether influence the relationship talent management and employees' turnover intention or not is being analyzed.

Table 4.7.1

Moderation effect of gender on relationship between WFP and TI

	Coefficient	Standard Error	T	P	LLCI	ULCI
Constant	5.6585	0.6448	8.7761	0	4.3903	6.9268
WFP	-0.7100	0.1745	-4.0685	0.0001	-1.0533	-0.3667
Gender	-0.0014	0.4555	-0.0030	0.9976	-0.8973	0.8945
Int_1	-0.0160	0.1228	-0.1303	0.8964	-0.2575	0.2256

As presented in Table 4.7.1, p-value of interacting term is greater than 0.05 i.e., 0.8964 at 95 percent confidence interval which indicates that gender has no significant moderation effect. And, the value of LLCI and ULCI is -0.2575 and 0.2256 respectively where 0 lies in between the values. Therefore, gender has no moderation effect between workforce planning and turnover intention.

Table 4.7.2

Moderation effect of gender on relationship between TA and TI

	Coefficient	Standard Error	T	P	LLCI	ULCI
Constant	5.4950	0.5996	9.1642	0.0000	4.3156	6.6745
TA	-0.6683	0.1644	-4.0644	0.0001	-0.9917	-0.3449
Gender	0.2978	0.4255	0.7000	0.4844	-0.5391	1.1347
Int_1	-0.1044	0.1165	-0.8966	0.3705	-0.3335	0.1247

As presented in Table 4.7.2, p-value of interacting term is greater than 0.05 i.e., 0.3705 at 95 percent confidence interval which indicates that gender has no significant moderation effect. And, the value of LLCI and ULCI is -0.3335 and 0.1247 respectively where 0 lies in between the values. Therefore, gender has no moderation effect between talent attraction and turnover intention.

Table 4.7.3

Moderation effect of gender on relationship between TD and TI

	Coefficient	Standard Error	T	P	LLCI	ULCI
Constant	6.0470	0.5742	10.5313	0.0000	4.9176	7.1765
TD	-0.8109	0.1573	-5.1551	0.0000	-1.1203	-0.5015
Gender	-0.1710	0.4029	-0.4243	0.6716	-0.9636	0.6216
Int_1	0.0174	0.1106	0.1573	0.8751	-0.2001	0.2349

As presented in Table 4.7.3, p-value of interacting term is greater than 0.05 i.e., 0.8751 at 95 percent confidence interval which indicates that gender has no significant moderation effect. And, the value of LLCI and ULCI is -0.2001 and 0.2349 respectively where 0 lies in between the values. Therefore, gender has no moderation effect between talent development and turnover intention.

Table 4.7.4

Moderation effect of gender on relationship between PCM and TI

	Coefficient	Standard Error	T	P	LLCI	ULCI
Constant	6.3172	0.5259	12.0110	0.0000	5.2826	7.3517
PCM	-0.9009	0.1448	-6.2207	0.0000	-1.1858	-0.6161
Gender	-0.3535	0.3617	-0.9773	0.3291	-1.0649	0.3580
Int_1	0.0748	0.0994	0.7522	0.4524	-0.1207	0.2702

As presented in Table 4.7.4, p-value of interacting term is greater than 0.05 i.e., 0.4524 at 95 percent confidence interval which indicates that gender has no significant moderation effect. And, the value of LLCI and ULCI is -0.1207 and 0.2702 respectively where 0 lies in between the values. Thus, gender has no moderation effect between performance and career management and turnover intention.

Table 4.7.5

Moderation effect of gender on relationship between RM and TI

	Coefficient	Standard Error	T	P	LLCI	ULCI
Constant	6.0071	0.5955	10.0874	0.0000	4.8358	7.1785
RM	-0.8115	0.1618	-5.0143	0.0000	-1.1299	-0.4932
Gender	0.0083	0.4229	0.0197	0.9843	-0.8235	0.8402
Int_1	-0.0176	0.1145	-0.1533	0.8783	-0.2428	0.2077

As presented in Table 4.7.5, p-value of interacting term is greater than 0.05 i.e., 0.8783 at 95 percent confidence interval which indicates that gender has no significant moderation effect. And, the value of LLCI and ULCI is -0.2428 and 0.2077 respectively where 0 lies in between the values. Thus, gender has no moderation effect between reward management and turnover intention.

Table 4.7.6

Moderation effect of gender on relationship between TM and TI

	Coefficient	Standard Error	T	P	LLCI	ULCI
Constant	6.8772	0.5980	11.5012	0.0000	5.7010	8.0534
TM	-1.0518	0.1642	-6.4063	0.0000	-1.3748	-0.7289
Gender	-0.1747	0.4177	-0.4182	0.6760	-0.9962	0.6469
Int_1	0.0271	0.1145	0.2372	0.8127	-0.1980	0.2523

As presented in Table 4.7.6, p-value of interacting term is greater than 0.05 i.e., 0.8127 at 95 percent confidence interval which indicates that gender has no significant moderation effect. And, the value of LLCI and ULCI is -0.1980 and 0.2523 respectively where 0 lies in between the values. Therefore, gender has no moderation effect between performance and career management and turnover intention.

4.8 Hypothesis Testing Summary

Table 4.8

Hypothesis Testing Summary

	Hypothesis	P-value	Result
H ₁	There is significant negative relationship between talent management and employees' turnover intention.	0.000	Accepted
H ₂	There is a significant negative relationship between work force planning and employees' turnover intention.	0.462	Rejected
H ₃	There is a significant negative relationship between talent attraction and employees' turnover intention.	0.019	Accepted
H ₄	There is a significant negative relationship between talent development and employees' turnover intention.	0.127	Rejected
H ₅	There is a significant negative relationship between performance and career management and employees' turnover intention.	0.000	Accepted
H ₆	There is a significant negative relationship between reward management and employees' turnover intention.	0.009	Accepted
H ₇	There is a moderating role of gender on the relationship between talent management and employees' turnover intention.	-	Rejected

Table 4.8 displays summary of hypothesis testing results. The results indicate that hypotheses H₁, H₃, H₅ and H₆ have been accepted as their p-values are below 0.05, indicating significant negative relationship between talent management and its factor such as talent attraction, performance career management and reward management on employees' turnover intention in context of Nepalese Information

and Communication Technologies sector. Likewise, hypotheses H₂ and H₄ have been rejected as their p-values are greater than 0.05, indicating no significant negative relationship between workforce planning and talent development on employees' turnover intention in context of Nepalese information and communication technologies sector. Lastly, hypothesis H₇ have been rejected as p-value is greater than 0.05 indicating gender has no moderation effect on relationship between talent management and turnover intention.

4.9 Major Findings

Study's major findings are based on both descriptive and inferential analysis of the collected data. Descriptive analysis included calculations of frequency, percentage, mean, and standard deviation, while inferential analysis involved calculation of correlation and regression.

The results of the analysis are presented below:

- Majority of the participants taking part in the study are male.
- Majority of the participants belong to 20-29 years old category.
- Regarding the education background of employee, majority of the participants have earned at least Bachelor's degree followed by Master's degree and then by intermediate (+2) level degree.
- In terms of job position, 43.3 percent of the participants hold middle level position followed by 42.7 percent entry/ junior level and remaining 14 percent by senior level.
- 38.3 percent of employee in ICT sector belong to IT Enabled Services (ITES), followed by 28.1 percent who belong to Internet Service Provider, 18.1 percent who belong to Business Process Outsourcing and 15.5 percent who belong to Telecommunication.
- In terms of work experience, 34.5 percent of the participants have less than 1 year of experience followed by 34.2 percent with 1-3 years of experience, making ICT sector attractive to freshly graduates.

- Majority of the participants earn equal to thirty thousand and between thirty thousand to seventy thousand Nepali rupees.
- The mean score of workforce planning is 3.6140 with standard deviation of 0.76066, indicating organization with strategic actions to manage talent in long run are more likely to retain the employees.
- The mean score of talent attraction is 3.5655 with standard deviation of 0.76268, indicating that organization having good employer brand and reputation are more likely to retain the employees. Likewise, it motivates employee to be a part of that organization.
- The mean score of talent development is 3.5643 with standard deviation of 0.7919, indicating that organization conducting training and development programs to enhance employee skills and competencies are more likely to retain the employees.
- The mean scale of performance management is 3.5363 with standard deviation of 0.82684, indicating organization treating employees fairly with given career growth opportunities are more likely to retain the employees.
- The mean scale of reward management is 3.5984 with standard deviation of 0.76017, indicating organization with various financial and non-financial rewards and recognition are more likely to retain the employees.
- There is significant relationship between talent management and turnover intention in Nepalese Information and Communication Technologies sector which indicates that increase in talent management practices leads to decrease in turnover intention.
- There is significant negative relationship between talent attraction, performance and career management, and reward management on employees' turnover intention. Whereas, workforce planning and talent development indicating a lack of significant negative relationship on employees' turnover intention in Nepalese information and communication technologies sector.
- Lastly, gender does not significantly affect relationship between talent management and employees' turnover intention in Nepalese Information

and Communication Technologies sector. This finding implies that gender has no moderate effect on this relationship.

CHAPTER 5

DISCUSSION, CONCLUSIONS AND IMPLICATIONS

This chapter outlines study's findings by formulating its recommendations and identifying any potential future implications of this study. The facts and evidence supporting the conclusions is drawn from previous literature research and is compared and contrasted with similar studies. The chapter summaries the main conclusions of the study and identifies gaps and provide recommendation for future research.

5.1 Discussion

This study intended to examine the relationship between talent management and turnover intention in Nepalese Information and Communication Technologies sector. For the study, only five constructs of talent management practices (workforce planning, talent attraction, talent development, performance and career management and reward management) was taken into the consideration. The talent management strategies have a statistically significant impact on employees' intention to leave their job. The findings of this study are in agreement with those of earlier studies and support the conclusions of other research that have found a negative relationship between talent management practices and turnover intentions (Bui & Chang, 2018); (Plessis et al., 2015); (Gupta, 2019). Despite practicing talent management, ICT companies can still experience loss of labor. And the only reason behind it is because the behavior of labor turnover is influenced by alternative employment opportunities in the market (Agarwal et al., 2007); (Akgun & Lynn, 2002); (Bellou, 2008); (Martin & Roodt, 2008). In contrast, (Hoogervorst, 2009) study has presented no association between the talent management practices and turnover intention.

The findings of the study indicates that talent development has negative impact on employees' turnover intention but it was not significant. Studies have confirmed that providing employees with regular training and development opportunities

facilitates their career growth and retention within organization (Ambrosius, 2018); (Fogarassy et al., 2017); (Herman, 2005); (Osman-Gani & Paik, 2016); (Hinkin & Tracey, 2008); (Wijnmaalen et al., 2016). Moreover, employees who have growth prospects and clear career opportunities in an organization tend to be more satisfied and committed to their employer (Bhatnagar, 2007); (Rue et al., 2016). Studies have shown that employees' intentions to leave the organization decrease when they receive support from their supervisors and management (Ambrosius, 2018); (Bhatnagar, 2007); (DeConinck & Johnson, 2009); (Tymon et al., 2010). Providing employees with opportunities to express their opinions and views can enhance their sense of belonging and enhance satisfaction (Tymon et al., 2010). The findings of the study indicates that performance and career management has negative impact on employees' turnover intention. Biron and Boon (2013) have demonstrated that employees' behavior is influenced by the opportunities provided by organizations for competence development and improved performance. Consistent with prior research findings, (Santra & Giri, 2019); (Seibert & Kraimer, 2001) concluded that perceiving adequate career management can improve individual career satisfaction and decrease turnover intention. Prior studies have shown that there is connection between recruitment, performance, and job satisfaction with satisfied employees tending to remain with the same organization for an extended period (Pandey et al., 2019).

The findings of the study indicates that reward management has negative impact on employees' turnover intention. Compensation plans, which encompass competitive salaries and benefits, are critical in attracting, incentivizing, and retaining employees (Misra et al., 2013); (Walsh & Taylor, 2007). The remuneration system should account for both monetary and non-monetary rewards to meet employees' expectations, as employees who perceive fair compensation tend to stay with the organization for a longer period (Korsakiene et al., 2015); (Tymon et al., 2010). Incentives and rewards are effective strategies for retaining employees (Misra et al., 2013); (Walsh & Taylor, 2007). According to research by (Ng et al., 2016) and (Ogony & Majola, 2018) inadequate compensation packages such as low salaries

and limited benefits are likely to contribute to high rates of employee turnover. Lastly, the findings of the study indicates that gender does not moderate the relationship between talent management practices and employees' turnover intention. Several research studies have found no significant association between gender and turnover intention (Joseph et al., 2007); (Martin & Roodt, 2008).

5.2 Conclusions

The primary purpose of the study was to evaluate level of talent management and examine the influence of talent management on employee intention to leave their job in Nepalese ICT sector. In addition to that, the researchers also sought to pinpoint the most significant talent management strategies on employees' turnover intention in Nepalese ICT sector. Where, among five talent management variable performance and career management was significant factor that affected employees' turnover intention followed by reward management and talent attraction. It makes sense that performance and career management influence turnover intention most than other factors of talent management because when individual objectives are aligned with organizational objectives then employee are more satisfied with their work due to which they are more likely to stay in that organization. Similarly, second most influencing factor in Nepalese ICT sector is reward management. If ICT firms provide competitive pay package to employees and acknowledge hard work of their employees to achieve targeted goals through financial and non-financial rewards then they are less likely to leave their job.

Whereas, turnover intention in Nepalese ICT sector was least affected by workforce planning because of age of ICT work force. The majority of respondent in this study is in their early, mid and late twenty's which implies that employees after certain period feels that their growth will be stagnant because their task become more repetitive and less challenging. Similarly, another reason is Nepalese ICT firms has less number of employees which means there is less or no hierarchy in ICT firms. Employee can get promoted to few higher roles then there is ceiling to growth in their respective organization. Therefore, they don't see themselves in long run and

workforce planning does not retain employee in Nepalese ICT firms. Also, there is no strong evidence that talent development retain employees in Nepalese ICT sector. The main reason behind it is only few Nepalese ICT firms has clear career paths for its talented employees. Furthermore, researcher intended to examine moderating role of gender on relationship between talent management and employees' turnover intention in Nepalese ICT. The study found that gender has no moderation effect between talent management and employees' turnover intention in Nepalese ICT sector. The following inferences are made based on above data.

Usually, organization tend to look talent management as addition in liability to the organization but forget to accept underlying benefits offered by talent management practices. First and foremost, talent management practices focuses to attract, retain, and motivate high-skilled personnel, but they cannot completely assure that employees will not leave the job for better available opportunities in the market. Factors such as attractive pay, compensation or benefits package, balanced work-life, or greater career growth opportunities can all play crucial role in employees seeking better opportunities outside the organization. If the competitor offers more attractive package, even the most loyal and satisfied employees may consider leaving the job. Thus, it is essential for ICT companies to understand that talent management is an ongoing process that requires constant effort and improvement.

5.3 Implication of the study

The implication of this study can assist manager, researcher and organization to develop relevant model to manage and retain the talent within the organization which is cost-effective and easy to implement.

5.3.1 Theoretical implication

This study can contribute to expand existing knowledge on talent management and employees' turnover intention in Nepal. Since, the area of the study is new therefore it could add new perspective to the employer in planning and decision making regarding identifying, attracting and retaining talent in the organization for long run.

This study can benefit organization to understand talent management strategies and its impact on employee and organizational outcomes. Similarly, this study can aid to develop theories about talent management and turnover intention.

5.3.2 Managerial Implication

The findings and conclusion of this study can be used to design practical and relevant talent management strategies in context of Nepalese ICT sector and can shed light on particular requirements and difficulties experienced by ICT employees. This study can aid in recognizing significance in organizational context of the effectiveness of talent management strategies. For instance, this study can evaluate how contextual factors like working conditions, company values, beliefs, culture and industry influence relationship between talent management and turnover intention in Nepalese ICT sector. This study can provide insight into how to develop and execute more effective talent management strategies that positively impact employee and organizational outcomes by examining the employee satisfaction and engagement. Likewise, this study can help Nepalese ICT firms comprehend impact of talent management on employee retention and contribute efforts to minimize turnover intention and enhance employee outcomes. Consequently, costs associated with recruiting, training and developing new employees may decrease and increase organization productivity and boost employee morale. This study can help ICT firms to become more competent in attracting and retaining talent. The organization that invest in effective talent management practices can see improved organizational performance and can have competitive advantage over competitors that neglect to invest in talent management practices which improves employee satisfaction, engagement, and reduces turnover intention.

5.3.3 Future research

The study's objective is to bridge gap in research regarding relationship between talent management and employee turnover intention within the Nepalese ICT

sector. For further study, the researcher may develop a conceptual model integrating other talent management factors except workforce planning, talent attraction, talent development, performance and career management, and reward management. The longitudinal study on ICT employees over an extended period of time could offer more detailed insight into influence of talent management on turnover intention in Nepalese context. Likewise, further study can be conducted by examining the effect of factor such as nature, size of industry, company culture, work-life balance and job satisfaction on talent management and employees' turnover intention in Nepalese ICT sector to facilitate more comprehensive understanding of the issue.

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APPENDICES

Talent Management and Employee Turnover Intention in Nepalese Information and Communication Technologies (ICTs) Sector

QUESTIONNAIRE

Dear Respondent,

As part of MBA program at School of Management, Tribhuvan University I, Manjila Tripathi am undertaking a study on Talent Management and Employees' Turnover Intention in Nepalese Information and Communication Technologies Sector (ICTs). The study's primary goal is to determine how talent management strategies affect employees' intentions to leave their jobs in Nepalese ICT sector. Please set aside 5–7 minutes to respond to the questions. I guarantee you that every response provided by you will be treated highly confidential and used for academic purpose only.

Once again, I appreciate you deciding to participate in this study.

RESPONDENTS' CHARACTERISTICS

Please respond to the following questions in the answer box.

a. Age

Below 20

20 – 29

30 – 39

40 and Above

b. Gender

Male

Female

c. Educational level

Intermediate (+2) Level

Bachelor

Master

d. Sub-sector you are currently working on

Telecommunication

Internet Service Provider

IT Enabled Services

Business Process Outsourcing

e. Job position

Junior

Middle

Senior

f. Work Experience

Less than 1 year

1 - 3 Years

4 - 6 years

7 - 9 years

10 years and above

g. Monthly income (in Nepalese Rupees)

Below 30000

30000 – 70000

70000 – 110000

110000 – 150000

150000 and above

DESCRIPTIVE STATISTICS

A. Talent Management Construct

5-point Likert Scale (1= “Strongly Disagree”, 2= “Disagree”, 3= “Neutral”, 4= “Agree” and 5= “Strongly Agree”)

STATEMENTS	1	2	3	4	5
Workforce planning					
a. My organization has the right people with right skills in the right places.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Workforce planning in my organization is long-term focused and there is an understanding of what talent is currently in place and what is required to be successful in future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Talent in my organization is seen as a source of competitive advantage.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

d. Workforce planning is carried out broadly and consistently across all department in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Attraction					
a. My company is actively involved in communication and implementation of employer branding.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My company's good working conditions and fair wages has enabled it to attract the right talents.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My company values various search tools (such as LinkedIn, recruiting agencies and websites, newspaper ads) during selection in order to get experienced, expertise, potential and qualified employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My company supports employee training and career development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Work-life balance as well as social networking facilities in my company is a motivating factor to our employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Development					
a. My organization identifies gaps in current employee and his/her competency level.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My organization provides current employees with adequate training that allows them to do their jobs well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Identified talent have many opportunities for upward mobility (such as new roles, better compensation) in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Talents have more than one path for promotion in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Talents have clear career paths in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performance and Career Management					
a. My organization has defined performance appraisal policy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. Equal opportunities for training are provided to all employees in my organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My objectives are aligned with organizational objectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. My organization has a career development program.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My organization offers support and resources for development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reward Management					
a. My company provides financial and non-financial recognition.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. My supervisor discusses and provides meaningful and helpful feedback on job performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. My company values my work and contribution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. I believe that my company has a fair system of rewarding employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. My company sets challenging targets in my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. I have supportive and likeminded colleagues.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. My company supports a balanced lifestyle (between my work and personal life).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. My company encourages and organizes team building or other social networking activities among employees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. My company provides a competitive pay package (i.e., basic salary plus benefits such as medical aid, retirement, and pension, allowances or variable pay).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Employee Turnover Intention (TI)

5-point Likert Scale (1= “Never”, 2= “Rarely”, 3= “Sometimes”, 4= “Often” and 5= “Always”)

STATEMENTS	1	2	3	4	5
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a. How often have you considered leaving your job?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. How often do you dream about getting another job that will better suit your personal needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. How often do you look forward to another day at work?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5-point Likert Scale (5="Not at all", 4="Little", 3="Somewhat", 2="To a large extent" and 1= "To a great extent")

STATEMENTS	1	2	3	4	5
a. To what extent is your current job satisfying your personal needs?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5-point Likert Scale (1= "Highly unlikely", 2= "Unlikely", 3= "Neutral", 4= "likely" and 5= "Highly likely")

STATEMENTS	1	2	3	4	5
a. How likely are you to accept another job at the same compensation level it should be offered to you?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>