The Impact of Talent Management Practices on Employee Turnover Intentions in Rooppur Nuclear Power Plant Project: A Case Study on The Civil Engineers Ltd.

By

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A thesis submitted to the Brac Business School in partial fulfillment of the
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Declaration

It is hereby declared that

- The thesis submitted is my own original work while completing degree at Brac University.

- The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

- The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

- I have acknowledged all main sources of help.

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Approval

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Ethics Statement

I, Md. Tarikul Islam, hereby consciously assures that, the following conditions are met for this paper "The impact of Talent Management practices on Employee Turnover Intentions in Rooppur Nuclear Power Plant Project: A Case Study on The Civil Engineers Ltd."

1. This is an original work and has not been published anywhere.

2. This paper has not been considered for publication anywhere at this moment.

3. The ideas, management principles, and techniques are from my reflections and

1. understandings, and appropriate citations are used where appropriate.

4. The writer's research and analysis are accurately reflected here.

5. The views and suggestions are based on the result and are not biased toward any company.

I understand the major consequences if the Ethical Statement's rules are breached. I agree to the above statements and confirm that this submission follows the norms of Solid-State Ionics as outlined in the Author's Guide and the Ethical Statement.

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Executive Summary

The aim of this study is to explore the relationship between Talent Management (TM) practices and Employee Turnover intentions at The Civil Engineers Ltd., a Bangladeshi company engaged in construction in the Rooppur Nuclear Power Plant project. It focuses on examining how TM plays a crucial role in retaining employees in the construction industry. The research outlines essential TM components, which include talent acquisition practices, training and development, performance and career management, and recognition and rewards. Drawing insights from theories like Human Capital Theory, Resource-Based View (RBV) Theory, Social Exchange Theory (SET), few hypotheses developed that relate TM practices to lower turnover intentions. An employee survey is used as the primary method of data collection, and SPSS is utilized for analysis of data. The findings highlight the significance of TM practices in reducing employee intentions to leave, offering valuable information for enhancing employee retention.

Keywords: Talent Management (TM) practices, Retention, Turnover Intentions, The Civil Engineers Ltd., *Rooppur Nuclear Power Plant Project.*

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Table of Contents

List of Tables

List of Figures

List of Acronyms

TCEL	The Civil Engineers Ltd.
RNPP	Rooppur Nuclear Power Plant Project
TM	Talent Management
TBV	Resource-Based View
SET	Social Exchange Theory
ADP	Annual Development Program
BDT	Bangladeshi Taka
FDI	Foreign Direct Investment
HRM	Human Resources Management
GTM	Global Talent Management
SPSS	Statistical Package for the Social Sciences
TAP	Talent Acquisition Practices
TAD	Training and Development
PCM	Performance and Career Management
RAR	Recognition and Rewards
ETI	Employee Turnover Intentions

CHAPTER 1

Introduction

1.1 Background Information

Over the last two decades, Bangladesh has seen huge infrastructural development and various megaprojects ongoing over the country. For 2023, the government of Bangladesh proposed a budget with an estimated value of BDT 2,77,582 crore, allocated for the Annual Development Program (ADP). Under the ADP, various prestigious projects are being implemented across the country. Among those, the Rooppur Nuclear Power Plant, Matarbari Ultra-supercritical Coal-fired Power Plant, Padma Bridge, Hazrat Shahjalal International Airport, and Karnaphuly River Tunnel are some of the major projects. All these collectively constitute the current government's pledge to ensure holistic and uninterrupted connectivity by harnessing the power of these mega-projects. These mega-projects transformed the construction industry of the country. There was increasing modernization in the industry, both in terms of processes and technologies, such as advanced machinery, building materials, and project management systems that improved construction efficiency and quality.

Despite there being a significant positive growths and developments, a lot of challenges also press into the construction industry in Bangladesh. Some of these are inadequate infrastructure in rural areas, the cost of the upkeep of such infrastructures, lack of highly skilled laborers, workplace accidents, and environmental concerns, but still the industry remains one of the strong players in the economic development, contributing source of employment and stimulates growth in the infrastructural sectors in the country. Some of the major construction companies in the country are: Advanced Development & Technologies and so on Mir Akhtar Hussain Ltd., Assurance Builders Ltd., Toma Construction Co. & Ltd., Basic Engineering Ltd., Navana

Construction Ltd., Max Infrastructure Ltd., ABC Ltd., Building Technologies & Ideas Ltd., Kusholi Nirmata Ltd., Index Construction Ltd., and so on.

Along with local companies, some foreign companies are also playing potential roles in the industry and participating in the construction works of various mega projects, becoming another challenge to the local companies. Compared to these foreign companies, local companies are small in size, weak in financial capabilities. Though some of the local companies are still competing well, inequalities in the competition are quite apparent and thus created a remarkable gap in the market for hiring the talented as well as highly qualified workers. Companies face the challenge of competing with bigger companies at the time of hiring highly qualified employees due to limited resource companies can't compete with them (Zinyemba, 2014). In fact, high quitting rates of workers in construction projects are quite challenging as they require different kinds of employees. The requirements of a construction project recruitment range from blue collar to white, starting from daily labor, welder, fitter, technician, electrician, foreman, supervisor, admin officer, safety officer, engineers, planner, estimator, senior engineer, project manager, project director.

RNPP is a landmark in the journey of Bangladesh towards energy independence and its road to industrialization. In these ambitious ventures, the contribution of TM practices in mitigating the employees-related issues becomes highly significant, especially in enhancing employee retention (Vaiman et al., 2012). Increased turnover intentions threaten project timelines, inflate costs, and hamper project continuity-features that are complex and highly participatory in nature. Like other firms, TCEL also faces some problems in retaining highly qualified engineers and technicians whose skill and experience have become very important factors to support the requirements of safety and quality standards (Cheese et al., 2008). Due to the

complexities of technical expertise and stringent regulations like the nuclear industry, firms require effective TM practices related to focused people, detail-oriented training, and sound career development approach (Cappelli. 2008). Hence, this study will attempt to shed light on how such TM strategies encourage attitudes of flexibility and create a competent and committed workforce in these vital fields.

1.2 Problem Statement

The RNPP is the first nuclear-based power project undertaken in Bangladesh and is considered a big stride that the country is undertaking to build up its energy security and economy. Yet there are a lot of obstacles in the way to successful completion, of which high employee turnover intention is prevalent, particularly at The Civil Engineers Ltd. This kind of intention of turnover postpones the project schedule, results in additional costs in terms of recruitment and retraining, reduces the level of efficiency, and speeds up the loss of valuable knowledge that is of great importance to the project. Such intentions of turnover delay the project schedule, lead to extra costs related to recruitment and retraining, decrease the level of efficiency, and accelerates the loss of precious knowledge, which is crucial for the project (Cascio, 2006).

Workers quitting rate is extremely high in the construction industry as it contains some features that consist of job pressure, restricted vertical mobility, and inefficient talent management practices (Rudd, 2016). The nature of large-scale infrastructure often demands intensive and committed skilled labor which might influence the high turnover intentions due to its critical work nature (Hassan et al, 2019). After all, even organic retention focuses on recognition and development opportunities; if not available, this makes employees develop turnover intentions and drives them into an unpredictable cycle of instability, which is harmful for project and employee performance (Saks, 2006).

Hence, it is based on the TCEL conceptual model regarding a target such as the Rooppur project and can be considered for analysis in order to inspect the causes of turnover intentions among these employees. That is an important concern to be tackled within the purview of the future viability of TCEL vis-a-vis Rooppur Nuclear Power Plant with wide implications in the energy sector in Bangladesh (Bashir et al., 2019). Consequently, the dynamics of employee turnover intentions and their dating with expert management practices are very important with regard to the development of strategies for enhancement of the balance of the body of workers and mission effectiveness. The current study is therefore focused on the establishment of causes for these turnover intentions and further examination of the efficacy of TM practices with respect to them.

1.3 Objectives of the Study

The purpose of the study is to assess the outcome of TM practices on turnover intentions in the employees at Rooppur Nuclear Power Plant Project, with special focus on The Civil Engineers Ltd. Specific objectives of the study are as follows:

1. To identify the impact of certain aspects of TM practices on employees' intentions to leave.
2. To support academic research by providing valuable suggestions for future enhancements.

1.4 Significance of the study

To avoid high turnover which is often detrimental to large-scale engineering projects, it is essential to understand how TM strategies function effectively (Huselid, 1995). High-performance HR practices such as career development, training and employee engagement

have been found to be significantly capable of reducing turnover intentions through enhancement of job satisfaction and organizational commitment (Collings & Mellahi, 2009). Nuclear power plant projects need a highly skilled and stable workforce because their work is specialized and its safety regulation is strict (Sundaray, 2011). The use of effective TM practices can therefore result in an improved retention strategy for ensuring continuity, safety and project success (Cappelli, 2008). A case study like this will enhance both academic literature and practical knowledge by providing practical insights for HR and project management personnel on how they can reduce turnovers in high-stakes specialized mega-projects.

1.5 Limitations of the study

This target population involves employees of The Civil Engineers Ltd. working at the Rooppur Nuclear Power Plant Project; it may therefore not be representative of the workforce in various contexts or projects. Its accuracy will be assured by the integrity of the respondent's responses to the survey questions. The construction of the nuclear power plant project is unique in Bangladesh; thus, findings might not apply to other industries or geographical locations in view of specific context that pertains in Bangladesh.

CHAPTER 2

Organizational Overview

2.1 Overview

TCEL is a construction firm established in the year 1972 and incorporated as a limited company in 1977 with an objective to fill up the vacuum in the total technical approach and know-how in the field of civil construction and more specifically to assist and contribute in the construction industry of the nation up to an international standard. The organization is owned, directed, and operated by experienced professional engineers with includes a contingent of high-quality structural and construction engineers along with qualified professional architects who, under the TCEL, have launched nationwide construction activities for economic growth by completing numbers of multi-storied residential buildings, industrial buildings, power stations, hospital buildings, factory buildings, irrigation, hydraulic structures, bridges and flood control projects etc. TCEL is also experienced in constructing piling, asphalt concrete plants and pile caps. Since its inception it has rendered comprehensive professional services in the construction sector and has been responsible for completion of a large number of projects in the construction arena of the country. TCEL consists for the following divisions:

- **Construction division**
- **Electro-mechanical division**
- **Real Estate division**

The organization had remarkable growth in the industry and became a pioneer in the country. It has maintained an average yearly turnover of BDT 11,846 million in the last five years from 2015 to 2020. The firm's corporate office is located at Civil Engineers Bhaban, 69, C/A, Mohakhali, Dhaka 1212, Bangladesh.

2.2 List of Major Projects by TCEL

From 1972, in fifty years The Civil Engineers Limited completed numerous projects all over the country. Following are the projects which value more than BDT 500 million.

Name of the Project	Vale in BDT (m)	Status	Completion
Nuclear Power Plant Project at Rooppur, Ishwardi, Bangladesh	5,000	**Ongoing**	2025
Gandharbpur Water Treatment Plant Project at Araihazar, Narayanganj, Bangladesh	500	**Ongoing**	2023
Construction of Office Building at Super Critical Coal-Fired Power Plant Project, Matarbari, Cox's Bazar, Bangladesh	943	Completed	2019
Construction of Delta Hospital, Dhaka, Bangladesh	650	Completed	2018
Construction of 20 storied residential building of Public Works Division, Dhaka, Bangladesh	1,510	Completed	2017
Construction of Cement Millis of Unique Cement Industries, Narayanganj, Bangladesh	750	Completed	2015
Construction of main factory building and other facilities of Amann Bangladesh Ltd., Gazipur, Bangladesh	400	Completed	2014
Constructions of 10 stories Officer Building of Public Works Department, Dhaka, Bangladesh	515	Completed	2012
Construction of Cement Millis of Akij Cement Company Limited, Naryanganj, Bangladesh	785	Completed	2008
Construction Shaheed Ziaur Rahman Medical College & Hospital, Bogra, Bangladesh	730	Completed	2007
Construction of 20 storied corporate office building of The Civil Engineer Limited, Mohakhali, Dhaka, Bangladesh	425	Completed	2005

Construction of media building and installation of plant & equipment for Media center, Gazipur Bangladesh	415	Completed	2004
Construction of 10 storied Factory Building of Kazipur Fashions Limited, Gazipur Bangladesh	820	Completed	2003

Table 1: List of Major Projects by TCEL

2.3 Contribution to the Economy

The Civil Engineers Limited (TCEL) has, in a way, become a major player in the country's construction and infrastructure scene. They are especially known for their part in big-time projects like the RNPP. Now, the Rooppur project is arguably one of the largest construction endeavors in Bangladesh and aims to produce about 2,400 MW of power. This is a pretty crucial addition to the country's energy grid because it will help satisfy Bangladesh's increasing demand for electricity and support its quick economic development (Ministry of Power, Energy & Mineral Resources, 2022). TCEL's involvement highlights its ability to handle very large-scale projects that need quite sophisticated technology along with a great deal of accuracy and skill in civil engineering. In that case, direct participation in the construction of this RNP project can foster the in-country energy infrastructure and the economy of the country as a whole. The project is constructed in collaboration with the Russian state-owned company Rosatom, which eventually brings in a big portion of FDI. In this respect, the collaboration enables the development of advanced engineering technologies and skills in Bangladesh and capacitates the local construction and engineering sectors at an overall increased level (World Nuclear Association, 2021).

In addition, TCEL also contributed to providing considerable numbers of jobs directly and indirectly in the local community because it employs various professionals, including engineers, construction staff, and administration. In this way, it contributes in a way to reduce

unemployment, but it also helps to improve the quality of local labor available as a derivative (Bangladesh Institute of Development Studies, 1993). The firm's reputation is also promoted as a result of their involvement with this prestigious project. By securing a taxing set of nuclear infrastructure projects under the auspices of the Bangladesh Institute of Development Studies, the company has been leading on the country's civil engineering front. The company has equally been in a position to attract other opportunities at the local level and internationally due to directly participating in the project. Thus, while undertaking the Rooppur Nuclear Power Plant project, TCEL will contribute not only to infrastructural construction but also be playing its role for quickened economic development in Bangladesh, ensuring technological progress and making the country one of the powerful players in global nuclear energy activity. This basically proves that TCEL is highly committed to the infrastructural development of the country and its economic capacity in such a way that it ensures the path to sustainable and industrialized growth (Asian Development Bank, 2022).

CHAPTER 3

Literature Review and Hypothesis Development

3.1 Overview

Organizational strategy, in the contemporary context, rely essentially on TM, which acts as a harbinger of fulfillment for current and future needs of a firm. The conceptual framework of talent management synthesizes the varieties of theories and practices in ensuring maximum utilization in recruitment, growth, and retention of the employees. Over time, it developed into a critical practice in HRM. The primary approach involves the attraction and development of competent workers and retaining them in the workplace to ensure the success of an organization. Several underlying theoretical frameworks of TM detail the practices and outcomes of TM.

TM is seen as a comprehensive process encompassing the aspects of attraction, development, and retention of competent workforce. Effective TM approaches are considered very critical in optimizing employee performance for organizational success to meet organizational goals and sustain competitive advantage. Some key elements have been singled out from research in successful talent strategies. For instance, alignment of TM with organizational goals, such as achieving high levels of involvement or engagement of staff, is important (Collings & Mellahi, 2009). According to Noe et al. (2004), spending resources on continuing education and careers development opportunities had the effect of raising staff job satisfaction along with a decreased turnover. To make performance management system effective, the setting of critical goals along with frequent feedback sessions must be provided. Recognition also plays an effective role in motivating and increasing the productivity of staff. Moreover, creating a supportive work environment that bolsters positive work relationships and work-life balance can lead to significant rises in the level of job satisfaction of workers, hence influencing employee

retention so strongly across all organizations (Kramar, 2014). Additionally, there should be data-driven approaches in which organizations utilize data to find and bridge the gaps in the capability while moving into the strategic levels of human resource planning. In the end, it is a structured approach toward a talent management strategy that assimilates all these elements which can result in improved organizational outcome and a sustained competitive advantage.

3.2 Theoretical Foundations of TM

3.2.1 Human Capital Theory

Human Capital theory developed by Becker (1964) postulates that investment in education and training and skill enhancement of workers improves their productivity and also the organizational performance. This theory emphasizes that knowledge, skills and abilities of employees are very valuable assets which yield significant returns (Lepak & Snell, 1999). The theory has found extensive application in the field of TM, supporting the notion of high investments in employee development programs as a prerequisite for the formation of competitive human capital (Wright et al., 2001).

3.2.2 Resource-Based View (RBV) Theory

The theory of Resource-Based View was first introduced by Wernerfelt (1984), and then later it was extended by Barney (1991). According to RBV, certain assets and skills of the companies are main causes that can help maintain the competitive advantages of the firms over a long period. The RBV postulates that such resources, which are valuable, rare, inimitable, and which have no substitutes, create sustainable advantages, as they would allow a firm to uniquely create or deliver value to customers more effectively than its competitors (Barney, 1991). These resources can be tangible, including physical resources, or intangible, made up of particular

expertise and competence, organizational culture, and brand reputation, among others (Peteraf, 1993).

3.2.3 Social Exchange Theory (SET)

The social change theory described by Blau (1964) deposes those social actions emanating from the change programs targeted to increase profit and reduce cost in the workplace. These theories propose that manager's intention, attitude towards fairness, support and mutual responsibility are the influencing factors in their level of involvement and intention to stay (Cropanzano & Mitchell, 2005). TM practices embodying social change theory include practices that make the working environment supportive, with the employees as valued resources and investment in career development opportunities, recognition programs, and providing fair compensation to employees. Research findings indicate that perceived organizational support and perceived organizational fairness are conditions that, if perceived, will result in employees having greater job satisfaction than otherwise and will reduce the intention to quit (Eisenberger et al., 1986).

3.3 Employee Turnover

Employee discretion has emerged as a crucial factor impacting businesses globally in recent decades (Manzano-García & Ayala-Calvo, 2014). According to the findings of previous studies, inefficient employment strategies, restriction of growth and development opportunities for employees, disturbance in working relationships, excessive workload, and lengthy turnover process have been critical reasons for high turnover. This involves understanding organizational retention and the drivers of employees to turn over. The literature has documented various reasons employees may quit their jobs, which include, but are not limited to, job stress, job satisfaction, job security, working conditions, motivation, salary, and wages.

According to Al-Suraihi et al., (2021), the costs of employee turnover have turned out to be an important source of financial burden for any organization, as these costs may reduce productivity and thwart growth, competitiveness, and profitability. However, for companies to apply various strategies that can retain employees and reduce labor turnover, the needs of the employees have to be understood. Taking necessary initiatives to satisfy these needs can increase job satisfaction, productivity, motivation, and commitment, which results in reduced turnover, absenteeism, and performance problems. According to research, employees wanted to stay in those organizations where career opportunities were provided to them. In this regard, it has been proved that by offering good salaries and remuneration, the intention of attracting and retaining employees will be well served.

3.4 Employee Turnover Intentions

Employee turnover intention refers to the tendency or likelihood of employees leaving the organization of their own volition. It has been one of the most highly studied concepts related to organizational performance and productivity and employee morale. The origin of the whole concept of turnover intentions dates back to the Model of the Turnover Process proposed by Mobley (Mobley, 1977), which suggested that turnover precedes job dissatisfaction flowing into thoughts about quitting and then job search behaviors and finally, the decision to leave. This view is based on Ajzen's Theory of Planned Behavior, that says turnover intentions are influenced by an individual's job attitude, subjective norms, and perceived behavioral control (Ajzen, 1991). Of these, job satisfaction has emerged as a consistent predictor of turnover intentions. For instance, Herzberg's Two-Factor Theory provides that intrinsic factor, which includes those of job satisfaction and the tangible ones that include pay and work environment, is also a major contributory factor to an employee's intention to either stay or leave (Herzberg, 1966). Meyer and Allen's Three-Component Model of Organizational Commitment elaborated

the explanation that the greater an employee's affective commitment-that is, attachment to an organization-the lesser will be his or her intentions for turnover. Continuance and normative commitments also bear significance in relation to this decision-making process of leaving the organization or continuing to stay with it (Meyer & Allen, 1991).

On the other hand, job embeddedness theory, suggests that even when satisfaction with the job is low, turnover intentions could be lower as a result of linkages developed with one's job, fit with the organization, and perceived sacrifices upon leaving (Mitchell et al. (2001). The style of leadership and work environment also plays a major role in determining turnover intentions (Bass, 1985). Research reports describe the work environment created by Transformational Leadership as inspiring and individually supportive; it is for this reason that the latter can decrease turnover intentions. On the other hand, toxic work environments that describe conditions of high work stress and bad relations with other people increase turnover intentions. The situation is comparable to the theory proposed by the Job Demand-Control Model: when there are high job demands and minimal job control, it leads to job strain and consequently increases turnover intentions (Karasek, 1979). Besides, there exist external factors such as economic conditions; during times of economic downturns, employees will not leave just because other good alternatives are unavailable, whereas good economic conditions raise the intention of quitting due to perceived better opportunities elsewhere (Trevor, 2001). The social factors such as work-life balance also emerge as key predictors of turnover intentions. The Work-Family Conflict Theory highlights that employee who experience conflict between work and family roles are more liable to develop turnover intentions because of associated stress and dissatisfaction (Greenhaus & Beutell, 1985).

3.5 Factors of Employee Turnover Intentions

Among the most scrutinized aspects of organizational behavior research, employee turnover intentions are influenced multifariously-from individual characteristics to organizational dynamics. Job satisfaction has always emerged as a prime determinant, where extensive research proves that dissatisfaction related to job roles, compensation, and work conditions increases the probability of turnover intentions. These could be due to intrinsic influences, such as opportunities of achievement and recognition, or extrinsic, as in the case of salary and work environment, to which Herzberg's Two-Factor Theory contends an employee will decide to stay or leave (Herzberg, 1966). Organizational commitment is another critical factor, signing that the employees who are emotionally involved with the organization from Meyer and Allen's Three-Component Model is not likely to show turnover intentions while motivated by the costs of leaving are likely to consider leaving under certain circumstances, and those who experience a sense of obligation to stay do so to avoid this kind of turnover (Meyer & Allen, 1991).

The third predictor of turnover intentions coincides with leadership style. The research shows that transformational leadership inspires, creates motivation in workers, and hence reduces turnover intentions since an enabling and engaging work environment is created (Bass, 1985). Transactional or authoritarian types of leadership styles, on the other hand, mainly aim at control and compliance, and this may create turnover intentions due to the absence of inspiring activities to engage the employees and satisfy them (Podsakoff et al., 1996). Besides, stress at the workplace and the general environment have essential predispositions for the intention to leave. According to the Job Demand-Control Model, jobs that are demanding and yet have low control over work bear job strain, which is one of the contributors to higher turnover intentions (Karasek, 1979). Along the line of demands and resources, the model by Demerouti et al. (2001), Job Demand-Resources Model, tends to point in the direction that burnout owing to the

insufficiency of resources to accommodate the demand of the job is a prime precursor in beating a path.

The following concept of job embeddedness, Mitchell et al. (2001), further clarifies the notion of turnover intentions by incorporating the feeling or connectedness an employee has with their job or their community. Strong organizational ties, a good fit within the job, and perceived sacrifices associated with leaving are related to lower turnover intentions. On the other hand, balanced work-life is considered nowadays one of the most important factors impacting turnover intentions. For instance, employees whose job demands interfere with family responsibilities-that is, work-family conflict (Greenhaus & Beutell, 1985) would have higher turnover intentions due to the associated stress and dissatisfaction.

Another external perspective-like economic conditions-influences turnover intentions as well. Employees may have fewer intentions to quit the job in bad economic times because they would perceive it to be highly challenging for them to locate a new job (Trevor, 2001). On the flip side, when the economic conditions are good, with abundant job opportunities, turnover intentions may kick in significantly with a sense of surety since they would find one soon that may be better. In short, the intent of employee turnover has many facets, which encompass an individual, organizational, and external complexity. Understanding these factors clearly will certainly assist any organization aiming to create successful retention strategies, consequently decreasing voluntary turnover.

3.6 Talent Management (TM)

In this context, TM involves a methodical and strategic approach to drawing in, nurturing, retaining, and utilizing the skills and abilities of individuals within an organization. It is steadily

being recognized as a critical factor in sustaining competitive advantage in today's sporadically volatile environment of business. The conceptual underpinning for TM is provided by the resource-based view of the firm, wherein human resources are identified as one of the sources of sustaining competitive advantage when resources described could be differentiated as valuable, rare, inimitable, and non-substitutable (Barney, 1991). Workforce or talent management practices are intended to guarantee that organizations have the right talent on the ground to boot up their business strategies. According to Lewis and Heckman (2006), The area of TM includes various procedures like hiring, identifying future leaders, developing leadership skills, and evaluating employee performance, all aimed at maximizing employees' performance and potential.

At the center of TM is talent acquisition, where the organizations attempt to attract the best talent by branding themselves as good employers that offer competitive remuneration and apply strategic recruitments. Collings and Mellahi (2009) noted that TM is all about identifying and developing high potentials or more correctly the 'A players'. Succession planning generally targets high-potential employees to ensure that key leadership positions are always filled with individuals who can handle the capacity for leading an organization in a strategic direction. The development of leadership and succession planning go hand in hand, as companies invest in training programs to enhance the capabilities and expertise of their staff for potential future leadership roles within the organization (Conger & Fulmer, 2003).

The other core component pertains to TM aligning individual performance with the goals and objectives that the organization sets. This is ensured through regular feedback, goal setting, and performance appraisals. Armstrong (2006) has reiterated that proper performance management would contribute to enhance worker's performance and also provide necessary reinforcement

for achieving behaviors and outcomes that provide great impetus in organizational success. Talent retention supports continuity and reduces worthless costs of high turnover. Strategies for retention may include competitive remunerations, opportunity to grow in a career, positive organizational culture that generates interest and satisfaction of the employees (Hughes & Rog, 2008).

Global Talent Management (GTM) has, in the global scenario, become a focus area, primarily for MNCs, which have to operate across different cultural and geographical environments. As Tarique and Schuler (2010) note, GTM is all about such global leader development that can tap into the complexities inherent in international markets, manage cross-cultural teams, and drive global business strategies to successful ends. It is in this tenet Schweyer (2004) encapsulates how different technologies were integrated into the processes of TM, thereby essentially giving birth to a new paradigm in the organization of talent. This includes e-recruitment, online learning platforms, and talent analytics, among others, which have come to increase the efficiency and effectiveness of practices related to TM.

In essence, TM is a multidimensional and strategic approach that houses various processes put into place to maximize human potential toward the realization of organizational objectives. Efficient management of talent within organizations serves to facilitate competitive advantage, drive innovation, and ensure successful performance over the long term within the complex competitive business environment.

3.7 Dimensions of Talent Management

The dimensions of TM refer to the strategic and operational practices that organizations use while attracting, developing, retaining, and deploying talent effectively. Attraction and

recruitment have been considered the core dimension of TM when organizations try to locate and secure the best brains through projecting a strong employer brand, offering competitive compensation, and developing attractive job opportunities. As underlined by Stahl et al. (2012), the selection strategies need to be paralleled by the organizational long-term goals in which the appropriate talents are integrated in order to drive future success. The second important aspect is development, which introduces further enhancement of skills, competencies, and capabilities in a potential leader's leading style through training, mentorship, and continuous learning experiences, as explained by Garavan et al. (2012). This dimension is very important because it develops one's responsiveness to newly arising challenges in the workplace and opens up career development opportunities within the organization.

Retention is another essential element of TM and shows ways that can be pursued to retain the commitment of top talents in the long term within the firm. In addition to competitive pay and benefits, this also refers to opportunities for career growth, work-life balance, and enabling organizational culture (Hughes & Rog, 2008 The identification and development of internal talent to fill key leadership positions, ensuring organizational continuity and smooth transition of critical roles is closely related to succession planning. Rothwell (2005) adds that through effective succession planning, an organization is able to maintain leadership stability and avoid disruptions that might be caused when someone leaves suddenly.

Another crucial dimension is that of performance management through which regular feedback, goal-setting, and performance appraisals align the individual's performance with organizational objectives (Collings & Mellahi, 2009). This also makes sure that people are not only performing effectively in their present roles but also develop all the skills and competencies necessary for future roles. Besides, talent engagement, though increasingly

referred to as a key dimension of TM, deals with the creation of an intellectual-emotional bond that links the employees with the organization. The chances of engaged employees staying on with the company and being productive in contributing towards its success and being brand ambassadors are higher. Therefore, as Schiemann states, engaged employees represent yet another benefit of TM (Schiemann, 2014).

Employee recognition and rewards are the core elements in TM, as these help to recognize and reward good performance and thereby influence job satisfaction and minimize the rate of turnover. Recognition programs, for instance, result in a significant increase in motivation and employee engagement if aligned with organizational goals (Aguinis et al., 2013). The other key dimensions involve performance and career management, which includes the systematic evaluation of employee performance and provides the employees with an opportunity for career development. According to Armstrong, effective performance management ensures that individual objectives align with organizational goals, while career management develops paths for advancement that promote long-term retention (Armstrong, 2006).

According to Noe et al. (2004), training and employee development are significant in enabling employees to achieve effective skills and knowledge to perform their jobs effectively and respond to the dynamic business environment. Continuous learning opportunities improve not only individual competencies but also overall organizational performance. TM is based on Talent Acquisition practices with the emphasis being on attracting and selecting individuals who culturally fit and will satisfy the future strategic needs. Recruitment strategies have been hailed as a success in helping to secure top talent in competitive markets (Collings & Mellahi, 2009).

Succession planning ensures identifying and developing high-potential employees for future leadership positions (Rothwell, 2005). This dimension is critical in terms of organizational stability and continuity in leading positions. The perceptual elements of support and leadership style also bear immense relevance since they have a direct influence on the level of engagement and productivity among workers. Therefore, the transformational leadership style that embeds support, inspiration, and empowerment has been found more effective in reducing turnover intentions and strengthening organizational commitment (Bass & Riggio, 2006). Finally, induction and initial socialization processes are responsible for better integration of the new recruits into an organization and the development of the ability to understand the corporate culture and adjustment of expectations in conformity with organizational objectives. The effective onboarding and socialization practices reduce early turnover and enhance commitment (Bauer, 2010).

3.8 Talent Management and Turnover Intentions

The practices of talent management are designed to attract, develop, retain, and make effective use of employees, and they have a positive effect on employees' intentions to leave their jobs. Among the effective approaches to talent management include recruiting talent, training and development of employees, performance and career management as well as employee recognition and rewards, all of which play a very crucial role in reducing turnover rates and enhancing organizational stability.

To bring down the desire to leave work, foundational actions must be taken in acquisition of talent. For long-term retention to occur the match between candidates' expectations and the realities that exist within the organization must be found. Recruitment stage process according to Kristof-Brown et al. (2005), of ensuring that employees' values are in line with

organizational culture promotes high job satisfaction while minimizing turnovers (Kristof-Brown et al., 2005). During recruiting transparency and realism ought to be exhibited so that prospective employees get a clear picture of what awaits them after securing employment thereby reducing chances of early turnover among new hires (Phillips, 1998).

Training and development also play a significant role in managing employee turnover. An effective training program can help improve the skill of an employee and satisfy their job, commitment, and engagement towards an organization. In support, Noe and others studies have evidenced that training improves employee competence and confidence which increases job satisfaction and reduces turnover intention (Noe et al., 2004). In addition, career growth opportunities are important, as employees who take opportunities for growth and development within the organization tend to stay longer (Ng & Feldman, 2010). Structured onboarding and initial training are also important, as they help new hires to adjust to the organization and reduce turnover during the initial phase (Bauer et al., 2007).

Performance and career management practices are also some of the major determinants of turnover intentions. Regular and constructive performance reviews make employees understand their performances and where improvement is needed, thereby increasing job satisfaction and reducing turnover intentions of the employees (Judge & Ferris, 1993). Goal-setting practices have been found to enhance motivation and performance and to affect resource retention positively when effectively implemented (Locke & Latham, 2002). In fact, clear career perspectives and support in development result in higher employee engagement and lower intentions to quit (Greenhaus et al., 2000).

To manage employee turnover effectively, recognition and rewards can be another crucial factor of TM. Recognition for the efforts and achievements made by an employee has an impact on job satisfaction and organizational commitment. Eisenberger and et al. (1986), assert, perceived organizational support by rewards and recognition lowers the intentions to leave the organization. This means rewards must ensure the aspect of being fair since fairness in rewards makes employees satisfied and loyal to their organization.

3.9 Research Framework

The aim of the current research is to examine the impacts of TM practices on employee turnover intentions in the context of the Rooppur Nuclear Power Plant Project, centering upon a specific company, namely, The Civil Engineers Ltd. In this research, four dimensions are taken into account with a view to explaining TM practices, including Talent Acquisition Practices, Training and Development, Performance and Career Management, Recognition, and Rewards. The framework of the study shown in the figure below.
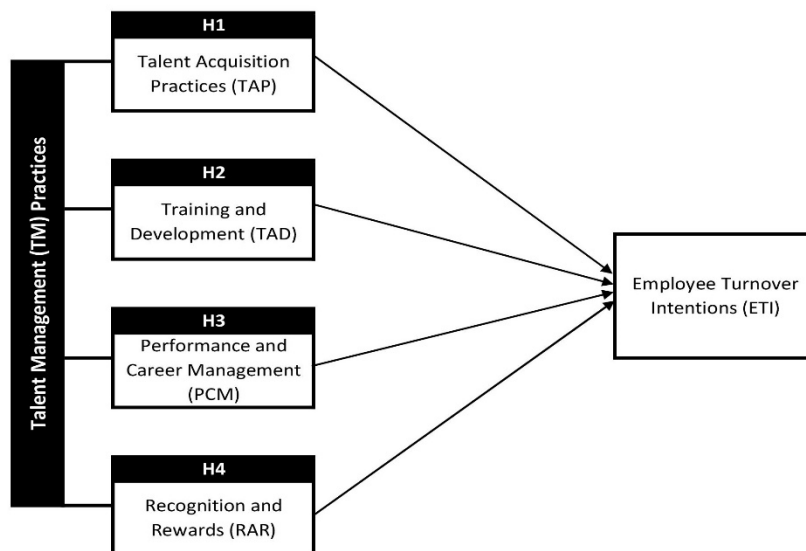

Figure 1: Conceptual framework of the study

3.10 Hypothesis Development

3.10.1 Relationship between talent acquisition practices and employee turnover intentions

The study of the association between talent acquisition practices and intentions to quit is a very important dimension in HRM studies. Initial recruitment and selection are considered the prime influencer of long-term employee retention. It is as important to make sure that the people who are hired will be a good fit for the culture and values of the organization, as well as its strategic objectives, as it is to acquire talent in terms of attracting and selecting candidates. Evidence exists that a suitably designed talent acquisition process can result in stronger person-organization fit, which in itself is considered a major predictor of intentions to leave an organization (Kristof-Brown et al., 2005). Employees who believe that they align with the culture and principles of their companies are more inclined to be content with their jobs and therefore less inclined to depart from their employer (Chapman et al., 2005).

The best practices in talent acquisition are not about filling positions; instead, they turn into strategic recruitment initiatives to meet the present and future needs of the organization. For instance, Collings & Mellahi (2009), contend that a strategic approach to talent acquisition involves taking a systematic bundle of practices that comprise employer branding, focused recruitment programs, and tightly structured selection processes that ensure the candidates selected are not only competent in terms of their technical skills but are also likely to fit into the culture of the firm. Needless to say, such alignment is significant, as incongruence between a worker's values and those of the organization will result in negative feelings of dissatisfaction, disengagement, and even higher turnover intentions (De Boeck et al., 2018).

Advanced selection tools, such as psychometric testing and structured interviews, may bring about better quality of hire, thereby improving the retention quality of one's employees (Ryan

27

& Tippins, 2004). These tools help not only in assessing the candidates' skills and qualifications but also their fit within the organization culture and their long-term potential. Individuals who felt that the recruitment process was fair and transparent and reflected job realities reported feeling satisfaction and commitment to their jobs led to a decrease in their intentions to leave the company (Hausknecht et al., 2009).

Another important cause is onboarding, which extends the process of acquiring talent. A structured and supportive onboarding process will help the new employees to fit into the organization, understand their roles and expectations, and develop rapport with colleagues. This positive experience at the onset will go a long way in developing long-term commitment and reduce the likelihood of them leaving the organization prematurely (Bauer et al., 2007). A study by Allen (2006) indicated that organizations that invest in effective onboarding programs tend to record fewer turnover rates because such programs align the new employees with the expected organizational culture and expectation from the beginning.

Based on the literature insights, it is apparent that strategic talent acquisition practices help ensure lower employee turnover intentions. In effect, good recruitment and selection, combined with a better onboarding experience, could enhance the fit between the employees and firms by increasing the level of job satisfaction and reducing turnover intentions. Therefore, from this review, a hypothesis that could be developed as:

Hypothesis 1 (H1): There is a negative relationship between effective talent acquisition practices and employee turnover intentions.

3.10.2 Relationship between employee training and development and employee turnover intentions

The process of employee training and development involves providing employees with the necessary skills, knowledge, and competencies to perform their present role more effectively and prepare them for future career advancement. Several research studies have suggested that where employees within an organization are invested in through training and development, intentions to leave are significantly lowered since workers will tend to become satisfied with their jobs, organizationally committed, and perceive a greater personal value within the company (Aguinis & Kraiger, 2009). In this connection, therefore, when the organization seems concerned with their professional growth, there is the likelihood that employees may feel valued and supported. In turn, such an outcome would be a product of loyalty being cemented on their part and reducing their intentions to look elsewhere for opportunities (Tharenou, 2001).

One of the most key ways in which training and development influence turnover intentions is through job satisfaction. In this regard, studies have demonstrated that those workers who are better trained show more confidence in their ability to perform their job, suffering less job-related stress and having greater job satisfaction accordingly (Egan et al., 2004). On the other hand, this would imply fewer intentions of turnover because satisfied staff unlikely to depart from an organization in which they see themselves capable and appreciated. Training and development opportunities matching career ambitions of employees lead to greater commitment to the firm since employees are more likely to stay longer in a company that supports their long-term career interests (Meyer & Allen, 1991). This link between career development at a personal level and organizational objectives will mean that both parties get some benefit from this linkage, thus reducing the intent to leave further.

Moreover, the existence of career development opportunities may be seen to reduce labor turnover by providing the means by which careers can be developed within the organization through mentoring, coaching, and succession planning. Workers who perceive the availability of chances for growth and development within their current place of work are less likely to look for external opportunities because their career needs are being satisfied inside it (Kraimer et al., 2011). On the other hand, low training and development lead to high turnover intention since employees would have a sense of redundancy in the workplace and lack any future outlook from such an organization (Kyndt et al., 2009). If such a condition continues, it would be viewed as a dead-end job and hence make the workers leave to join another organization that offers better development opportunities.

In a nutshell, the literature about turnover intentions seems to strongly support the fact that training and development hold the key to reduced turnover intentions among employees. As an organization invests in continuous professional growth, there is greater job satisfaction, organizational commitment, and, above all, one can have well-defined avenues for career advancement that altogether help reduce turnover intentions levels. Thus, a hypothesis from this review would be:

Hypothesis 2 (H2): There is a negative relationship between employee training and development programs and employee turnover intentions.

3.10.3 Relationship between performance and career management and employee turnover intentions

A major insight by which talent can be retained in organizations relates to the linkage between performance and career management practices and employee turnover intentions. Performance management can be defined as a process of linking set targets with clear agreements, regularly giving and receiving feedback on particular set goals, and finally appraising an employee's performance, while career management can be defined as the planning and progression of one's career in the organization. Studies show that an effective performance management practice causes a drastic reduction in the intention of employees to leave, given that the practice itself provides fairness, recognition, and development ability to the employees (DeNisi & Murphy, 2017). This shows that perception of the fairness of employees' performance appraisals, beside the credibility of actions of those in charge, will reduce employees' feelings and intentions of seeking another job. That is, employees will experience a sense of value and psychological bonding with the organization, hence the reduced turnover intentions (Elicker et al., 2006).

Moreover, career management practices play a huge role in changing employees' commitment to an organization in the long run. Organizations that lay down a clear path of career development along with continuous guidance for uplifting their career and building their skill set help employees to envision their future in the organizational perspective (Govaerts et al., 2011). This reduces turnover intentions by virtue of simply aligning individual career aspirations and goals with that of the organization. Those who perceive career growth opportunities are less inclined to look for other jobs, since their career growth needs would have been met by the existing organization (Tharenou, 2001). Contrastingly, the absence of career development is attributed to higher levels of frustration and disaffection. This may stimulate the employee to leave the organization for pastures new (Kraimer et al., 2011).

The integration of performance into career management practices is most effective in lessening turnover intentions. In particular, linking performance appraisal to career development can make employees view the growth process as a whole, whereby current achievements have an impact on the future (London, 2003). This, in turn, builds an increased commitment toward the organization from the individual when his or her efforts and processes become consciously associated with his or her career advance (Baruch, 2004). Also, more personalized career management programs, like mentoring and individual coaching, strengthen this link both in terms of specialized advice and support and, as a result, makes job satisfaction higher and reduces turnover more (Orvis & Ratwani, 2010).

The complete performance and career management practices literature now supports the hypothesis that these practices are critical in reducing employee turnover intentions. Employees who feel that they are being evaluated and recognized fairly and are given avenues for career advancement achieve better job satisfaction status and are more committed to the organization than others, increasing the possibility that they will be retained by the organization for extended duration. Through the study of literature, the formed hypothesis is:

Hypothesis 3 (H3): There is a negative relationship between well-structured performance and career management systems and turnover intentions

3.10.4 Relationship between Employee recognition and rewards and turnover intention

An important research area consists of the links between employee recognition systems and rewards and employee turnover intentions. This area highlights how recognition and compensation practices influence employee retention. Employee recognition systems and

rewards are fundamental characteristics in human resource management. Recognition denotes appreciating employees in regard to their efforts and achievements, while the term reward is utilized in terms of tangible benefits, including bonuses, promotions, or salary septuplets. This is further evidenced by several studies revealing the effectiveness of strong links between recognition and reduction of effective reward systems with reduced employee turnover intentions. For instance, Allen and Shanock (2013), as well as Mone ad London (2018), put it that, to the extent that employees are compensated and efforts are acknowledged, so is job fulfillment derived, and that significantly is behind managing the turnover. In contrast, poor recognition and rewards will lead a staff to feel unappreciated and dissatisfied, subsequently increasing the chances that a staff will leave an organization (Ghosh et al., 2013).

Recognition is said to be effective in satisfying the psychological needs of an employee to feel appreciated and to belong; thus, reducing his or her intentions to voluntarily quit (Deci & Ryan, 2000). Employees, who tend to feel regularly recognized for their work are more likely to be involved and committed to their organization; feeling that their goals align with that of the organization (Brun & Dugas, 2008). This not only increases job satisfaction but also instills a sense of loyal behavior and decreases employee intentions to quit (Tremblay et al., 2000). It is also either formal or informal, in the form of employee awards or even verbal praise, respectively, and indeed, either of the two types plays an extremely important role with regard to the way employees perceive their worth and respect in the organization, in fact, both of them are critical to developing a positive psychological perspective on the part of the employee towards his or her work (Bakker & Demerouti, 2008).

Rewards are a much more tangible aspect of retaining and motivating employees. Competitive remuneration packages, merit bonuses, and promotion opportunities were assessed as factors

that help determine the effectiveness of a reward system in minimizing employee turnover intentions (Milkovich et al., 2013). Research, in fact, showed that if rewards are perceived as fair and related to performance on a one-to-one basis, then employees would be motivated to perform better and to stay on board with the organization (Vandenberghe et al., 2004). The fact is that perceived equity means that an employee with turnover intentions is less likely to be because of this, whereas if the employee detects Equity in the rewards system, he or she is more likely to be dissatisfied and, hence, leave the organization (Adams, 1963).

Moreover, by including core strategy, recognition and rewards can bring larger benefits toward the retention of employees. An integrated approach of adding intrinsic (recognition) and extrinsic (rewards) can address an even broader range of needs related to employees and ultimately generate higher job satisfaction and organizational commitment (Eisenberger et al., 1999). To avoid redundancy, this strategy pretty much covers up complete ground as both dimensions have one common understanding that the employee is getting rewarded both from an emotional and financial point of view, and this guards employees to have higher quit intentions.

In short, the literature justifies that proper employee reward and recognition systems have to be in place to reduce employees' intention to quit the organization. Therefore, job satisfaction and organizational commitment can be enhanced by recognizing contribution, proper compensation, and relating rewards with performance, and finally the rate of turnover can be reduced. Based on this review it can be hypothesized that:

Hypothesis 4 (H4): There is a negative relationship between employee recognition and reward systems and turnover intentions.

3.11 Summary

The literature reviews deal with the interactions of different TM practices, such as talent acquisition, training and development, performance and career management, recognition and rewards, and the intentions of quitting the job by employees. Each section will illustrate exactly how the successful application of these practices does affect an employee's intention to either stay or leave an organization. Talent acquisition practices stress the inculcation of the organizational culture and value systems in the minds of the candidates at the time of pre-recruitment. When employees feel that there is a strong person-organization fit, then, they are more satisfied and committed to their jobs, which translates to less turnover intentions. Studies have indicated that employee training and development lead to enhanced job satisfaction and organizational commitment as well as perceived centrality or value of employees to the company. On the other hand, workers are less likely to quit a job that offers the potential for increased competence and value. Performance and career management practices, through just practices in performance appraisal and clearly set career paths, are important in retaining employees. In this regard, employees who perceive the fairness of the appraisal process, and feel there is a prospect of promoting careers, tend to stay with the organization and thus have less intention to quit. Lastly, recognition of employees and rewarding them is core to motivating employees, therefore enhancing loyalty. At the same time, combining recognition of employees' contributions with equitable and motivating reward systems drastically reduces intentions to leave the organization by boosting job satisfaction and organizational commitment. Further building on these, the developed hypotheses suggest that proper talent management practices will inversely affect employee intentions to quit, meaning increased subjection to lower turnover rates by organizations if proper talent management is accorded.

CHAPTER 4

Methodology

4.1 Survey Design

The study is done in a value-free way where I maintain an objective position. The use of previous research in formulating questionnaires reflects my objective position. According to Saunders et al. (2009), an implication that our research philosophy reflects positivism is an objective view of reality-that only observable phenomena constitute acceptable knowledge and that the research is undertaken in a value-free way. The research was executed by a questionnaire, which, for this study, included some close-ended questions derived from five-value Likert charts.

4.2 Flowchart of Research Study

When designing a research study flowchart, it is necessary to make it clear, well-structured and logical so that it outlines the research process step by step. There are many sources that provide credible information about effective steps in creating a research study flowchart. The books "Research Design: Qualitative, Quantitative, and Mixed Methods Approaches" (Creswell, 2014) and "Social Research Methods" (Bryman, 2016) offer guidelines on how to design flowcharts that are compatible with diverse research methodologies. Such study provides an overall understanding of the idea behind developing such an information graphic as a flowchart for various kinds of investigations. The flowchart of the study is given below.
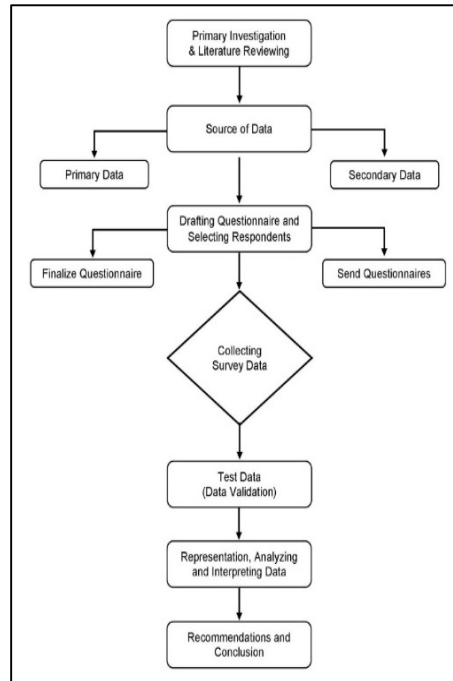
Figure 2: Flowchart of Research Study

4.3 Source of Data

Data for this study were obtained from both primary and secondary sources. The primary data were obtained by using the survey method. These encompass distribution of questionnaires and the collection of data from respondents obtained through an internet-based questionnaire. The close-ended questions were employed because as theorists such as Nachmias and Nachmias (1996), have showed that their analysis is straightforward. Also, it will involve the collection of data from secondary sources through a comprehensive review of various sources including published and unpublished materials, policy documents, newspapers, internet sources, journals, articles, reports, bulletins, and newsletters.

4.4 Development of Questionnaire

A major component of any successful survey involves development of a well-structured questionnaire. Sever study provides helpful guidance on development of questionnaire, such as "Internet, Phone, Mail, and Mixed-Mode Surveys: The Tailored Design Method" (Dillman

et al.,2014); "Survey Research Methods" (Fowler, 2013); "How to Ask Research Questions" (Fink, 2002). These studies provide expert insights to ensure that researchers develop questions that produce accurate and meaningful results for their specific research objectives. A questionnaire method of survey was designed, and an online survey through Google Forms was carried out. This online survey method was chosen based on the review of its availability and protection of data online. The rationale for using an online survey questionnaire was to reach the participants with ease and in less time.

4.5 Study Demographic

Careful consideration of demographic factors and selection of an appropriate survey study population are crucial elements in ensuring the validity and representativeness of the study. Several studies provide comprehensive insights into survey methodology and population considerations, such as "Survey Research Methods" (Fowler, 2013), "Survey Methodology" (Groves et al., 2009), and these studies provided important insights on how to select sample, designing questionnaire and impacts of demographics on survey responses. This study is restricted to the findings in a specific organization. I had selected employees from various departments of the organization which were provided by the HR Department and shortlisted the participants whom I have already contacted them for assistance in survey communication. I prepared the e-mail contacts of all selected employees in an Excel spreadsheet and used MS Excel to create a random list. I have contacted 200 participants and 154 participants responded, whose demographics provided in the following table.

Demographic of Respondents									
Position	Freq.	Department	Freq.	Age Range (yrs)	Freq.	Exp. in TCEL (yrs)	Freq.	Total Exp. (yrs)	Freq.
Sr. Manager	3	Civil	23	21-25	43	0-1	74	0-2	42
Manager	13	Electrical	12	26-30	57	2-3	46	3-5	63
Dy. Manager	4	Mechanical	36	31-35	29	4-6	22	6-8	22

Asst. Manager	10	QA/QC	12	36-40	14	7-9	7	9-11	16
Sr. Engineer	11	Survey	6	40+	11	10+	5	12+	11
Engineer	53	Planning	7						
Junior Engineer	24	Quantity Survey	5						
Drafter	5	Procurement	11						
Senior Officer	8	Supply Chain	9						
Officer	13	Safety	5						
Junior Officer	10	Documentation	17						
		Accounts	6						
		Admin	5						
Total	**154**		**154**		**154**		**154**		**154**

Table 2: Demographics of Responders

4.6 Collecting Survey Data

The primary data was collected using a closed-end survey questionnaire. A google form created with the questionnaire providing multiple type questions and yes, no options. A shareable link of the google form then then sent to each respondent and instructed them to complete the survey at their convenience to meet a specific deadline. After collecting data all the responses which auto generated in an excel sheet downloaded and proceeded for a data validation test.

4.7 Data Validation

SPSS software allows a researcher to adopt several data validation techniques. These may range from checking for missing data and outliers to the consistency of data. Researchers may use SPSS to get an idea about their data quality by conducting descriptive statistics, frequency distributions, and cross-tabulations. SPSS also offers several visualization techniques that can help in pattern spotting and trending in the data for locating possible errors. SPSS can enable one to increase the validity of analyses and, therefore, arrive at meaningful conclusions from their research time with confidence (Field, 2018; Pallant, 2016). Hence, SPSS was chosen for validating obtained data through the survey responses.

CHAPTER 5

Data Analysis

5.1 Descriptive Statistics

The following table depicts the mean and standard deviation of the research variables. In this study, both dependent and independent variables were measured based on a 5-point Likert scale, and the descriptive analysis shows the mean is close to 4.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
TAP	154	2.25	5.00	3.9026	.62053
TAD	154	1.00	5.00	3.3409	.93183
PCM	154	1.33	4.83	3.5758	.64623
RAR	154	1.20	6.40	4.5104	1.14425
ETI	154	2.00	5.00	4.0065	.58585
Valid N (listwise)	154				

Table 3: Descriptive Statistics of the Latent Constructs

5.2 Reliability Statistics

The Reliability Analysis procedure calculates several commonly used scale reliabilities estimates and also gives information about the relationships among individual scale items. Intra-class correlation coefficients can be used to gauge the reliability for each rater class. Internal consistency can be evaluated by Cronbach's Alpha. Alternatively, it reflects a measure of how similar to each other a set of items is. Hence, the result shows that the reliability criterion is 0.753, which is well above the minimum threshold of 0.6. A commonly accepted rule of thumb suggests that a coefficient level ranging from a minimum of 0.6 to less than 0.70 reflects an acceptable threshold of confidence, while above 0.80 represents a very good reliability level (Bujang et al., 2018).

Reliability Statistics	
Cronbach's Alpha	N of Items
.753	23

Table 4: Reliability Statistics

5.3 Correlation Analysis

The correlation coefficient quantifies the association between two variables. This is a general technique for explaining simple relationships without implying cause and effect. In statistics, correlation or dependence is any statistical relationship, whether by way of probability or by causal influence, between two random variables or bivariate data. In statistics, the term 'correlation' generally refers to the degree of linear relationship between two variables, though it may define any relationship. In this study variables exhibit a negative relationship, which means the variables have an inverse relationship with one another. In the present model, three variables have a moderate correlation and are significant at 0.01% and 0.05%.

Correlations Analysis		TAP	TAD	PCM	RAR	ETI
TAP	Pearson Correlation	1	.032	-.017	-.181[*]	.042
	Sig. (2-tailed)		.690	.830	.024	.603
	N	154	154	154	154	154
TAD	Pearson Correlation	.032	1	.467[**]	.297[**]	.142
	Sig. (2-tailed)	.690		.000	.000	.079
	N	154	154	154	154	154
PCM	Pearson Correlation	-.017	.467[**]	1	.027	.341[**]
	Sig. (2-tailed)	.830	.000		.743	.000
	N	154	154	154	154	154
RAR	Pearson Correlation	-.181[*]	.297[**]	.027	1	-.037
	Sig. (2-tailed)	.024	.000	.743		.646
	N	154	154	154	154	154
ETI	Pearson Correlation	.042	.142	.341[**]	-.037	1
	Sig. (2-tailed)	.603	.079	.000	.646	
	N	154	154	154	154	154
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Table 5: Correlations Analysis

5.4 Regression Analysis

Regression analysis is an effective way to determine what factors influence the subjects of interest. Running a regression provides very specific information regarding which factors are

most influential, which may be ignored, and how those factors interact. The results in this study clearly showing significance of the relationship, and the model represents data on the impact of TM practices on Employee Turnover Intentions.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.379[a]	.144	.121	1.07286
a. Predictors: (Constant), TAP, TAD, PCM, RAR				

Table 6: Coefficient of Determination

The multiple regression analysis revealed that four dimensions of Talent Acquisition Practices influence Employee Turnover Intentions. Amongst the four dimensions, three were found to have a significant result on employee retention intentions, while the remaining one dimension has shown an insignificant effect.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.530	.858		6.447	.000
	TAP	-.358	.140	-.194	-2.557	.012
	TAD	-.459	.105	-.373	-4.352	.000
	PCM	-.246	.160	-.139	-1.540	.106
	RAR	-.068	.158	-.035	-.431	.667
a. Dependent Variable: ETI						

Table 7: Regression Analysis

5.5 Hypothesis Analysis

This research involved development and consideration of four hypotheses. The model summary discusses the impact of TM Practices on Employee Turnover Intentions; in testing four hypotheses, it emerged that three were moderately significant. The result of the hypotheses is shown in tabulated form below.

Sl	Hypotheses	Beta	Std. Error	t value	P-Value	Decisions
1	TAP>ETI	-.358	.140	-2.557**	.012	Supported
2	TAD>ETI	-.459	.105	-4.352**	.000	Supported
3	PCM>ETI	-.246	.160	-1.540*	.106	Supported
4	RAR>ETI	-.068	.158	-.431	.667	Not Supported

Table 8: Result of the Hypothesis Analysis

5.6 Summary

This chapter has been used to test the measurement model in order to validate the fact that the items and the variables used in the current study were accurate and reliable. The structural model was also analyzed to confirm whether the theories developed in the previous chapter were still applicable. It is from this analysis that Talent Acquisition Practices, Employee Training and Development and Performance and Career Management were found to have a negative relationship with employee turnover intentions.

CHAPTER 6

Discussion and Conclusion

6.1 Recapitulation

The main objective of the present study was to explore the influence of TM practices upon Employee Turnover Intentions. The findings about the hypotheses developed in the previous chapter are presented in this chapter along with the related explanations. The current study addressed the relationship between TM practices and Employee Turnover intentions. In this regard, Talent Acquisition Practices (TAP), Employee Training and Development (TAD) and Performance and Career Management (PCM), Recognition and Reward (RAR) were considered as the independent variables. Whereas, employee turnover intentions were employed as dependent or outcome variable. Total four hypotheses were developed between independent and dependent variables and three hypotheses were found significant and one hypothesis were found insignificant.

6.2 Discussion

The first hypothesis was to see the influence of Talent Acquisition Practices (TAP) on Employee Turnover intentions (ETI). The analysis reveals that TAP and ETI are significantly and negatively related. This infers that as TAP improves, ETI lessens; in other words, under effective talent acquisition practices, employees are less likely to consider leaving the organization. Examples of these are employing the right talent for a fit, aligning the employee's expectations and goals of the organization, and providing a hassle-free induction. In this respect, TAP assures less dissatisfaction and intentions of leaving at the very beginning because the employees feel valued and looked after. This finding pinpoints the critical role that well-structured and strategic talent acquisition plays in retaining employees and minimizing turnover.

The second hypothesis was to explore the influence of Training and Development (TAD) on Employee Turnover Intentions. The analysis has revealed that TAD is negatively and significantly related to ETI. This would therefore imply that those organizations which invest in training and development programs for employees can perform better in reducing turnover intentions. Therefore, the level of commitment and loyalty is much greater when employees have been given opportunities for development; they are more likely to perceive themselves as being valued, supported, and included in the organization. This is where retention strategies would try to cut down the likelihood of such employees leaving organizations.

The third hypothesis was to explore the influence of Performance and Career Management (PCM) on Employee Turnover Intentions (ETI). The analysis indicates that PCM and ETI are negatively related. The relationship suggests there is a tendency that organizations that effectively manage the professional competence of their employees tend to have lower intentions of employee turnover. This would indicate that where professional competencies are the focus for an organization, employees may feel more competent and secure with less intent to quit. It points to the factor of professional development initiatives in retention matters, though the evidence is less robust than other bigger predictors such as Training and Development. Further research could be done to establish the exact dimension and nature of this effect.

The fourth hypothesis was to explore the influence of Recognition and Reward (RAR) on Employee Turnover Intentions (ETI). The analysis shows that the RAR is not significantly related to ETI. This therefore, implies that variation in recognition and reward practices has no meaningful influence on the employees' intentions to leave. The recognition and rewards might

not be significant enough to motivate the employees and bring a change in commitment or loyalty towards the organization. The insignificant correlation factor shows that organizations need to revisit the recognition and reward policies so that they meet the expectations of the employees and ultimately help in bringing job satisfaction. What this does is highlight that recognition and reward systems are not only necessary, but it has to be something meaningful and perceived as valuable to employees if it's ever to actually affect turnover intentions.

6.3 Implication

Results from this study confirm that TM practices are an important means of ensuring employee retention and, thus, reducing ETI. The theoretical basis of employee retention is further enhanced by confirming that suitable retention strategies are not only bound to reduce turnover costs, such as costs regarding recruitment, training, and administration, but also tend to complement the overall productivity and stability of an organization. In this case, organizations can maintain crucial institutional knowledge and prevent potential disturbances that would have been triggered by high turnover rates through retaining skilled workers. Such stability can be more critical in service-oriented sectors since team dynamics and customer relationships are significantly contributing to performance. Moreover, the research investigates how appropriate TMP can build an excellent organizational reputation thus attracting qualified applicants along with increasing the commitment of employees. The focus of this study, therefore, adds to the increasing number of works in the literature calling for a strategic approach towards HRM with employee retention at the core of the success of any organization.

The practical implications are very serious in the context of reducing employee turnover and creating a culture of engagement and creativity within the firms. It is very important that effective HRM practices be instituted in the context of creating an enabling environment which

attracts, retains, and motivates workers. Reward and Recognition are fundamental practices that ensure employee satisfaction and retention. Therefore, organization needs to establish comprehensive recognition initiatives involving financial and nonfinancial rewards in order to generate a supportive environment for the employees. The Employee Participation can further be facilitated through regular communication and involvement of the employees in decision-making processes, which improves their level of participation-intentions to quit. The participatory approach will not only install a sense of belonging among employees but also make them confident contributors toward the attainment of organizational goals. The clear career paths and advancement opportunities, which are important in talent retention, are the second part of Career Development Opportunities; employees are willing to stay longer if they see a future in the organization. Fundamentally, the organizations that can take a holistic approach to TMP, ensure job security, recognition, training, and supportive workplace culture that could arguably gain great employee creativity, job satisfaction, and low turnover rates.

6.4 Contemporary Issues and Future Directions

Recent TM studies have focused on the need to develop a more refined understanding of how TM operates in diverse global contexts. Diversity and inclusion are now an important part of the concept of TM, whereby the effective management of diversified talent will lead to innovation and creativity (Nishii & Mayer, 2009). Moreover, technology and digital transformation reshape TM practices through the use of advanced technologies such as AI and data analytics in streamlining approaches to recruitment, development, and retention. In addition, there is a focus on the employee experience, where organizations are increasingly realizing that a positive employee experience acts as a significant contributor to talent management outcomes. This approach integrates aspects of participation, agency, and organizational culture in TM practices (Kahn, 1990; Harter et al., 2002). The conceptual

framework for talent management includes a set of principles, models and practices aimed at improving the acquisition, development and retention of talent When these elements are integrated into organizational structures, they enable TM to contribute to performance all win. As the industry continues to evolve, addressing modern issues such as diversity, technological advances and employee experience will become increasingly important to achieve effective talent management practices.

6.5 Conclusion

The interaction of TMP and ETI has given a very good avenue for organizations to enhance employee retention and create an innovative workforce. This study brings to the fore that effective TMPs, namely, TAP, TAD, PCM, and RAR, can reduce turnover intentions for sure. Emphasizing strategic hiring practices that are complementary to organizational goals, and providing avenues of continuous employee development, the outcome is improved job satisfaction and a feeling of security for the employees. Secondly, a competitive compensation and recognition program would ensure employee commitment to the stability and trust in the organizational culture in which employees are emboldened to apply innovative thinking and problem-solving more freely. These findings support the fact that organizations with these TM elements tend to have lower turnover rates, thus allowing them to preserve their pool of much-needed talent-engaged, skilled, and creative people who could help navigate the organization through today's complex competitive environment.

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