THE IMPACT OF TALENT MANAGEMENT ON IT MANAGER TURNOVER. A TUNISIAN CASE STUDY

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Abstract:

This study aims to investigate the intention of talented employees to leave an organization and explore how talent management practices could impact employee intention to leave. The research framework aims to analyze the relationship between various variables by exploring the correlation between talent management practices and employee turnover intention. Hypotheses were put to the test using a survey dataset comprising 92 questionnaires from employees in various IT companies in Tunisia. Data analysis was conducted using the SPSS program, applying fundamental statistical techniques.

Furthermore, this study emphasizes the critical need to investigate the impact of ethical talent management on employee retention, paving the way for future research initiatives. In essence, this research extends beyond Tunisia's IT sector; it's about addressing talent retention challenges in a world where talent is the most valuable asset.

Key words: Talent management, Human Ressource, Career paths, Professional boundaries, Turnover intention, IT sector, Employee commitment, Intention to quit, Ethical talent management.

INTRODUCTION:

While it's indisputable that talent is essential for organizations seeking a competitive advantage and fostering growth and development (Shan & Wang, 2024; Ashton & Morton, 2005), it's also true that talent has become a fundamental cornerstone for the success of all organizations (Nkakleu, 2015). Today's labor market is witnessing significant shifts, with a noticeable rise in talent departure, driven by forces of reconfiguration and polarization that redefine professional landscapes (Ducoudré & Simonnet, 2019; Deschenes, 2020). The growing preference for non-traditional career paths among professionals, have been defined by academics and practitioners as an unexpected trend, that is noting a higher pace of turnover compared to previous generations (Meyers et al.,2013; Ertas, 2015; Lyons et al., 2015; Deschenes ,2020)

In an environment characterized as volatile, uncertain, complex, and ambiguous (Church and Silzer, 2014; Terramorsi et al., 2018), organizations are heavily influenced by globalization, intense competition, technological advancements, and emerging workforce aspirations. These constantly evolving influences compel companies to continuously seek optimal performance levels while still fostering sustained employee engagement (Blomme, van Rheede, & Tromp, 2010; Claus, 2019; Reiche, Lee, & Allen, 2019; Gallardo-Gallardo et al., 2019; Deschenes, 2020).

Indeed, it is due to this intense competition and the alarming uncertainty that organizations are constantly prompted to seek enduring competitive advantage (App et al., 2012), that was traditionally achieved through the possession of new technologies or efficient cost management (Barney, 1991; Schuler et al., 2011; App et al., 2012, Ben Mansour, 2020). Consequently, companies are placing increasing importance on individuals' skills and engagement. In fact, there is an emerging belief that the contributions and expertise of these individuals are essential for achieving success and maximizing organizational performance. Therefore, they represent a source of wealth and strength available to managers to not only survive but also to remain competitive against rivals (Schuler et al., 2011; Bolander, Werr and Asplund, 2017).

Thus, Collings, Mellahi, & Cascio (2018) emphasize that organizational performance in several sectors of the economy increasingly favors the individual excellence of a number of key employees, referred to as "Talents."

Furthermore, since the inception of the term "war for talent" by a group of McKinsey consultants in 1997 (Michaels, Handfield-Jones, & Axelrod, 2001; Axelrod, Handfield-Jones, & Michaels, 2002; Bolander, Werr & Asplund, 2017), talent management has garnered remarkable interest among practitioners and academics (Collings, 2022). It is perceived as crucial for organizational success (Beechler & Woodward, 2009) and indispensable for the longevity and sustainability of organizations (Gallardo-Gallardo et al., 2015; Montero Guerra et al., 2023). Hence, researchers concur that Talent Management (TM) remains one of the primary challenges for organizations globally (Meyers et al., 2013).

Building on other existing definitions, we refer to talent management (TM) as the systematic use of human resource management (HRM) practices used to identify, develop, and retain individuals who are classified as 'talented' (Meyers et al.,2013). This involves the processes of identification of crucial positions that significantly contribute to the organization's sustainable competitive advantage, building talents pool of high-potential and high-performing individuals to fill these roles and lastly developing a tailored human resource strategy to effectively recruit competent employees for these positions while ensuring their ongoing dedication to the organization (Collings and Mellahi, 2009; khoreva,2017; Anlesinya et al ,2020).

The emphasis placed on talent management can be seen as a paradigm shift from more traditional sources of competitive advantage related to HR (Collings et al., 2018), and strategic human resource management (SHRM) (Huselid, Jackson, & Schuler, 1997; Schuler, 1989; Wright & McMahon, 1992; Collings et al., 2018). These approaches aim to develop managers perfectly suited to the current rapidly evolving competitive environment.

Particularly, due to the added value created by a talented employee, recent research in the field of HR tends to focus on retaining talented employees rather than the entire workforce (Collings, Mellahi, & Cascio, 2018).

Despite the widespread acknowledgement of the significance of Talent Management (TM) practices by scholars and practitioners (Björkman and Mäkelä, 2013; Hartmann et al, 2010; Thunnissen, 2016; Khoreva, 2017), an increasing number of authors such as Garrow & Hirsh (2008), Lewis & Heckman (2006), Reilly (2008), and Tansley et al. (2007) attribute the inherent ambiguity of the Talent Management concept to an insufficient operationalization of the underlying talent concept (Gallardo-Gallardo et al.,2013). Thus, talent management researchers are rarely precise about what they exactly mean by "talent," and that is because there are widely accepted implicit theories regarding the meaning of talent (Barab & Plucker, 2002; Gallardo-Gallardo et al., 2013; Collings et al., 2018).

Notwithstanding talent management (TM) prioritizing human capital as the primary focus of its policies and practices, there has been limited research on the correlation between the effectiveness of TM practices and the attitudes, behaviors, satisfaction, and consequently, the engagement of talented employees (Hartmann et al., 2010; Khoreva, 2017).

The focus of this study is exploring the effects of talent management on employee Turnover intention in the IT industry in Tunisia. For instance, The IT sector has experienced significant growth in recent decades, becoming one of the largest employers in the world. It contributes to the creation of added value in the national economy through the attraction of Foreign Direct Investments (FDI). However, this growth has led to intense employee mobility between organizations. As a result, this trend of organizational mobility results in high turnover rates (Sandhya S et al., 2020). The IT companies currently find themselves at a critical juncture in light of the alarming figures published by the Tunisian Engineers Association (AIT), which indicate that more than 10,000 engineers, including 86% of computer engineers, left the country between 2015 and 2018. Furthermore, it's important to acknowledge that this issue of mass departures extends beyond engineers and affects other professions within the IT domain. Additionally, these figures are not static, and unfortunately, there are worrying trends indicating further deterioration.

Fearing that the exacerbation of such a situation will lead to the catalyzation of the brain drain phenomenon, governmental intervention has been prompted, as exemplified by the memorandum signed in Carthage on July 16, 2023, between Tunisia and the European Union. This memorandum sheds light on a strategic issue: migration. It underscores the critical importance of this matter for the Tunisian state, with over 20,000 Tunisians, 40% of whom are university graduates, have chosen emigration between 2011 and 2017, thus highlighting talent migration in a globally competitive landscape (OECD, 2018; Tunisia-EU Memorandum, 2023). This trend of talent exodus unfolds in a context where businesses navigate a delicate balance, striving to assert themselves and position themselves against complex challenges.

Hence, our research aims to understand the impact of talent management practices within the IT sector in Tunisia on employees' inclination to depart from the organization and their role in enhancing employee engagement and performance. This, in turn, influences the overall success of the organization.

1.Talent management a new HR language

Due to its significant influence on organizational performance by reducing hiring costs while simultaneously enhancing productivity, profitability, and overall output of the firm (Colling & Mellahi, 2009), practitioners have turned their attention towards talent management to navigate a modern unpredictable business world (Anlesinya,2019), and achieve organizational effectiveness (Ashton et al., 2005). While various organizations embrace diverse philosophies or strategies in managing their talented employees, researchers suggest that talent strategies and practices typically align with two primary philosophies: the exclusive approach and the inclusive approach (Stahl et al.,2012 ; Gallardo-Gallardo et al.,2013; Meyers et al.,2019).

On one hand, the inclusive approach considers all employees of an organization to be talents (Buckingham and Vosburgh, 2001; Cappelli and Keller, 2014; Gallardo-Gallardo et al., 2013; Meyers, 2016; Thunnissen et al., 2013; Anlesinya et al., 2020). On the other hand, the exclusive approach limits talent to an elite subgroup within the organization's population (Becker et al., 2009; Iles, Preece et al., 2010; Meyers, 2016; Meyers et al., 2019; Anlesinya et al., 2020).

The current theoretical understanding suggests a lack of empirical studies investigating the relationship between Talent Management (TM) and Turnover intention (TI) , particularly within the context of Tunisia. Empirical research on this topic is relatively scarce, with few studies conducted in countries such as India (Srinivasan S. and al. 2020), Jordan (Al-Dalahmeh and al., 2020) and Saudi Arabia (Sandhya S and al., 2020).

Although HR studies have historically focused mainly on recruitment, leadership development, and succession planning, talent management emphasizes the development of talent pools that project employee staffing needs and manage employees' progression through positions. As such, it is a strategy that encompasses a set of long-standing practices aimed at ensuring the right person is in the right position at the right time (Cappelli & Keller, 2014; Lewis & Heckman, 2006; Collings, 2009). Talent management aims not only to develop the technical skills of employees but also magnifies the importance of developing their soft skills through integration into various programs.

The work of Dejoux et al. (2014) has shed light on these programs. Firstly, coaching is highlighted as essential because talent is considered as not inherent; that is why it must be nurtured and developed through successful outcomes. Additionally, mentoring serves a dual purpose: providing guidance through action-based learning and motivating individuals to improve their performance through increased motivation. Lastly, challenging should be considered as a tool that enables individuals to showcase their leadership, creativity, and motivation towards achieving performance goals, whether at an individual, group, or project level.

Overall, TM practices encompass challenging assignments aimed at expanding the capabilities of talented employees to assume leadership roles in the future (Björkman and Mäkelä, 2013; Khoreva, 2017). they meet the needs of employees, thereby promoting favorable attitudes and behaviors that enhance overall performance (Kuvaas, 2008).

Moreover, TM practices can enhance high-potential employees' commitment to the organization and bolster their motivation to contribute effectively to organizational success (Lee and Bruvold, 2003; Asplund, 2020).

This study explores the dissonance between the emphasis in literature on Talent Management (TM) and its impact on turnover intention, and the current scenario within the Tunisian economic context. It examines how the specific cultural and demographic characteristics of Tunisia compare to research findings on TM practices in other countries.

2 Turnover intention

Over the past decades, numerous studies have been conducted on turnover intention (TI). In this study Turnover intention (TI) is defined as an individual's mental decision regarding whether to stay or leave their job (Roodt, 2013; Sandhya S et al., 2020). It is viewed as a deliberate and conscious cognitive process whereby an individual considers voluntarily leaving the organization in the near future (Mowday and al., 1982). It is also seen as the final cognitive stage in the decision-making process regarding voluntary departure (Steel and Ovalle, 1984; Sandhya S et al., 2020).

Initially, the concept of intention refers to an individual's decision to act and the effort they are willing to exert to carry out a behavior (Abraham & Sheeran, 2003; Steil et al., 2019). According to Sandhya S et al. (2020), intentions can also be considered immediate determinants of personality (Zimmerman, 2008) and actual behavior (McCarthy et al., 2007). Furthermore, intention is recognized as the most important cognitive antecedent of behavior (Ajzen, 2011; Steil et al., 2019), making it the best indicator of actual turnover (Griffeth, Hom, & Gaertner, 2000; Narayanan et al., 2019; Martin et al., 2021).

Various individual, organizational, and environmental characteristics are identified as predictive factors of turnover intentions among IT professionals (Harhara et al., 2015; Mitchell et al., 2000; Schaufeli et al., 2017; Shuck et al., 2014; Thomas and Lucas, 2019). According to Sandhya S et al. (2020), several factors related to organizational behavior influence turnover intention (Thomas and Lucas, 2019). These include psychological contract, employee empowerment, engagement, dignity at work, policy, as well as various environmental and organizational factors (Thomas and Lucas, 2019).

Research conducted by Joseph et al (2007) and Sandhya S et al (2020) identified multiple antecedents of turnover intentions among IT professionals. They identified elements such as job satisfaction, perception of alternative employment, as well as individual, job-related, and organizational factors as predictors of turnover intention among IT employees

Research has identified six personal antecedents of turnover intention: age, gender, education level, marital status, family responsibilities, and work experience (Steil et al., 2019). Studies indicate a negative relationship between age and turnover intention, with older employees being less likely to leave (Joseph et al., 2007). Men have shown a greater intention to leave than women (Ghapanchi & Aurum, 2011). Additionally, there is a consistent positive relationship between education level and turnover intention, as individuals with higher education levels are more likely to consider leaving (Moynihan & Landuyt, 2008). Married individuals are generally less inclined to leave their organization (Igbaria & McCloskey, 1996; Steil et al., 2019), and those with family responsibilities, regardless of marital status, also tend to have a lower intention to leave (Mobley, Griffeth, Hand, & Meglino, 1979). Lastly, work experience is negatively related to turnover intention, with more experienced professionals, whether within their current organization or elsewhere, being less likely to consider leaving (Mobley et al., 1979). Additionally, the works of Choi, Cheung, & Pang (2013), Nancarrow, Bradbury, Pit, & Ariss (2014), and Steil et al. (2019) have identified two professional antecedents of turnover intention: job satisfaction and organizational commitment.

On one hand, according to Hauff et al. (2015) and Skelton et al. (2018), job satisfaction is crucial for successful human resource management. Skelton et al. (2018) emphasize its importance within organizations, highlighting that employees are a central asset. A symptom indicating an employee's intention to leave could be low job satisfaction (Skelton et al., 2018). Pan (2015) noted that job satisfaction is subjective and varies from person to person; what satisfies one employee may not satisfy another. Job satisfaction encompasses factors related to tasks,

environment, and relationships. Increased job satisfaction can enhance organizational commitment, reduce turnover intention, and improve retention rates (Skelton et al., 2018). Empirical evidence shows a consistent negative relationship between job satisfaction and turnover intention: the higher the satisfaction, the lower the intention to leave (Nancarrow et al., 2014; Steil et al., 2019).

On the other hand, according to Sandhya S et al. (2020), organizational commitment refers to the emotional attachment, whether positive or negative, that an employee feels towards their job, colleagues, and organization, significantly influencing their willingness to learn and perform at work. Empirical evidence strongly supports the relationship between employee engagement and turnover intention. Saks (2006) identified employee engagement as a crucial predictor of job satisfaction, organizational commitment, and turnover intention. Previous research shows that high levels of engagement positively influence attitudes towards work and the organization, improving job satisfaction, organizational commitment, and reducing turnover intention (Demerouti et al., 2001; Salanova et al., 2000). Turnley et al. (2003) also found that higher employee engagement is associated with reduced turnover intention. These findings, initially reported by Skelton et al. (2019), underscore the importance of employee engagement for retention and HR management. There is a strong negative relationship between organizational commitment and turnover intention (Mowday et al., 1982; Voigt & Hirst, 2015; Steil et al., 2019).

International literature has also examined the influence of environmental antecedents, which are external stimuli and phenomena. Positive macroeconomic factors include a dynamic labor market (Nancarrow et al., 2014), the existence of alternative employment opportunities (Heinen et al., 2013; Lee & Mitchell, 1994), economic development level, employment policies, social security policies, and labor supply and demand conditions (Li & Lu, 2014).

3. Social Exchange Theory (SET)

According to Cropanzano et al (2005), Social Exchange Theory (SET) is one of the most influential conceptual paradigms for understanding workplace behavior. Therefore, The Social Exchange Theory (SET) underpins the assumptions of this study, suggesting that when employees receive emotional and economic support from their organization, they feel compelled to reciprocate and repay their organization. As a result, they are likely to demonstrate higher levels of loyalty, commitment, and satisfaction.

On a further note, it is important to highlight the importance of distinguishing the difference between loyalty and retention. While loyalty refers to individual behavior in a professional setting, retention involves management practices to secure employee loyalty. Thus, employee loyalty is the psychological attachment to the organization that retention practices seek to foster (Thévenet & Neveu, 2002; Giraud, 2015).

According to research by Narayanan et al. (2018), Khoreva et al. (2017), and Meyers et al. (2019), applying the Social Exchange Theory to talent management implies that when an organization invests in its employees, they may feel a sense of reciprocity towards the organization by expressing positive attitudes and enhancing their performance. Indeed, the Social Exchange Theory suggests that if employees receive emotional and economic resources from their organization, they feel obliged to respond similarly and repay their organization (Dries & De Gieter, 2014). Consequently, the result is that they will be more loyal, engaged, and satisfied. Conversely, if employees do not receive sufficient resources, their intention to leave the organization will increase (Oehley & Theron, 2010). Additionally, according to Khoreva et al. (2017), talented employees, when they perceive that their organization values their skills and invests in their growth, are more inclined to stay within the company. This perspective is supported by empirical research (Dries & Pepermans, 2008; Björkman et al., 2013; Chami-malaeb & Garavan, 2013; Narayanan et al., 2018) and underscores the importance of talent management as a key strategy for retaining talented employees (Hughes & Rog, 2008; Lockwood, 2006), as employees benefiting from a talent management system are less likely to intend to leave the organization.

This study argues that if an organization provides effective talent management (TM) to its employees, it will lead to mutual benefits. Employees will respond by increasing their engagement with the organization, which will reduce turnover intentions among IT professionals in Tunisia. This lower turnover benefits the organization. The study explains the relationship between TM, TI, and employee engagement. In summary, good TM leads to reduced TI and better talent retention, demonstrating how social exchange theory (SET) supports mutual benefits between TM and TI for the organization and IT employees in Tunisia.

This study's model, as depicted in Figure 1, incorporates two primary variables: talent management, measured through three key practices-workforce planning, attracting talented employees, and developing and rewarding talented employees-and employee turnover intention.

By testing this model in the Tunisian IT sector, our study aims to validate whether the hypothesized relationships hold true in a different cultural and economic context compared to previous research conducted MENA region such as Jordanian context.

H1: Talent management has a positive relationship to IT employees' Intention to stay.

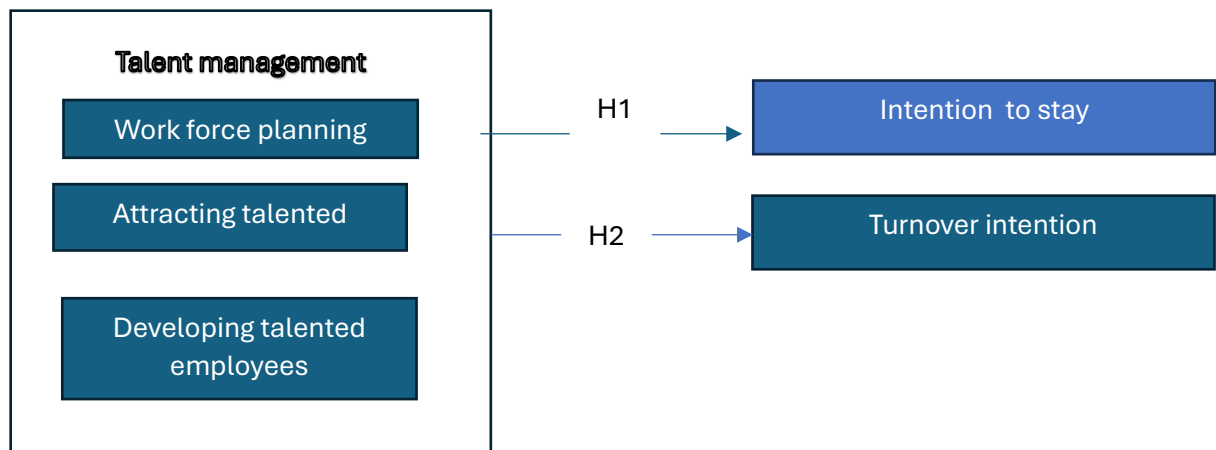H2: Talent management has a negative relationship to IT employees' Turnover intention.

Figure1 : research model.

2.METHODOLOGY

This study adopts the quantitative approach with survey questionnaire as the main instrument for data collection. The population of this study is 92 ICT employees in Tunisia. Several organizations, IT managers, and IT professionals were invited to participate in this study. Participants were selected based on convenience, utilizing the researcher's existing contacts. Additionally, other participants were reached through social media, primarily on LinkedIn.

The survey collected demographic background data from all respondents, revealing that our sample comprises 53.3% men and 46.7% women. The average age of respondents falls between 21-30 years old, with an average tenure ranging from 1-3 years. Predominantly, respondents hold roles as IT managers, constituting 45.7% of the sample. Additionally, the survey delved into perceptions of talent, covering various aspects such as how the company views talent, investment in skill development, frequency of performance reviews, and preferences for development opportunities. Communication methods regarding vision and talent management strategy, transparency in talent recognition criteria, and the importance of a clear talent management vision for attracting talent were also explored. Furthermore, opinions on uniform treatment in talent management and the impact of Talent Pools on talent management practices were assessed. Lastly, the survey examined employee satisfaction and engagement.

To analyze the data collected, this research will utilize descriptive analysis, which aims to depict an event, phenomenon, or outcome. Descriptive analysis facilitates an understanding of past occurrences and provides businesses with a solid foundation for tracking trends. Simple statistics such as means, medians, and modes will be employed as they are the most common tools in descriptive analysis. These statistics help reveal underlying trends and changes in the data, thereby enhancing data comprehension and utility.

Analysis

1. Descriptive analysis

The demographic characteristics of the respondents in this research include age, gender, educational level, job position, years of experience, and monthly income. Table 1 displays these characteristics along with the frequency and percentage for each variable.

Table1: Research respondents' characteristics

Number of respondents		92	
Gender	Woman	43	46.7%
	Man	49	53.3%
Job position	DHR	9	9.8%
	IT manager	42	45.7%
	IT professional	41	44.6%
Experience tenure	a) less than year	32	34.8%
	b) 1-3 years	25	27.2%
	c) 4-6 years	16	17.4%
	d) more than 6 years	19	20.7%
Age	a) 21-30	48	52.2%
	b) 31-40	35	38%
	c) 41-more	9	9.8%

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What is talent?

Understanding the demographic background of the respondents sets the stage for exploring how they perceive and define talent. While talent is a universally recognized concept, its interpretation can vary significantly depending on organizational culture, industry, and strategic objectives. Indeed, 26.1% of respondents associate talent with specific qualifications and mastery acquired through learning and experience. In contrast, a majority of 40.2% consider talent to be demonstrated by exceptional performance that positively impacts the overall performance of the organization. Additionally, 25% of participants define talent as encompassing exceptional skills and personal aptitudes. Finally, a minority of 8.7% believe that talent refers to unique intrinsic abilities of a person. These results highlight the complexity of understanding talent within the organization. (figure 2
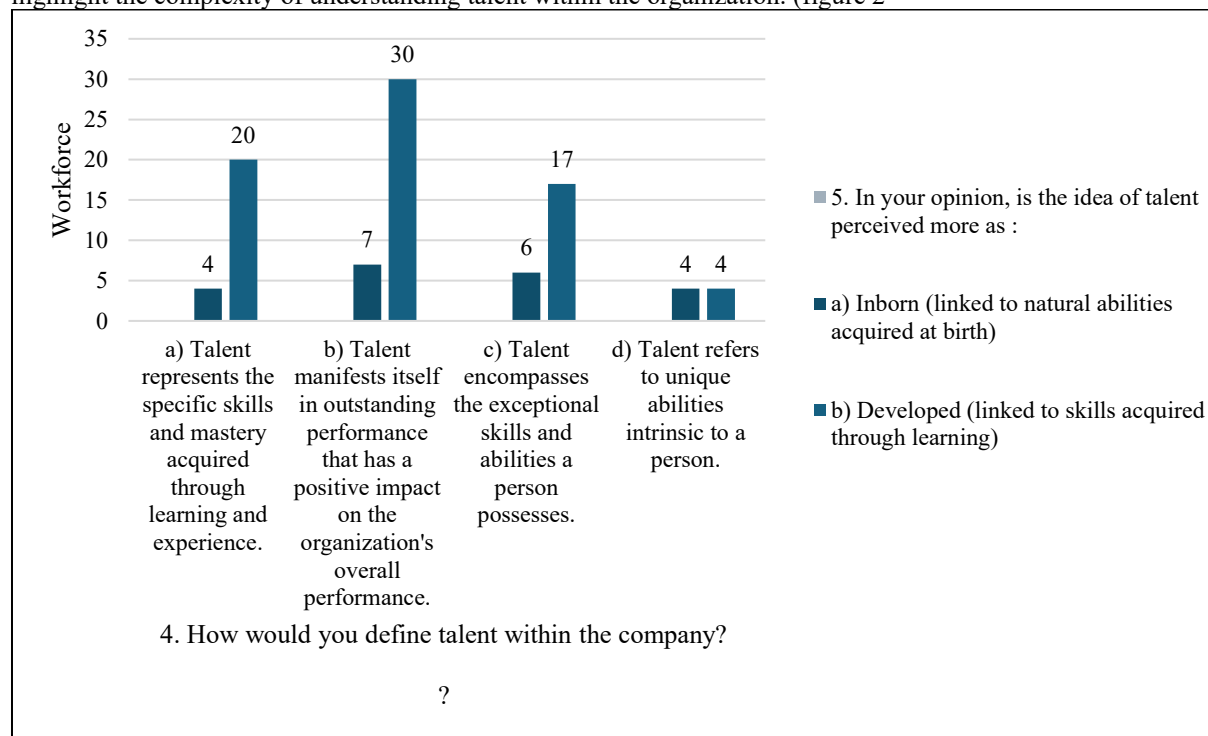

Figure2 : Identification and Nature of Talent

Talent management approaches

Building on this analysis of talent definitions, it is crucial to examine the preferred approaches to talent management among respondents. The results presented and visualized in Figure 3 are derived from cross-referencing data between questions 6 and 7. Their purpose is to improve our understanding of the relationship between employees' perceptions of how their company regards talent and their preferences for talent management practices.

Firstly, among the 27 respondents who believe their companies primarily associate talent with an elite group, the majority, 55.6%, prefer an inclusive approach that promotes skill development and opportunities for all employees. Next, among the 10 respondents who think their company considers talent to be equitably distributed among all employees, the majority, 60%, also prefer an inclusive approach. Finally, 47 respondents think their companies should maintain a balance between the two approaches. The majority of these respondents, 50%, also prefer a balanced combination of both approaches in talent management.

Furthermore, the visualization of these results in Figure 3 shows that, while the majority of employees prefer a mixed approach, commonly referred to in the literature as a hybrid approach, they perceive that the organizations they belong to tend to apply segmentation-based approaches, that is, exclusive approaches.
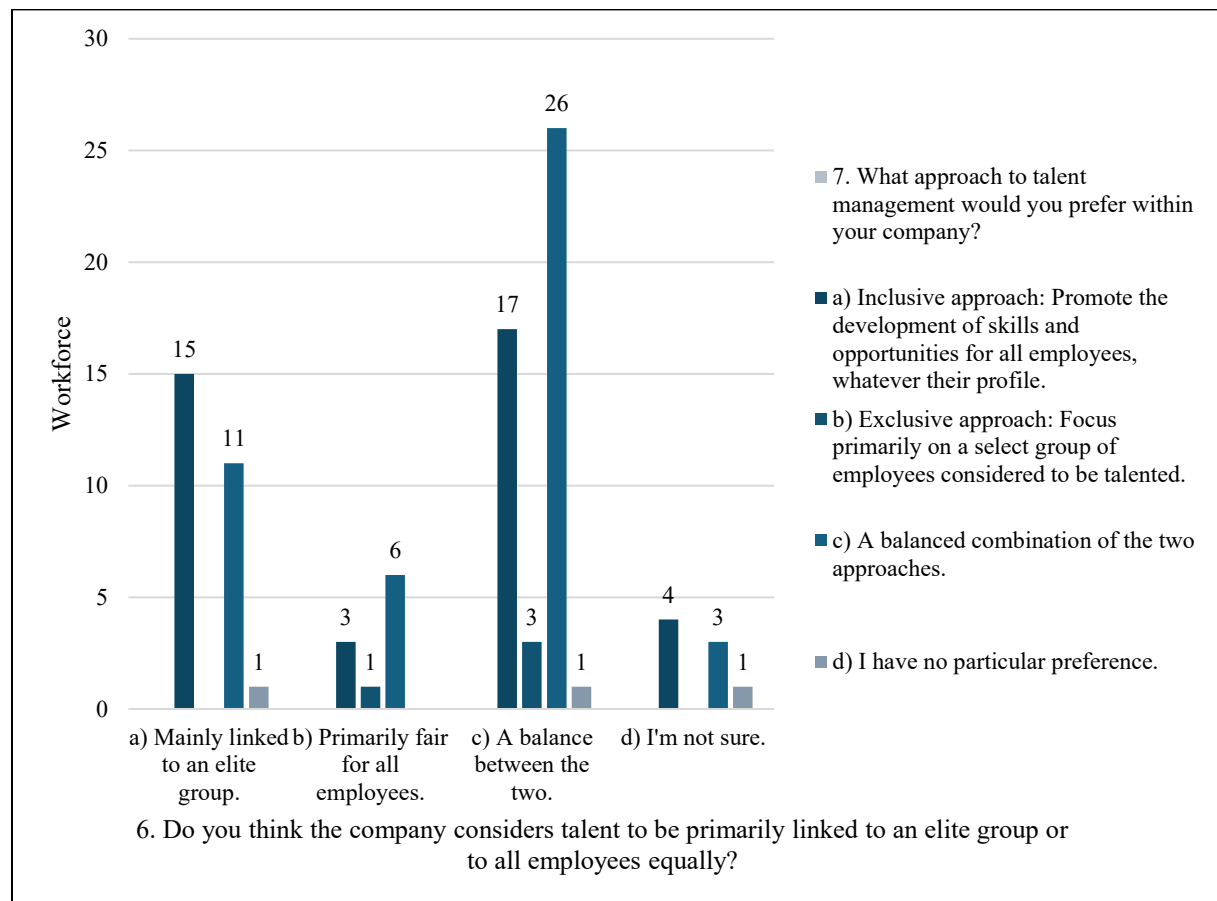
Figure3 : Talent Management Approaches: Between Reality and Preferences
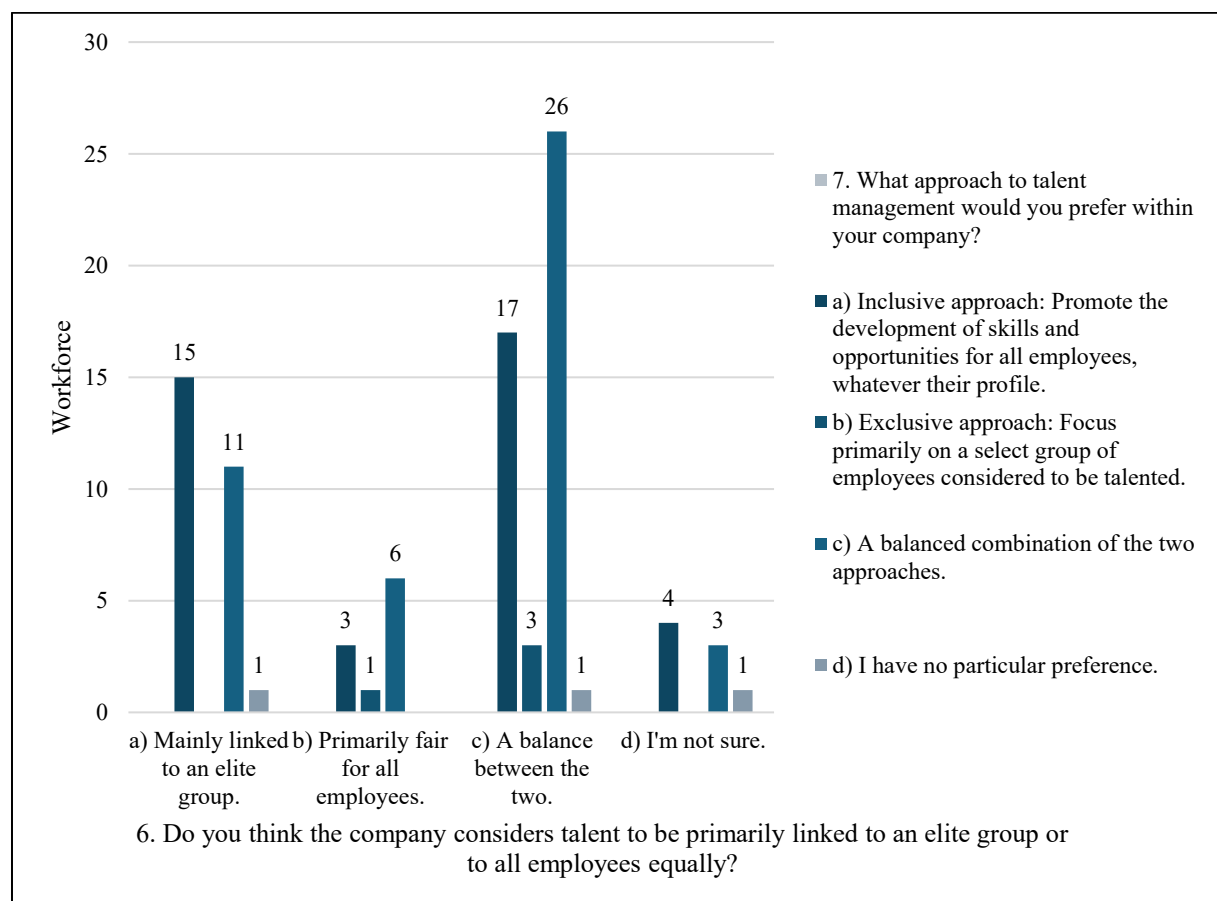
Transparency in Talent Recognition Criteria

Figure4 : Transparency in Talent Recognition Criteria

While understanding how talent is managed is crucial, it is equally important to consider the transparency of the criteria used to evaluate and recognize talent. Transparency in talent management practices ensures that the processes are fair, unbiased, and clearly communicated to all stakeholders. Table 26 illustrates the perception of transparency within the company regarding the criteria used to evaluate and recognize talent. As shown in Figure 24, 42.2% of respondents (categories a + b) believe that the company is relatively transparent in this regard. Nearly half of the respondents, 40.2%, are neutral, which may indicate uncertainty or a lack of clarity in the company's communication about its talent recognition criteria. Additionally, approximately 17.4% of respondents perceive the company as either "Somewhat non-transparent" or "Not at all transparent." This perception of non-transparency raises concerns about the fairness and understanding of the recognition processes within the company.

Importance of a Clear Talent Management Vision

The results presented in figure 5 indicate that employees consider the presence of a clear vision of talent management as an essential factor for attracting talent. A significant majority, 90.2% of respondents (categories a + b), emphasized the importance of this clarity in the vision of talent management. Among them, 52.2% of respondents described this clarity as "extremely important," highlighting its decisive role in attracting talent.

Overall, these findings underscore the necessity for companies to promote transparency, clarity, and a solid vision of talent management. Such efforts can enhance employees' perceptions, strengthen their engagement, and increase the company's attractiveness in the recruitment market.
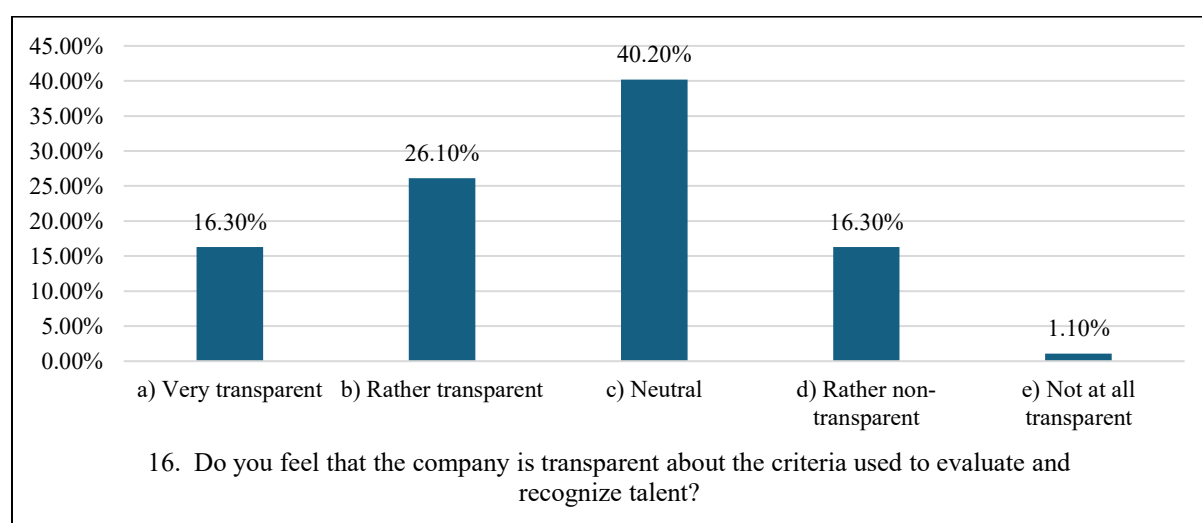

16. Do you feel that the company is transparent about the criteria used to evaluate and recognize talent?

Figure5 : Importance of a Clear Talent Management Vision

Perception and Approval of the Talent Pools Approach

Understanding the perceptions surrounding 'Talent Pools' as a strategic tool for enhancing talent management practices within a company is paramount in navigating the landscape of organizational effectiveness. As depicted in Figure 6, the spectrum of opinions among respondents reveals a nuanced perspective. First, we noted that a minority of respondents, about 1.1%, consider "Talent Pools" to be "Not beneficial at all." Next, 20.7% view them as "Slightly beneficial," indicating some reservations about their effectiveness. Additionally, 31.5% of respondents have a "Neutral" opinion on this matter, which may suggest a lack of conviction or a need for more information to form an opinion. 32.6% find them "Fairly beneficial," showing moderate support for the idea that "Talent Pools" can be useful in improving talent management. Finally, 14.1% consider them "Very beneficial," indicating that a significant minority sees a strong potential for improvement through this approach.
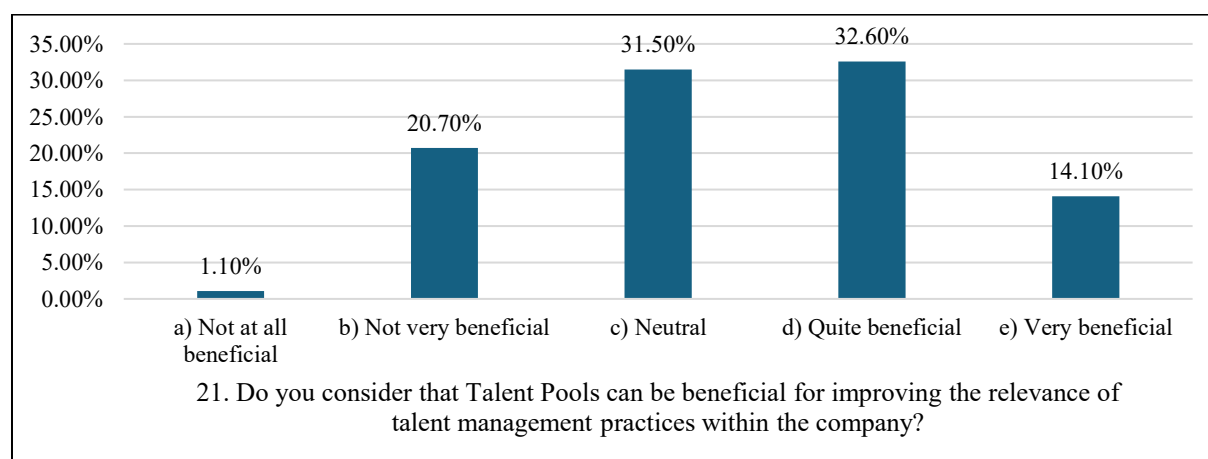

21. Do you consider that Talent Pools can be beneficial for improving the relevance of talent management practices within the company?

Figure6 : Perception and Approval of the Talent Pools Approach

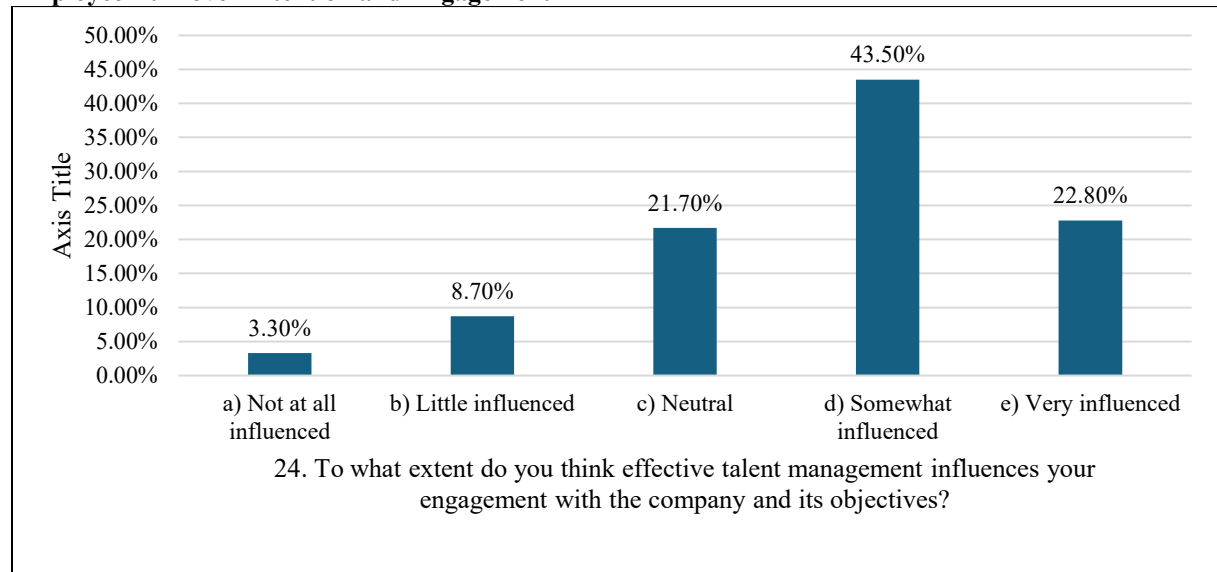**Employee Turnover Intention and Engagement**

Figure7 : Employee Turnover Intention and Engagement

The results from figure 7 above suggest that a minority of respondents, 12.17% (a+b), believe that effective talent management does not influence or has little influence on their engagement towards the company. Additionally, 21.7% of respondents hold a "Neutral" opinion. Lastly, a majority of respondents, 66.3%, perceive themselves as "Fairly influenced" and "Highly influenced".

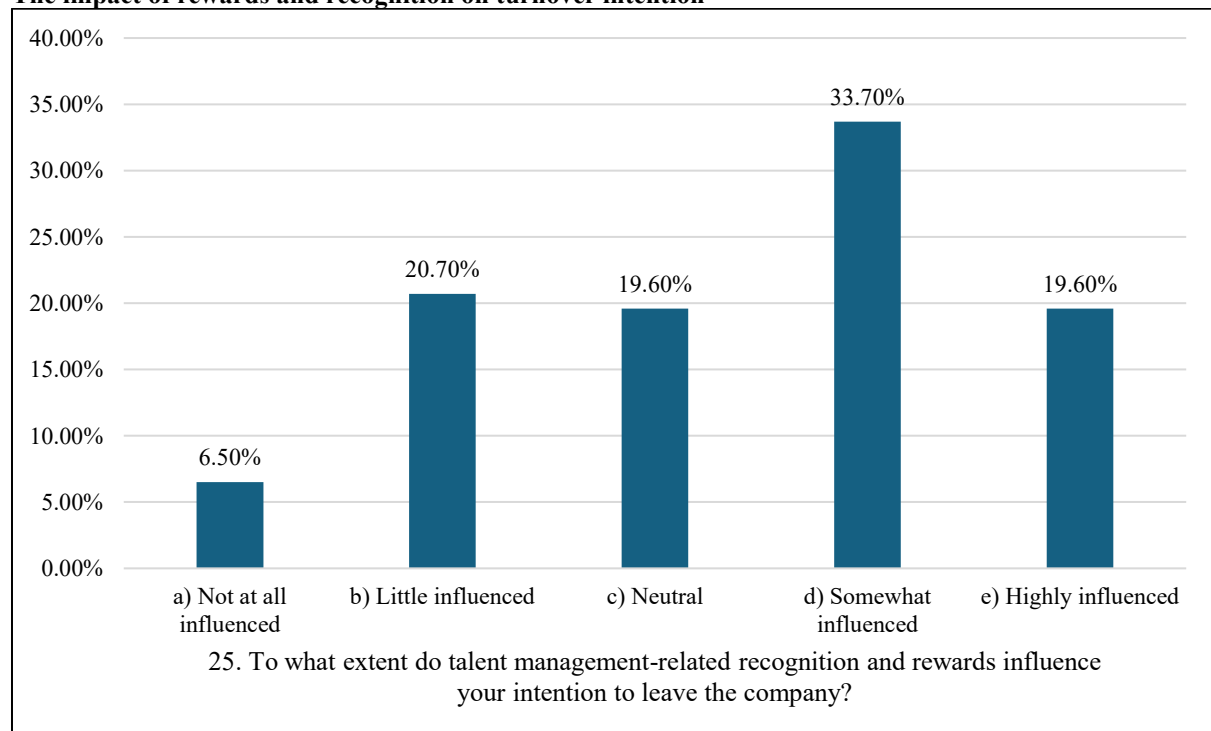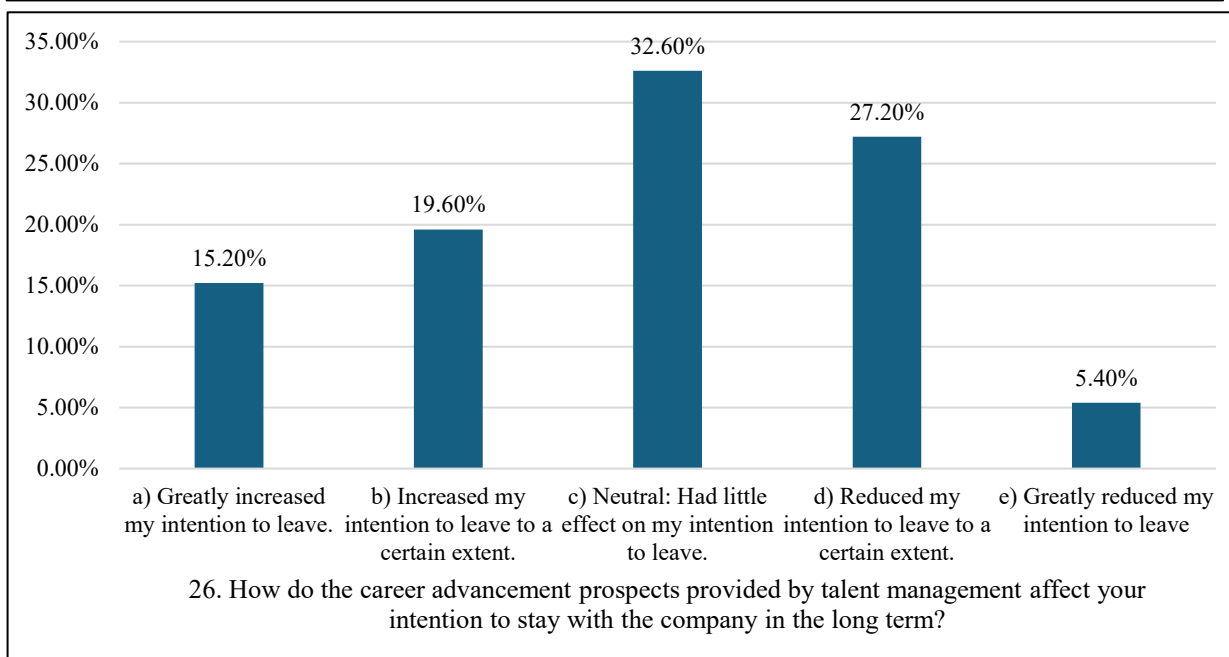**The impact of rewards and recognition on turnover intention**

Figure8 : The impact of rewards and recognition on turnover intention.

The results presented in figure 8 above emphasize that the majority of respondents, accounting for 53.3% (d+e), believe that talent management-related recognition and rewards do not influence them "Not at all" regarding their intention to leave the company. Additionally, 20.7% feel "Slightly influenced," indicating some influence but to a relatively low degree, on their intention to leave the company. Finally, 19.6% of respondents hold a "Neutral" opinion.

The impact of career advancement prospects on long-term retention

Figure9 : The impact of career advancement prospects on long-term retention.

26. How do the career advancement prospects provided by talent management affect your intention to stay with the company in the long term?

The results presented in figure 9 above suggest that the majority of respondents, accounting for 34.8% (a+b), believe that the career advancement prospects offered by talent management have increased their intention to leave the company. These figures imply that the career planning approaches implemented by these organizations may not be sufficiently attractive to employees, thus negatively influencing their long-term intention to stay within the company. Conversely, 32.6% (d+e) of respondents believe that career advancement prospects have decreased their intention to leave the company, indicating that they view these prospects as a retention factor.

Key factors for reducing turnover intention.

28. In your opinion, which talent management factors could have the greatest impact on reducing employees' intention to leave?
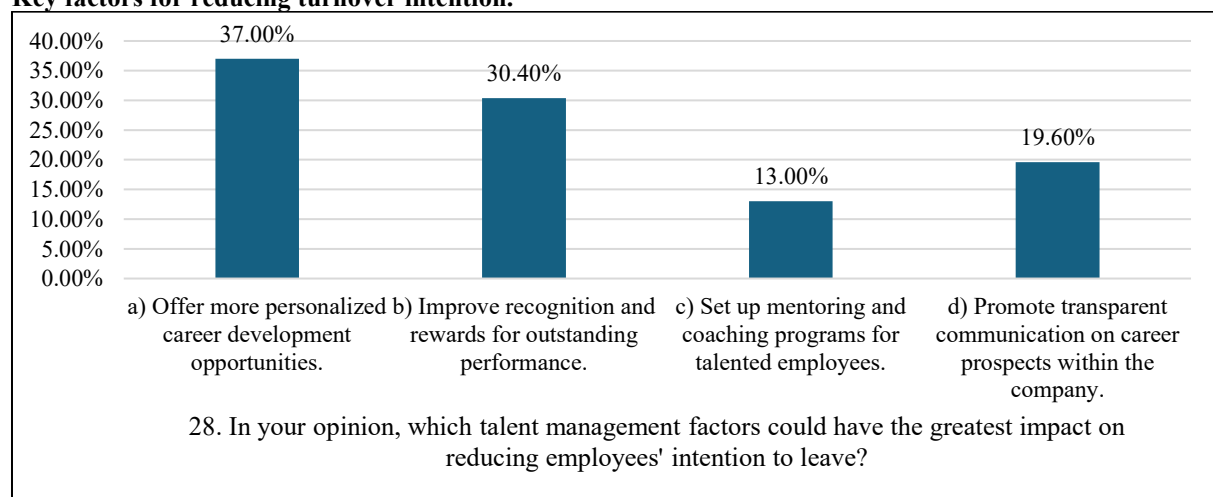
Figure10 : Key factors for reducing turnover intention.

The results presented in Figure 10 above focus on the factors that may have a greater impact on reducing employees' intention to leave. Firstly, 37.0% of respondents believe that offering more personalized career development opportunities could have the greatest impact on reducing their intention to leave. These respondents place significant importance on the customization of their career paths to motivate them to stay within the company. Secondly, 30.4% of participants feel that improving recognition and rewards for outstanding performance would be the most influential factor. This indicates that recognition and financial incentives play a crucial role in talent retention.

Furthermore, 13% of respondents believe that implementing mentorship and coaching programs for talented employees could have the greatest impact. This underscores the importance of mentoring and professional development in retaining talent. Additionally, 19.6% of respondents think that promoting transparent communication about career prospects within the company would be the most influential factor. This highlights the need for open and clear communication about career opportunities to maintain employee engagement.

DISCUSSION

The IT industry plays a significant role in terms of economic contributions and employment. It embraces numerous innovative employee-focused policies and procedures to retain top talent. However, the industry's astronomical growth and increased opportunities have led to greater employee mobility between organizations, resulting in higher turnover rates.

This study has identified significant relationships between turnover and talent management in the IT sector. These findings align with the research of Bjorkman et al. (2013), suggesting a negative relationship between talent management, specifically the recognition of employees as talents and their assignment of talent status, and turnover intention. These results can be explained by revisiting our literature review. In fact, we developed our hypotheses using social exchange theory, which describes a series of interactions that generate obligations (Emerson, 1976).

Building on the studies of Narayanan et al. (2018), Khoreva et al. (2017), and Meyers et al. (2019), the application of social exchange theory to talent management suggests that when an organization invests in the development of its employees, they may feel a sense of reciprocity towards the company, leading to positive attitudes, improved performance, and greater long-term commitment. Furthermore, returning to our literature review once more, it is suggested that talent management is a complex concept with multiple facets. This concept can be synthesized in talent identification, approaches to talent management, and ultimately talent management practices, particularly talent pools.

Starting with talent identification of talents, our study noted that the majority of respondents believe talent is identified through exceptional performance and can be developed over time. However, they also highlight a lack of transparency and clarity regarding talent identification criteria within companies, a finding consistent with our survey development process. Indeed, several organizations and managers we encountered avoided sharing certain information with us concerning these selection criteria. This reluctance may stem from considering such criteria as sensitive and confidential information. Consequently, companies often fear that disclosing these details could be exploited by competitors to attract similar talents, or they may also be subject to strict anti-discrimination regulations. Thus, disclosing these criteria may sometimes be interpreted as potential discrimination, even if unintended by the company.

As noted by Uren (2007), every organization inevitably falls somewhere on the transparency continuum. However, it's noteworthy that promoting transparency tends to improve employee attitudes and reactions, whether they belong to the talent group or not. The question here lies in how managers can strike a balance between transparency and non-discrimination. As Effront and Ort (2010) observed, the decision not to be transparent may sometimes be driven by an irrational fear that individuals, if informed of their status, might be encouraged to leave the organization in search of better opportunities, leveraging their potential, or they may leave without even realizing their value to the organization.

Our research findings highlight that transparency in talent management fosters positive attitudes and reactions. By promoting transparency in the identification process and ensuring criteria fairness, companies can attract and retain talents, with individuals more likely to stay in their roles, as evidenced by our study, and exhibit more positive behaviors. Furthermore, analyzing our research results regarding talent management approaches, we found that the majority of respondents prefer an approach that combines inclusive and exclusive elements. Indeed, the research of Anlesinya et al. (2020) underscores the relevance of this hybrid approach. While some argue that talents are rare, suggesting that only a few members of the workforce are talented, others believe that all workers possess specific talents contributing to organizational success. The differing opinions on the talent concept have led to tension or debate between exclusivity and inclusivity in talent management (Dries, 2013). This explains why respondents across professions-HR managers, IT managers, and IT professionals-tend to favor a hybrid approach, which can resolve this debate. This preference aligns with the work of Anlesinya et al. (2020), suggesting that a hybrid talent management philosophy aims to bridge the gap between exclusive and inclusive talent management philosophies.

Moreover, this approach is considered the cornerstone of responsible talent management, wherein the entire organization's staff is seen as organizational talent, alongside the differentiated identification of specific workforce segments and individuals identified as having relatively higher potential to contribute to performance and business advantage through active development, retention, and deployment in strategic positions. This hybrid approach ensures that talent management opportunities are more accessible to all employees and aims to enhance their well-being.

Additionally, employees often leave their organization in search of personal fulfillment and happiness when they feel unfairly treated by organizational practices, suggesting that fairness and justice in a talent management system are necessary to enhance employee well-being and to persuade them to engage sustainably with organizations, as shown by our research.

On the other hand, our survey revealed a divergence of opinion regarding HR practices and the relevance of talent pools. In fact, the majority of respondents expressed disillusionment with the standardization of HR practices. These results can be explained by past experiences of rigid and uniform HR practices that do not meet individual employee needs. It's this frustration that drives a desire for more individualization in talent management, as evidenced by our research.

Despite this disillusionment, we noted that the majority of respondents support the application of talent pools, but a significant number expressed a neutral opinion on the subject. These research findings align with the work of

Bjorkman et al. (2013) and Swailes et al. (2016) and support the theoretical perspective of the Pygmalion effect. The Pygmalion effect refers to the idea that when employers or other authority figures demonstrate high expectations of individuals, those individuals tend to perform better than when expectations are low. This phenomenon occurs because people often internalize the expectations others have of them, and their behavior and performance align with these expectations. Therefore, including employees in talent pools, where high expectations are placed on their future potential and performance, can have a positive impact on their motivation, performance, and retention. Employees included in these talent pools may also benefit from better leadership and higher personal expectations, motivating them to stay in the organization rather than seek opportunities elsewhere. Our empirical results support this idea, showing that talent management can contribute to reducing turnover intention by creating an environment where employees feel valued and motivated to stay.

Based on our findings, our hypothesis is confirmed there is a statistically significant and negative effect of TM practices on employee turnover intention, suggesting that well-implemented TM strategies can lead to enhanced employee retention and organizational stability. It's evident that employees who leave their company go through a turnover intention phase before proceeding with the turnover action. This is precisely what we were able to demonstrate during our investigation. The results align with the research of Steil et al. (2019) and Martin et al. (2021), suggesting that turnover intention is the best predictor of turnover and is the final cognitive step in the decision-making process regarding voluntary turnover (Steel & Ovalle, 1984; Sandhya S et al., 2020). Returning to our literature review, we presented several individual, organizational, and environmental characteristics identified as predictive factors of turnover intentions among IT professionals (Harhara et al., 2015; Mitchell et al., 2000; Schaufeli et al., 2017; Shuck et al., 2014; Thomas & Lucas, 2019; Sandhya S et al., 2020). We identified personal antecedents (such as age, gender, and level of education) and professional antecedents (such as satisfaction and organizational commitment).

The results we obtained are very insightful. Prior research by Moynihan & Landuyt (2008) showed that individuals with higher levels of education tended to have a greater intention to leave their jobs. However, what we discovered in our research is that the higher the level of education, the more impersonal communication tends to become within the organization. This can be explained by the perception of management that these individuals are capable of understanding tasks, regulations, and procedures as given. Consequently, employees with higher levels of education may be more exposed to vague or sometimes dehumanized communication. This type of communication can have a negative impact on employees' sense of belonging to a company and its values. When employees are treated as mere executors rather than active contributors to the company's values, they may disengage from the organization's goals and mission, leading to decreased employee morale. Consequently, these employees may feel that their work is neither recognized nor appreciated, affecting their motivation and attitude toward their job, as well as their level of satisfaction.

Our research results demonstrated that the more there are reward and recognition practices, as well as career planning programs, the more satisfied employees are and the lower their intention to quit. These practices are fundamental elements of talent management within an organization. They are integral to strategies aimed at attracting, retaining, and developing key talents within the company. Analyzing respondents' answers, it's clear that there is a strong demand for empowerment at work, which talent management considers as one of the fundamental strategies. These findings coincide with those of Sandhya S et al. (2020), which highlight that empowerment reduces employees' turnover intention. Additionally, Albrecht and Andreetta (2011) also observed a positive relationship between psychological empowerment and employee engagement.

In conclusion, talent management proves to be an effective lever for reducing employee turnover, primarily by acting on the mediating variable of turnover intention. This reduction in turnover is achieved through the implementation of well-defined strategic practices and programs that target both personal and professional turnover intention antecedents. Firstly, the results of our study emphasize that employee empowerment plays a central role in this dynamic. By giving employees more control over their tasks and empowering them, empowerment strengthens their commitment to their role within the organization. Moreover, transparent communication is another essential pillar. When employees are clearly and openly informed about company decisions and how their contribution is recognized, it reinforces their sense of belonging and importance within the organization. Organizational justice and transparency are also crucial aspects. When employees perceive that talent management processes are fair and equitable, they are more likely to stay within the company. Concurrently, we found that continuous development programs implemented within the framework of talent management play a crucial role in preparing employees for more strategic positions and continuously contributing to their professional growth by addressing their specific needs. This approach translates into greater job satisfaction and a decrease in turnover intention, hence reducing turnover.

Limitations and Research Avenues

Our research makes a significant contribution to understanding talent management and its implications on turnover in the IT sector. However, it is essential to acknowledge that this contribution comes with certain inherent limitations that require careful consideration.

The first limitation concerns the complexity of the talent management concept. Indeed, talent management encompasses various elements, such as job empowerment, organizational fairness, inclusivity versus exclusivity strategies, and many others. Therefore, this concept cannot be reduced to a single factor. To fully evaluate the

effectiveness of talent management, we propose advancing research to study each of these elements on turnover intention.

Furthermore, this study was conducted in the specific context of the IT industry, raising questions about the generalizability of its results to other sectors. In fact, a key limitation of our study is its restricted context to Tunisia. Since our study was primarily limited to the Tunisian context, it would be interesting to see if the results hold true for different companies in several countries where cultures differ. Hence, conducting comparative studies in these diverse countries to assess the validity of our conclusions in different cultural contexts and to verify if the relationships between talent management and turnover observed in Tunisia are consistent in other countries or if distinct patterns emerge based on cultural specificities.

Additionally, to generalize our findings, it would be pertinent to consider the size of the organization, as the challenges and benefits of talent management may vary depending on the organization's size, and the studied sample size can also play a significant role in strengthening the statistical validity of the results. This would allow for a more robust generalization of the conclusions.

Thus, we believe that conducting longitudinal studies to track the impact of talent management practices on turnover over time would be useful to determine if the benefits observed in this study persist or diminish over time. Finally, the issue of workplace justice is a complex problem that encompasses equity, diversity, and organizational culture issues. Ensuring equity involves ensuring equal opportunities, impartial treatment, and fair access to resources for all employees, regardless of their background or characteristics. However, achieving this ideal can be challenging in the talent management context due to various factors, including the perception of segmentation as discrimination, cultural differences that influence equity norms, resistance to change in the face of established practices, varying perceptions of exceptionalism, and the emotional impact of perceived justice. It will be interesting to study how organizations can balance promoting equity and recognizing exceptional talent to create a balanced and inclusive work environment, thus fostering diversity, creativity, and engagement, which are essential elements for achieving organizational excellence.

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