

**INDIVIDUAL AND ORGANIZATIONAL DETERMINANTS OF TALENT
TURNOVER INTENTION AMONG EMPLOYEES OF SAFARICOM
LIMITED**

BY

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DECLARATION

Declaration by Candidate

This thesis is my original work and has not been studied for or applied for a degree award at any other higher learning institution to the best of my knowledge. Without the prior written permission of the author and / or Moi University, no part of this thesis may be reproduced.

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DEDICATION

I dedicate this research to my loving parents.

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ABSTRACT

The quest for the factors that determine turnover intentions has increasingly been a subject of empirical investigations among scholars globally. A cross-section of studies has attributed turnover intentions to shortcomings in the relationship between the employee and the organizational culture, inadequate training, lack of incentives and organizational policies; Leadership styles; Organizational justice. None of the foregoing extant studies however focused on high-potential employees, presenting an empirical gap warranting the present study. Against this backdrop, the present study set out to investigate the individual and organizational determinants of talent turnover intention with reference to high-potential employees of Safaricom PLC. The overall objective of the study was to ascertain the individual and organizational determinants of talent retention in Safaricom PLC. The specific objectives were to; establish the effect of task performance on talent turnover intention, determine the effect of remuneration on talent turnover intention, examine the effect of organizational culture on talent turnover intention, and assess the effect of work environment on talent turnover intention among employees in Safaricom PLC. The study followed quantitative methods, including the use of a formal questionnaire and data collection with descriptive and inferential statistics. This study was conducted in Safaricom PLC, and the total respondents were 217 from all department. The study made use of primary data obtained using a self-administered questionnaire. The questionnaires were composed of closed-ended questions and were intended to answer basic goals, study questions and theories for testing. Before the actual data collection, 22 staff members, representing 10 percent of the sample population, who were not included in the final study drawn from all departments, piloted questionnaires. Based on the results, the values of skewness and kurtosis revealed that the data were normally distributed. To test the hypotheses, both multiple regression and moderation analyses were used. Findings indicate that high-potential workers in the study region expect to remain in the current company and show a lower risk of near-future turnover. The study accepted the first null hypothesis (H_{01}) that Task performance does not have a significant effect on talent turnover intention among employees in Safaricom PLC ($\beta = .034$; $t = .425$; Sig. = $.671$). The study however fails to accept the second null hypothesis (H_{02}) that remuneration does not have a significant effect on talent turnover intention among employees in Safaricom PLC ($\beta = .204$; $t = 2.844$, Sig. = $.005$). The study also fails to accept the third null hypothesis (H_{03}) that organizational culture does not have a significant effect on talent turnover intention among employees in Safaricom Limited ($\beta = .212$; $t = 2.633$, Sig. = $.009$). The study further accepts the fourth null hypothesis (H_{04}) that work environment does not have a significant effect on talent turnover intention among employees in Safaricom PLC ($\beta = -.053$, $t = .739$, Sig. = $.461$). This study concludes that regardless of their work environment, a majority of high-potential employee in the study area express low turnover intentions and are satisfied with both their task performance and work environment. A majority are however dissatisfied with their remuneration and the organizational culture in the organization. The study recommends that in order to keep the turnover intentions low, the organizations should consider bettering remuneration for high-potential employees and encourage an organizational culture that promotes creativity, productivity and innovativeness. Individual factors particularly remuneration was found to be significant in determining retention of high potential, high performing staff in the study area. To improve on the recognition, there is need to periodically benchmark and review skilled staff remuneration packages in line with best practices. Company specific factors have been found to have a significant effect on retention of high potential, high performing staff. To improve working conditions, skilled staff ought to be clearly communicated upon, the set goals and targets of the Institute. There is also need to provide each skilled staff a specific job description clearly indicating functions, responsibilities and reporting structures in addition to promptly addressing staff issues and suggestions. In general, to improve staff retention, it is imperative for organizations to listen to and address staff concerns and suggestions to ensure that the staffs are happy. There is need for organizations to spend more in understanding applicants' social backgrounds in relation to the job dynamics before hiring them, to either hire staff whose social characteristics suit the jobs applied for or structure jobs that are rich in depth, which will motivate them to perform. Organizations also need to reengineer their job designs to maximize on employees output on a day-to-day basis. Organizations should further invest in creating a positive perception on employees regarding strategic role that job designs play aligning it with the strategic plans of the organization.

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ABBREVIATIONS AND ACRONYMS

BPO	Business Process Outsourcing
CEOs	Chief Executive Officers
HIPOs	High-potential employees
HRM	Human Resource Management
HR	Human Resource
ICT	Information and Communication Technology
ILO	International Labour Organization
IT	Information Technology
PDR Scores	Performance Development Rating Scores
PLC	Public Limited Company
PWC	Price Waterhouse Coopers
ROI	Return on investment
SD	Standard Deviation
US	United States

OPERATIONAL DEFINITION OF TERMS

High-potential employees	Employees who, in a variety of environments and situations, regularly and dramatically outperform their peer groups while demonstrating activities that represent the culture and values of their organizations in an exemplary way. In addition, they demonstrate a high capacity to develop and succeed within an enterprise throughout their careers, more quickly and efficiently than their peer groups do.
Individual factors	These are job-related characteristics unique to an individual worker. objectives in the performance of their duties.
Organization culture	Employee practices and principles followed throughout the organization; regular association with others and execution of duties.
Organizational factors	There are internal characteristics of work that are unique to an organization.
Remuneration	Compensation and other incentive payments provided to workers upon completion of their assigned responsibilities.
Talent	The capacity that a worker naturally has to do something that is usually considered difficult.
Task Performance	The willingness of employees to achieve their expected
Turnover Intention	An indicator of whether staff are planning to leave their jobs at the company.

Work environment	The environment, social characteristics and physical circumstances in which workers perform their job.
Work experience	Duration of time a worker has worked for the company

CHAPTER ONE

INTRODUCTION

1.0 Chapter Overview

In this chapter, the background of the study, statement of the problem, objectives, research hypothesis, significance of the study, and scope of the study are discussed.

1.1 Background to the Study

Turnover intention refers to a person's choice to stay or go from a job (Raisiene, Podvezko, & Bilan, 2018). Turnover intents are the direct link between turnover behavior and turnover intentions. Indirect costs of turnover include lowered morale among remaining employees, increased workload, and the loss of social capital. Voluntary and involuntary employee turnover are both possible. An individual's projected chance of leaving an organization in the near future is referred to as turnover intentions. It may also be defined as an employee's intention to quit the company (Peltokorpi, Allen, & Froese, 2015). Turnover intention is the assessment of whether or not an organization's workers intend to quit their jobs or whether or not the business intends to fire personnel. Intentions to change jobs might be voluntary or involuntary. An employee's desire to move occupations or firms voluntarily is referred to as turnover intention.

From the perspective of the company, employee turnover is costly. Voluntary quits, which reflect an outflow of human capital investment from companies, are costly to the organizations, as is the replacement process. These expenses include, for example, searching the external labor market for a prospective substitute, deciding amongst competing replacements, inducting the selected substitute, and formal and informal training of the substitute until he or she achieves performance levels comparable to

the person who left (Park et al., 2019). In addition to these replacement expenses, production would be harmed to some extent or maintained at the expense of overtime pay. Investing in training, providing organizational support, implementing innovative recruitment and selection processes, providing better career opportunities (Bilau *et al.*, 2015), and implementing measures to increase job satisfaction and commitment have all been suggested as potential solutions for turnover. Labour turnover is a large monetary expense, but it also has an intangible or "hidden" cost linked with lost skills, inefficiencies, and replacement costs.

According to empirical research, lost productivity as a consequence of worker turnover accounts for more than two-thirds of the entire turnover cost (Gordon et al., 2019). Service quality may suffer when turnover rises since it takes time and money to "backfill" departed staff, particularly in crowded hotels (Lynn, 2014). Chen et al., (2019) employed a multivariate analytic model in their research "An explanatory study of turnover intent among prison employees" in the United States of America; the most strong predictors of prison staff turnover intent were job intent (i.e. job involvement, job satisfaction and organizational commitment). Personal traits, age, tenure, educational level, and supervisor position all exhibited statistically significant correlations with turnover intent, according to the results of this research. Except for perceived job hazard, age, tenure, and supervisor position exhibited negative correlations with turnover intent, but educational level showed a positive association; other work environment factors exhibited statistically significant relationships with the measure of turnover intent. Negative correlations were found between job variety, relationships with coworkers, and input into decision-making, as well as instrumental communication. Lambert et al (2010) also praised administrators for focusing on adjusting their prisons' work environments in order to enhance employee attitudes.

Using Hierarchical Linear Regression analysis, Uzundu *et al* (2015) investigated the association between work stress, perceived organizational politics, and turnover intention among workers at the University of Nigeria Nsukka. The study's results revealed that there was no correlation between perceived organizational politics and turnover intentions. Employee turnover intention, according to this research, is a mental choice prevailing between an individual's attitude to work and whether to remain or quit the job (Jacob and Roodt, 2007). Since a result, management should seek to implement measures that minimize employee stress levels, as stress has been linked to a higher likelihood of turnover. Using basic descriptive percentage analysis, Emeka *et al* (2012) investigated job satisfaction and employee turnover intention at Total Nigeria PLC in Lagos State. The Chi-square approach was used to analyze, assess, and interpret the provided hypotheses before deciding whether they should be accepted or rejected. The research discovered that job satisfaction decreases workers' intentions to leave, and that Total Nigeria PLC used a regular pay structure, a pleasant working environment, and effective supervision not just to minimize employee turnover but also as a corporate retention strategy.

Using correlation and regression analysis, Asif (2012) investigated if a lack of organizational commitment and support is a factor for workers' turnover intention for Telecom workers in Pakistan. The empirical regression model achieved a respectable adjusted R-square of 49.4 percent, indicating that the perceived organizational support and organizational commitment to the workers account for 49.4 percent of the variance in the workers' turnover intention. The model's validity was indicated by an analysis of variance with a p-value of 0.000. The empirical model of turnover intention was shown to be relevant and significant. Employee turnover intentions were shown to be significantly influenced by organizational commitment and

perceived organizational support, according to the research. The influence of organizational commitment and support on turnover intention was explored in this study. Using multiple regression analysis, Medina (2012) investigated the impact of job satisfaction and organizational culture on employee turnover intention among young employees in the United States of America. High-performing cultures, according to this research, created exceptional outcomes, recruited, engaged, and maintained brilliant individuals who could easily and quickly adjust to change. Job satisfaction was found to be a strong predictor of turnover intention, with each additional unit increase in job satisfaction corresponding to a 0.375 point decrease in turnover intention, indicating that a person moving up one level on the job satisfaction scale scores fewer points on the intention scale, indicating a decreased intention to find a new job. Working full-time vs part-time was linked to a 0.145 reduction in the likelihood of turnover. Years in the job were linked to a 0.011 point reduction in the likelihood of leaving. The modified R-squared of the model was found to be 0.245, suggesting that work satisfaction accounts for about 25% of the intention to leave the company. Using multiple regression analysis, Samad (2016) examined the impact of demographic factors such as job characteristics and work satisfaction on turnover intentions and work satisfaction for IT personnel in Telecom Malaysia. The regression findings revealed that among IT employees, a negative association exists between work satisfaction and work characteristics such as skilled diversity, task identity, task relevance, autonomy, and feedback. According to the findings, work satisfaction had a greater impact on turnover intentions than job features. This finding revealed that, in order to avoid employee turnover, a company's management should be able to resolve issues with work satisfaction. Work satisfaction and job characteristics of workers in

the company were identified to be among the variables that need to be prioritized by management in resolving turnover intentions in the research.

In the literature, employee turnover has been categorized as either voluntary involving an employee leaving their company of their will; or involuntary in the management decision to compel the employee to leave the organization (Lima, Céó & Blatt, 2016). Although voluntary turnover can be advantageous to an organisation, in particular through the recruitment of more creative and efficient workers, voluntary turnover has been reported in the literature in order to produce significant costs, both in terms of direct costs, such as replacement costs, and in terms of indirect costs, such as the burden on the remaining employees or the loss of social capital (Farooq & Farooq, 2018). In addition, mutual termination of jobs can be seen as an obstacle to talent retention aimed at generating value for consumers, investors, the local community, suppliers, and stockholders (Rubel, Kee, Quah & Rimi, 2017). Therefore, any company, regardless of its location, size, or nature of the operation, has always been a key concern about the turnover intent of employees, especially if the lost employees are high-potential employees (Siqueira & Gomide, 2018).

A high-potential worker is described as one who has the consistent capacity, aspiration, and dedication to organizational success is capable of lateral or upward movement and has reached the potential to move upward, more frequently to leadership or supervisory positions (Kyndt, Dochy, Michielsen & Moeyaert, 2017). Allen, Bryant, and Vardaman (2016) add to this list that the person must have solid business knowledge and make a strong contribution to the company. High-potential workers are more likely to become an organization's future leaders (Hausknecht, Rodda & Howard, 2016) and have many main features, including, but not limited to,

imagination, autonomy, flexibility, and potential learning (Kyndt *et al.*, 2017). Against this context, many companies that are at risk of losing company expertise as such workers quit are worried about the inability to retain high-potential employees (Ortlieb & Sieben, 2018).

The shortage of high-potential workers, from personal assistants and call-center operators to analysts, engineers, and accounting personnel, is across the spectrum, according to Juhdi, Pa'wan, and Hansaram (2018). A successful and active workforce not only helps a company succeed but also thrive. It is against this backdrop that talent retention, described as an organization's capacity to retain its top employees, is increasingly focused on (Kim, 2015). Strategic staffing has now become a challenge for many organizations, since the ability to hold on to highly skilled, key workers can be critical for potential survival (Rubel *et al.*, 2017).

According to a Pricewaterhouse Coopers (2016) survey, nearly 97 percent of blue-chip companies' Chief Executive Officers (CEOs) responded to "access to" and "retention of" key talent is their long-term leading source of sustained growth. This ensures that the highest priorities of the human resources department of these organizations are still on how to keep the main talents. They do this using many approaches, including organizational mobility, career management, alignment of priorities, and succession planning (PWC, 2016).

Their turnover intent is a crucial indicator of HIPOs' voluntary turnover (Letchmiah & Thomas, 2017). The purpose of turnover was described as the knowledge and opinion of one's job options (Mohlala, Goldman & Goosen, 2016). According to Ngamkroekjoti, Ounprechavanit, and Kijboonchoo (2015), the employee's turnover intent refers to an employee's probability of quitting the current job he/she is doing.

According to Ozturk, Eryesil, and Beduk (2016), it is a psychological phenomenon that suggests the subjective possibility of an employee continually considering resigning from an organization at some stage in the near future.

According to Ali, Fakhr, Zaman, and Shakil (2017), turnover intentions among highly talented employees vary to some extent from organization to organization, and no single factor can be attributed to turnover intentions, hence the need to adopt a holistic approach in the analysis of factors affecting employee turnover intentions. High-potential employees flourish in organizational cultures that foster creativity and cooperation, respect for jobs, value for diversity, and are inclusive, sociable, and efficient, according to Manzoor and Naeem (2017).

High-potential workers often operate environments that facilitate learning, growth, performance enhancement, and remain competitive with regard to their industry peers (Kyndt *et al.*, 2017). If this is the case, their chance of pursuing new external work prospects increases (Sageer, Rafat & Agarwal, 2017). Extrinsic and intrinsic benefits and prospects for success are often crucial to maintaining high-potential workers (Caldwell, Dixon, Floyd, Chaudoin, Post & Cheokes, 2016). Employees of high potential ought to feel equitably remunerated and see the potential for development inside organizations (Mansel, Brough & Cole, 2016). Hayashi and Dolan (2016) add that high-potential senior workers frequently strive to reach a degree of self-actualization, as opposed to the beginning and junior high-potential employees who pursue development and career progression. This suggests a difference between high-potential workers in work experience. The above points to both individual and organizational variables that decide the retention of high-potential workers, hence the emphasis of the current study. Research into factors that precede the purpose of talent

turnover could allow businesses to devise action courses aimed at retaining high-potential employees who are critical to achieving business efficiency and overall results.

In 1997, Kenya's leading telecommunications operator, Safaricom PLC, was established as a wholly-owned subsidiary of Telkom Kenya (Safaricom, 2018). As an employing agency, the impetus to research Safaricom PLC was attributed to its ranking as a top-performing company. Safaricom listed Career Point Kenya (2017), a leading local consulting company on human resource management issues, second only to Google Kenya and Kenya Airways, respectively, as Kenya's best companies to work for. In 2015, Safaricom also received the African Employer of Choice Award and was ranked 7th in the Employer of Choice Top 100 in Africa (African Business Magazine, 2017). As a top-employing company, this means a very high probability that the organization hires high-potential workers.

1.2 Statement of Problem

Talent attrition has proved to be one of the most expensive and almost intractable human resource problems facing many companies worldwide (Sokhanvar, Hasanpoor, Hajihashemi & Kakemam, 2016). Talent turnover causes the company to incur tremendous costs related to recruiting and selection, the process and induction of employees, the preparation of new staff, and, above all, the loss of employee information accumulated while on the job (Kaya & Abdioğlu, 2017). Besides, the high talent turnover rate in a company adversely affects the motivation of current workers, raises the workload, and makes it difficult to schedule work. Therefore, the dismissal of high-potential workers is an important concern that has a negative impact on an organization's productivity, quality, and general success (Siew, 2017).

High-potential workers are 50 percent more important to an enterprise than other employees, according to Gartner (2016), a leading research and consulting firm, as they show 21 percent higher productivity levels and contribute 91 percent more to achieving business objectives. According to Challenger, Gray, and Christmas (2018), a multinational outplacement & career transitioning organization headquartered in Chicago, currently, 14% to 33% of high-potential workers are actively looking for work, and 42% of employers are worried that other businesses will acquire their best talent. Besides, high-potential workers have a turnover rate of 30 percent, and over 50 percent of companies are inefficient in finding, managing, and maintaining top talent. Gartner (2016) also reveals that 90% of CEOs say they are most worried about losing their high-potential employees.

In comparison to the above figures, Safaricom PLC's staff turnover rates have been significantly low and have reported an overall decreasing trend over the last 4 years, from 5.7% in 2015, 5.6% in 2016, 5.2% in 2017 to 5.4% in 2018. (Safaricom PLC, 2018). The statistics question whether the observed turnover rates are expressed in the turnover intentions of Safaricom's HIPOs and whether the same can be attributed to different person and organizational variables, posing an information gap set out in the current study to address.

Accordingly, the quest for the factors that determine turnover intentions has increasingly been a subject of empirical investigations among scholars globally. A cross-section of studies has attributed turnover intentions to shortcomings in the relationship between the employee and the organizational culture (Habib, Aslam, Hussain, Yasmeen & Ibrahim, 2017; Haggalla & Jayatilake, 2017); inadequate training (Sokhanvar, Hasanpoor, Hajhashemi & Kakemam, 2016; Dwivedi, Kaushik

& Luxmi, 2018), lack of incentives (Haggalla & Jayatilake, 2017), and organizational policies (Flint, Haley & McNally, 2017); Leadership styles (Griffin & Moorhead, 2016); Organizational justice (Sokhanvar et al., 2016; Ozturk, Eryesil & Beduk, 2016). Other scholars have cited career advancement opportunities offered by companies, the form of supervision (Siqueira & Gomide, 2014); Promotion opportunities: Mahapatro, 2015; Shah & Khan, 2015); Nyamubarwa (2018); remuneration (Kumar, 2015; Hassan, 2014); and the working conditions (Siqueira & Gomide, 2014; Manzoor & Naeem, 2017).

None of the foregoing extant studies however focused on high-potential employees, presenting an empirical gap warranting the present study. Against this backdrop, the present study set out to investigate the individual and organizational determinants of talent turnover intention regarding high-potential employees of Safaricom PLC.

1.3 General Objective

The general objective of the study was to establish the individual and organizational determinants of talent turnover intention among employees in Safaricom PLC.

1.4 Specific Objectives

The following were the specific objectives of the study.

- i. To establish the effect of task performance on talent turnover intention among employees in Safaricom PLC
- ii. To determine the effect of remuneration on talent turnover intention among employees in Safaricom PLC
- iii. To examine the effect of organizational culture on talent turnover intention among employees in Safaricom PLC

- iv. To assess the effect of work environment on talent turnover intention among employees in Safaricom PLC

1.5 Research Hypotheses

The study tested the following hypothesis.

H₀₁: Task performance does not have a significant effect on talent turnover intention among employees in Safaricom PLC

H₀₂: Remuneration does not have a significant effect on talent turnover intention among employees in Safaricom PLC

H₀₃: Organizational culture does not have a significant effect on talent turnover intention among employees in Safaricom PLC

H₀₄: Work environment does not have a significant effect on talent turnover intention among employees in Safaricom PLC

1.6 Significance of the Study

The results of the study favour multiple stakeholders, including Safaricom PLC management and similar employers, high-potential workers, researchers and academics, as elaborated hereby.

1.6.1 Corporate Management

The leadership at Safaricom PLC and similar employing organizations will benefit from the results of this study by recognizing how different individual and organizational variables affect the intention of talent turnover among high-potential staff. In doing so, management would be more informed about the corporate procedures and programs to be introduced to incur the costs arising from high-potential employee turnover.

1.6.2 High-potential Employees

High-potential employees will also benefit from the results of the study as hiring organizations will adopt organizational policies and programs to better understand the creation of talent for lower turnover intention and return turnover among high-potential employees as per the study's recommendations.

1.6.3 Researchers

The study contributes to the body of information related to the turnover intention of high-potential employees and their individual and organizational determinants in Kenyan literature. The study, therefore, offers reference material for scholars and researchers who may use the results of the study in their empirical literature review.

1.7 Scope of the Study

The research aimed to evaluate the individual and organizational determinants of the intention of talent turnover among Safaricom PLC employees. Although there is a multitude of determinants, the present study was limited to four, including task performance, remuneration, organizational culture and work environment. They targeted a sample size of 217 respondents. In particular, the analysis reached the present high-potential, high-performing workers. The analysis was carried out in June 2021.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The theoretical underpinnings, relevant empirical literature, and the conceptual structure guiding the analysis are discussed in this chapter. The chapter describes and explores theories related to the understanding of the individual and organizational determinants of the purpose of talent turnover among employees within the theoretical framework. The conceptual structure offers a diagrammatic description of the hypothesized relationship between the independent and dependent variables, whereas the empirical literature discusses previous similar research and the gaps justifying the present analysis.

The chapter is organized into four sections. The first part, 2.2, offers a summary of the function of talent turnover. Section 2.3 addresses the hypotheses of talent retention and empirical evidence that are of particular interest to this report, commenting on the methodologies, observations, and conclusions. The final portion, 2.4, is a critical assessment of the empirical works, highlighting their point of departure from the current research as far as possible, as well as highlighting the holes that this study sets out to fill. The section ends with a conceptual structure for the analysis.

2.1 The Concept of Talent Turnover Intention

The objective of turnover is for a person to quit their present job and look for work with a different business (Jung et al., 2012). In this context, turnover refers to a personal estimate of a person's likelihood of leaving employment in the near future (Cho et al., 2009). Employee retention has become a worldwide objective since high-potential individuals offer the greatest value and make a major contribution to business success (Ortlieb & Sieben, 2012).

In order to be competitive, a company must employ the finest individuals in the industry (Castellano, 2013). On the other side, top-performing workers are often ignored as organizational assets. Therefore, their present employers may grow unhappy and disengaged, leading them to seek other employment where they will be appreciated more (Hughes & Rog, 2008). Trying to replace talent and educate new employees to perform as efficiently as their predecessors has become a rising issue for companies all around the globe (Vasishtha, 2009).

Therefore, one of the most pressing concerns for today's CEOs is how to minimize employee turnover, especially among highly skilled/talented employees (Ready et al, 2012). Countries and companies (big and small) are increasingly competing for the retention of their best employees (Frase, 2012). Retention is described as "the capacity to retain those workers you want for longer than your rivals" (Johnson, 2010). Because each business has a nested connection inside it and is a part of the external world, the aim of talent turnover is very essential (Raudenbush et al, 2002). Retention is a broad term that refers to all aspects of a company's human resource strategy. Six components were incorporated from the Talent Turnover Intention from (Straughn, 2015).

In the widest meaning of the term, human resource management is defined and recognized as a kind of management that includes "all management decisions and actions that influence the nature of the relationship between the company and its human resources workforce" (Beck et al., 2013). HRM duties may be difficult to manage since they include a broad variety of topics, including employee and business relationships. HRM's role in the company has grown and strengthened as new methods of interacting with workers are found (Kane, 2010). Executives feel that

talent management is the most important difference between companies, therefore it has been designated as a strategic priority. (From the biography of Constantine Kontoghiorghes)

Organizations must deal with revolutionary changes, rapid product and technological change, global competition, deregulation, and demographic transitions while simultaneously attempting to integrate tendencies toward a service and information society (Kane, 2010). One of the problems that many corporate organizations are facing as a result of the present uncertain economic environment is disagreements with essential (core) personnel. In today's knowledge-based culture, human capital is considered as a vital resource that is needed for business viability.

Organizations are always vying for the best workers (Porter 2011). According to new paradigm organizations, the capacity to successfully empower and attract high-talent people who can withstand organizational transformation, downsizing, consolidation, restructuring, or reengineering projects is an essential component of business management techniques (Clarke, 2011).

2.2 Models of Talent Retention

Available literature suggest that the understanding of the determinants of talent turnover intent among employees is underpinned by numerous models and theories. The Talent Retention (ROI) model and the Principle of Reasoned Action are prominent among those theories and of particular interest to the current research.

2.2.1 The Talent Retention (ROI) Model

The technique of Talent Retention (ROI) involves eight measures to recognize the causes of talent departure and establish successful strategies for talent retention:

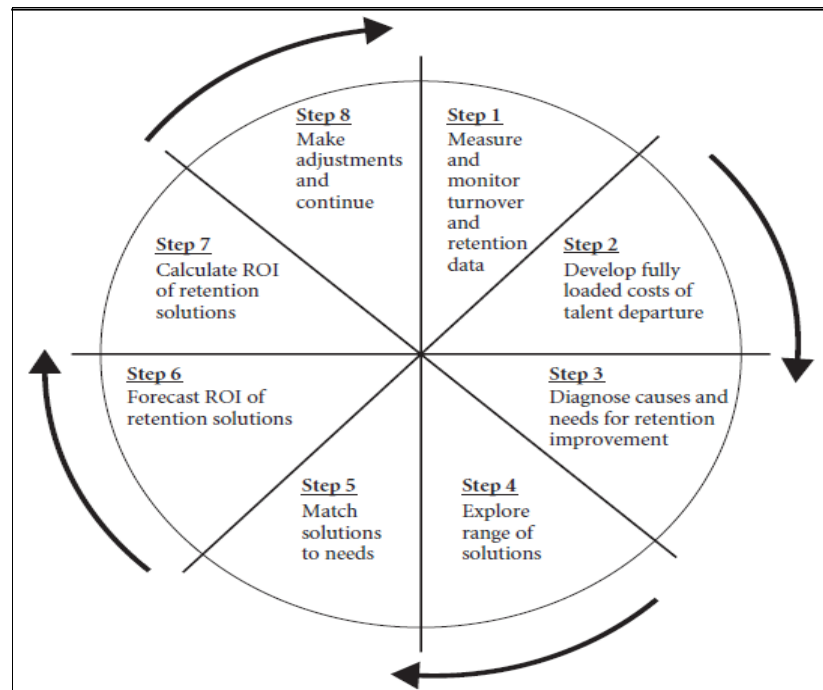


Figure 2.1: Talent Retention Model

Source: www.ManagingTalentRetention.com

Various turnover and retention data are gathered and evaluated, as illustrated in figure 3.1. The data on turnover is then split down and examined at the organizational (division, regional regions, functional unit, departments, and so on) and individual levels (tenure, age, gender, educational levels, family status, etc). This data may also be compared to benchmarking objectives to create trigger points that indicate when action is needed to solve retention problems.

The gross turnover cost is approximated. All departure expenses, replacement costs, and orientation/training/development expenditures should be included as required. The overall turnover cost should include "hidden" turnover costs, which represent the consequences of employees departing abruptly, such as job disruption, productivity loss, and customer discontent. The gathered data on employee turnover is examined to identify the root reasons of employee turnover. Therefore, determining the variables that affect the reason for talent/talent turnover is much simpler.

2.2.2 Social Exchange Theory

Social exchange theory has been highly influential in a variety of disciplines, including anthropology (e.g. Firth and Banton, 1967), clinical psychology (e.g. Foa and Foa, 1974), social psychology (e.g. Homans, 1958), and sociology (e.g. Blau, 1964). In his highly cited book, *Exchange and Power in Social Life*, Blau (1964) identified two kinds of exchange relationships: social and economic. According to Blau, social exchanges entail unspecified obligations as when an individual does another party a favor, there is an expectation of some future return. Because it is unclear when the favor will be returned, and in what form, social exchange relationships depend on trust (Blau, 1964).

In contrast, “obligations, trust, interpersonal attachment, or commitment to specific exchange partners” (Emerson, 1981, p. 35) are not incorporated into economic exchange relationships. Rather, economic transactions between parties are not long term or ongoing, but represent discrete, financially oriented interactions (Shore et al., 2006).

Thus, social exchange has emphasized socioemotional aspects of the exchange relationship (i.e. feelings of obligation and trust), while economic exchange has emphasized the financial, material and more tangible aspects of the exchange relationship.

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Social exchange theory has impacted anthropology (e.g. Firth and Banton, 1967), clinical psychology (e.g. Foa & Foa, 1974), social psychology (e.g. Homans, 1958), and sociology. In his highly regarded book *Trading and Power in Social Life*, Blau (1964) differentiated between social and economic exchange relations. According to Blau, ambiguous obligations, such as when one person performs a favour for another in return for a future reward, are included in social transactions. Because it's impossible to know when and how a favor will be paid back, social exchange relationships are built on trust (Blau, 1964). On the other hand, economic trading ties do not entail "obligations, trust, interpersonal connection, or devotion to particular trade partners" (Emerson, 1981). On the other hand, economic transactions between parties are neither long-term nor continuous, but rather reflect individual financial commitments (Shore et al., 2006). Consequently, social trade emphasizes the socioemotional elements of the exchange relationship (such as emotions of responsibility and trust), while economic trade emphasizes the financial, material, and more tangible aspects.

For decades, exchange principles have been employed to explain workplace behavior (e.g. Adams, 1965; Blau, 1964; Homans, 1973). Many scholars have looked at how

workers engage with their different exchange partners in the workplace. When organizational researchers refer to "two interacting partners," they generally mean "two interacting partners" in the sense of "two interacting partners" (Cropanzano and Mitchell, 2005). According to Masterson et al. (2000), employees have at least two social exchange relationships at work: one with the company and another with supervisors or managers. Employees may be impacted on two levels: organizationally and managerially.

The quality of employees' relationships with their employers is influenced by their views of procedural fairness (Masterson et al., 2000). When workers feel their bosses treat them well, we believe their loyalty to the business increases. According to studies, committed employees are less likely to quit (e.g. Allen and Meyer, 1996; Mathieu and Zajac, 1990; Tett and Meyer, 1993). Employees' views of unjust treatment by their employers, on the other hand, we think, decrease their commitment to their employers, leading to greater turnover intentions.

2.2.3 Theory of Reasoned Action

The Reasoned Action Theory, coined by Fishbein and Ajzen (1975), posits that the intention of a person to perform a behavior (behavioral intention) is predicted by the attitude of a person toward the behavior and the subjective norms of the behavior. The social and environmental climate and the perceived regulation of actions by an individual are the product of subjective norms (Ajzen, 1991; Ajzen & Fishbein, 1980). In general, a positive mindset and positive subjective norms contribute to greater perceived influence and increase the possibility of behavioral improvements governing intentions (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975).

According to it, behavioral intent appears to predict an act's performance (e.g., leaving an organization), unless there are deliberate adjustments before an actor's performance, or unless the aim test fits the behavioral criteria in terms of action, goal, meaning, time frame, and/or specificity. The turnover process model also argued that because the turnover intention is the last component in a sequence of withdrawal cognitions, it serves as an intermediary between assessments before the turnover decision (Mobley *et al.*, 1979; Mobley, 1977).

In situations where there is a restraint on the action, this current research provides a rare view of reasoned action and planned behavior theories. For predicting actions, the mere creation of an intention can be insufficient. There are situations where actual turnover could prove to be less satisfying for an employee. Therefore, modifying the purpose of turnover would be a clearer explanation of behavior. The TRA was expanded by Ajzen (1991) to provide a measure of perceived behavioral regulation. The theory of planned behavior argued, contrary to the basic assumption of the theory of reasoned action, that Perceived Behavioral Regulation (PBC) appears to affect both intent and behavior (Armittage, 2001).

In real life, circumstances occur where workers with a turnover intention cannot exit an organization as expected by the reasoned action theory (Oluwafemi, 2010). In such a case, it would not be a successful technique to research dysfunctional turnover, as the occurrence of dysfunctional turnover could be reduced by early detection of turnover intention.

2.3 Task Performance and Talent Turnover Intention

Human resource management practices as if as performance assessments, pay-for-performance incentives, and merit-based internal promotion systems may all have an

impact on motivation levels (Deci, 2013). HRM activities should also influence job design so that highly motivated and trained employees may use what they have learned in the workplace (Bucke & Cooper, 2013). Include incentives for a positive performance assessment as an example of a constructive strengthening that may affect employees' attitudes and behaviours. This procedure is part of HR managers' underperformance management responsibilities.

According to Putterill and Rohrer (2011), job performance focuses directly on employee productivity by measuring the number of units of acceptable quality produced by workers within a given period. Employee output determines a company's success. One of the most effective methods to enhance corporate performance and benefit is to improve staff efficiency, from the lowest levels of the firm to top management (Heskett *et al.*, 2008).

Improving efficiency is dependent on effective human resource strategies that recruit and maintain a committed and motivated staff, in addition to a well-functioning system (Al-Ahmadi, 2009). The assessment criteria are the performance aspects on which a person is evaluated (Ivancevich, 2009). According to Al-Ahmadi (2009), several criteria must be met in order to properly assess an employee's work performance. Trait-based information, Behavior-based information, and Result-based information are three different types of data or knowledge that managers gather on how effectively employees perform their tasks, according to Heskett *et al.* (2008).

Trait-based details, according to Jauhari and Manaktola (2009), describe a subjective character of the staff such as attitude, initiative, or creativity. Action-based job performance assessments depend on what is contained in the task itself (Panigyrakis, 2009). The outcomes are the outcomes of the employees' efforts. Result-based data is

used to evaluate employee performance. For tasks where assessment is straightforward and unambiguous, a results-based approach works effectively (Papasolomou, 2011). The degree of accomplishment of corporate and societal objectives for evaluating job performance and responsibility, according to the Hersey and Blanchard (2013) judges.

According to Porter and Lawlersay (2015), there are three kinds of transactions. Each one is based on the quantity of sales, the frequency of performance, and the production groups of reporting manager workers in a particular period, and so on. Someone other than individuals whose performance is being appraised is known as the second kind of evaluation performance assessment of impacted persons. Self-evaluation and self-assessment is the third performance assessment method.

An organization's production and output are assessed in terms of its workers' efficiency. Currall *et al.* (2015) looked at the most important employee performance measures throughout the hiring process. They concluded that a worker's productivity is influenced by his or her level of job happiness and drive. Employers should provide attractive incentives to high-performing employees. Experts in human resources are now faced with a dilemma: how to retain the performance (Sumita, 2013). Employee dissatisfaction has a negative effect on employee engagement, which in turn has a negative impact on the accomplishment of corporate objectives and outcomes (Meyer, 2015).

Task success and the reason for turnover are inversely linked, according to Zimmerman and Darnold (2015). Employee views of corporate incentives may also be influenced by excellent performance, according to the research. When these expectations are met, high-performing workers are significantly less likely to quit the

business. Low-performing employees are more likely to quit the business because poor performance may lead to a negative attitude about the significance of the job, increased worry, and unhappiness (Steers & Mowda, 2015).

Some research suggests the contrary, claiming that a number of regulatory factors will affect the connection between job performance and turnover intent. High-performing workers, for example, get greater incentives in the control of the reward and are less likely to leave (Allen & Griffeth, 2016).

Some studies explain a causal connection between job performance and turnover intention by examining the impact of perceived organizational support on organizational engagement, position efficiency, and turnover intention. For starters, when staff turnover is high, workers are less engaged in their employment, which affects their efficiency (Hulin, Roznowski, and Hachiya, 1985). Second, work performance has an impact on job satisfaction, which in turn has an impact on organizational engagement, which in turn has an impact on turnover (Jones, 2016).

2.4 Remuneration and Talent Turnover Intention

Employee remuneration and incentives have been studied in relation to turnover and retention in a number of studies (Cho, Woods, Jang, & Erdem, 2011; Milman & Ricci, 2013; Shaw, Delery, Jenkins, & Gupta, 2011; Walsh & Taylor, 2012). Employee compensation encompasses all forms of salary and incentives that workers get for doing well (Snell & Bohlander, 2012). Direct compensation includes wages and salaries, as well as perks, bonuses, and commissions. Indirect compensation does not include direct pay, which includes numerous non-financial advantages given by companies, such as health care, life insurance, subsidized lunch, leave program, overtime, pension plan, and transportation policies.

The most important problem in attracting and keeping talent, according to Willis (2010), is direct compensation. There is an implicit belief that money affects conduct, according to Parker and Wright (2010), thus fair pay is regarded as the basis of the contractual and implied relationship between employees and employers. Therefore, certain companies may be able to provide substantially larger compensation packages than the market rate in order to attract and keep important workers (Parker & Wright, 2010). Many employers say that money is the most essential element in retaining workers, while many individuals mention better salaries or greater compensation as a motivation for changing employment (Mathis & Jackson, 2013). An effective distribution technique, according to Khan (2010), will aid in attracting the finest applicants, influencing employee behaviour and performance results, and promoting talent retention.

Employee recruitment and retention may also be influenced by indirect incentives such as insurance. The employee's choice to leave was influenced by a number of reasons, one of which was a lack of suitable benefits (Rusbult & Farrell, 2012). According to Casper and Buffardi (2013), a business may compensate for low salaries by offering a high number of non-cash perks. Browne (2012) discovered in his study that potential employees are ready to accept lower pay in return for perks that are essential to them, regardless of their gender or culture. Employee pay packages enhance employee loyalty to the business and decrease the probability of them looking for another employment (Mitchell, Holtom, Lee, Sablinski & Erez, 2011). Companies that provide employee compensation schemes had reduced non-managerial worker turnover rates, according to Cho, Woods, Jang, and Erdem (2011). If incentive programs in the form of bonus plans were expanded to additional workers across the business, the company's labor turnover rate would be lowered even further

(Moncarz, Zhao & Kay, 2013).

According to many research, highly competitive pay structures promote employee engagement, resulting in a better staff being attracted and retained (Becker & Huselid, 2015; Shaw, Delery, Jenkins, & Gupta, 2011). According to Mathis and Jackson (2013), worker retention is influenced by a healthy, fair, and efficient pay and incentive system. Therefore, planning compensation and incentives is an important part of developing successful HRM policies.

Organizations must understand the importance of incentives and commit to utilizing them as a powerful tool for talent retention. In a research by Chew & Chan, compensation or remuneration was shown to be a positive predictor of organizational loyalty and desire to remain (2012). The results of this research, which comprised 475 respondents from nine major commercial and public sector organizations, may be applied to Australia and Europe. The results in Africa, on the other hand, may be different. According to Hong, Hao, Kumar, Ramendran, and Kadiresan (2012), remuneration is also essential for talent turnover.

This finding was based on the responses of 278 Malaysian educators. This conclusion may be valid for other comparable companies, but not for banks, since their operations are very different. Remuneration provides workers with a feeling of security, autonomy, recognition, and increased self-worth, which leads to emotional loyalty and retention (Döckel, Basson, & Coetzee 2011). While compensation and benefits help to keep employees, several studies have shown that payment alone, whether in the form of base or variable pay, may not be enough to attract or retain employees. Milman and Ricci (2013), for example, discovered that intrinsic satisfaction and working circumstances, not monetary incentives, were the most

significant retention predictors. Similarly, although compensation is essential, Walsh and Taylor (2012) discovered that a lack of chances for professional development and progress has an effect on management staff retention and turnover.

2.5 Organizational Culture and Talent Turnover Intention

Deery and Shaw (2015) emphasized the effect of company culture on turnover behavior. Employee work attitude, job incentives, socialization, work culture, job mobility, work objectives, and turnover culture are all variables that affect turnover behavior, according to the researchers. Stalcup and Pearson (2011) provide a more complete interpretation of turnover causes that are centered on the employer-employee interaction, having built and tested a sophisticated turnover model. The model includes a broad variety of reasons of involuntary and voluntary attrition from the viewpoints of employees and managers, such as personality differences, too much corporate bureaucracy, and dissatisfaction with job characteristics.

Rather than being something that an organization 'has,' organizational culture has a wider and deeper meaning. Corporate culture principles affect ethical standards inside a company as well as managerial conduct. One of the most challenging parts of integrating new workers into a business is establishing corporate culture. Each business has its own culture, which clashes more often when different cultures are brought together. Employees have expressed worries about identification, communication problems, human resource issues, ego conflicts, and inter-group disputes, all of which are cultural differences.

As a result, culture is a set of shared fundamental assumptions developed by a community as it deals with external adaptation and internal integration issues, assumptions that have proven to be true enough to be taught to new members as the

correct way to interpret, think about, and feel about those issues (Schein, 2013). The company's culture seems to affect talent turnover intention since the factors of salary intention of talent turnover, career growth, supervision, interpersonal connections, and work satisfaction are all related to external and internal adaptation. A research showed that company cultural concepts have a substantial effect on employee retention rates (Sheridan, 2012).

Retention methods should not be utilized in isolation, and a retention culture shows how long your workers have been with you. Every action has a cascading effect (Whitfield, 2012), and what we do and say has an impact on the people in our life, who in turn have an impact on others. The decisions one takes have far-reaching ramifications. Many businesses employ great individuals, many of whom labor in the trenches and go unnoticed. Employees that work in a pleasant atmosphere are more likely to remain with the business. The business must make certain that its work environment and community fulfill the requirements of its workers. Cultural remedies include social reinforcement and leadership, as well as ensuring that employees can maintain a good work-life balance. Employees with advanced skills recognize that they are a significant addition to the company. People are more inclined to transfer organizations when their allegiance deteriorates (Ware & Fern, 2012).

Employee loyalty will prove to be an effective strategy for keeping top personnel. Workers that are engaged are more likely to remain with the business, advocate for the company's goods and services, and contribute to the success of the bottom-line sector. Employees that are committed work harder and are more driven in general. Employee retention and engagement are inextricably connected.

2.6 Work Environment and Talent Turnover Intention

Working circumstances are at the core of the connection between paid labor and employment, according to Lamba and Choudhary (2013). Working conditions include a broad variety of problems and concerns, including working hours (work hours, rest periods, and work schedules), pay, and workplace physical and mental demands. According to Hock (2011), the ILO monitors and analyses global trends and changes in working hours, job organization, and work-life balance, as well as important and emerging problems, in order to offer practical information and research-based policy recommendations to ILO constituents and policymakers.

According to George and Jones (2013), one of the elements, affecting an employee's choice to remain or quit the business is the work environment. People's work habits have a direct effect on their productivity and performance, which is affected by their working environment. To mention a few, these may involve problems such as office space, utilities, air conditioning, and the workplace environment. When working circumstances are bad, many individuals are dissatisfied. According to Khan *et al.* (2012), a secure work environment with minimal physical and/or psychological stress and the appropriate facilities for accomplishing work objectives would contribute to high employee satisfaction. A stressful working environment, as Katou (2014) points out, may lead to poor levels of satisfaction. In order to obtain up-to-date information for their research outputs, trained employees will need office space, research facilities, and information communication and technology (ICT) assistance.

According to Lamba and Choudhary (2013), working environments have two dimensions: environmental conditions and risks. In terms of factors like heat, wetness, noise, smell, light, and dust, environmental conditions vary from normal to severe.

Unpleasant environmental conditions affect employee well-being and productivity in both direct and indirect ways. Extreme circumstances cause employees to lose concentration on their jobs, resulting in poor outcomes, poor quality, and mental stress, all of which ultimately contribute to greater expenses.

When it comes to keeping important workers, according to Bruce & Pepitone (2013), it's not only about the money; it's also about establishing an atmosphere where people feel at ease—a culture that fits them. Some workers depart due to uncontrolled staffing issues, but a business can do a lot to guarantee a high probability of retention. Qualified workers will stay with a company if it offers excellent career development possibilities, training, a fair degree of protection, increased future employability owing to the company's reputation, better facilities, and work-life balance-friendly working circumstances.

2.7 Summary of Knowledge Gaps

Although the antecedents of employee turnover intentions have been widely discussed in current literature (Milman & Ricci, 2013; Chew & Chan, 2012; Stalcup & Pearson, 2011; Deery & Shaw, 2015; Katou, 2014; Lamba & Choudhary, 2013; Ng & Feldman, 2013; Dinger *et al.*, 2012), research on the effect of the individual and organizational determinants of talent turnover intentions remains scarce as the previous studies have largely focused on employees in general.

Therefore, the primary objective of this empirical study is to resolve this research gap by defining and prioritizing the individual and organizational determinants of the purpose of talent turnover concerning high-potential employees in Safaricom, Kenya. The reviewed literature found that the organizational culture affects workers in that employees seek opportunities from it to demonstrate success against targets and to

demonstrate leadership. This means that if workers are encouraged to demonstrate success and demonstrate leadership, they will be motivated to remain in the business. However, what is not evident from the literature is how exactly the organizational culture affects the purpose of talent turnover and this is a void that this study aimed to fill.

Communication has also been seen as a contributing factor to the target of talent turnover. He also states that younger and new workers can feel more part of the business if they can provide ideas about how to do it better and can improve their mentoring skills early. Martel (2003) considers that open interactions and good supervisory ties are essential factors in maintaining high performers. Therefore, it is evident that contact plays a role in the purpose of talent turnover. However, the missing link, which is a concern in this research, is the type of effect that such contact has on retention, whether positive or negative.

The work by Salopek (2010) provides different essential elements that a company should recognize in order to provide a successful retention exercise. The missing link here, however, is how the given elements affect retention. This analysis aimed to demystify this by categorizing the elements listed in the work environment, communication, and organizational culture, which were some of the variables in this study that were independent. Curtis and Wright (2011), Kaliprasad (2011), Bashaw and Grant (1994), and Hytter (2012) cited organizational and personal variables as significant measures of talent turnover intent in literature. They did not demonstrate, however, how these variables affect the retention of workers in an organization. Organizational factors were studied under organizational culture in this research, while personal factors were studied under social factors, specifically age, gender,

education level, and marital status, to determine how they affect employee retention.

Given all the above aspects in the reviewed literature, a comprehensive approach to the understanding loss of attrition is imperative to efficiently improve the purpose of talent turnover among Safaricom PLC employees by developing unique needs-based retention strategies for employees. Therefore, an attempt is made to understand whether there is a substantial difference in response at Safaricom, Kenya, to assist the information and communication industry's human resources professionals to design talent turnover intention strategies unique to this sector to manage attrition. Therefore, the main objective of this empirical study was to overcome these research gaps by defining and prioritizing the most important predictors of talent retention in the information and communication industry, such as Safaricom, Kenya.

2.8 Conceptual Framework of the Study

This research sought to establish the individual and organizational determinants of talent turnover intention among employees in Safaricom PLC. Talent turnover intention is the dependent variable. The dependent variables are Task performance, Remuneration, Organisational Culture and Work Environment.

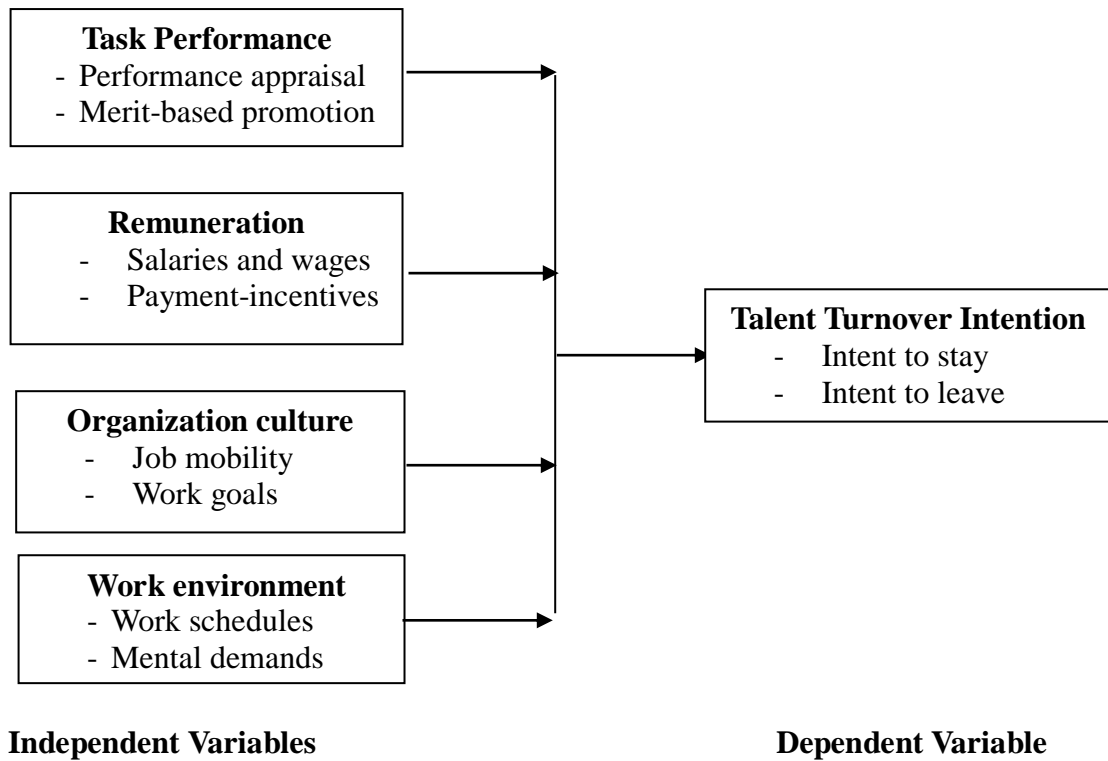


Figure 2.2: Conceptual Framework of the Study

Source: Researcher, 2021

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the procedures and the methods used in the analysis to collect and evaluate the data. The chapter includes the design of the research, the study population, the sampling frame, sampling techniques, and the sample size of the study. In addition to data analysis approaches appropriate for achieving the set goals, the chapter highlights data collection strategies and resources used.

3.1 Research Design

The nature of the study is explanatory. By creating groups of individuals/objects in which the independent variable is present at several stages, this study sought to define cause, effect relationships, and then decide if the groups differ from the dependent variable (Ary *et al.*, 2010). Determinants for talent retention have been established in this case. The study followed quantitative methods, including the use of a formal questionnaire and data collection with descriptive and inferential statistics. The presumed determinants in this design were the independent variable (IV) or the dependent variable (DV) or the criteria for the predictor and talent retention.

3.2 The Study Area

This study was conducted in Safaricom PLC. Safaricom is a leading provider of mobile networks in Kenya. Safaricom, which began as a division of the previous monopoly operator Kenya Posts & Telecommunications Corporation, began operations in 1993 on an analogue ETACS network and switched to GSM in 1996. (License awarded in 1999). Safaricom was formed as a private limited liability business in April 1997. On May 16, 2002, it was transformed into a limited-liability

corporation. The United Kingdom's Vodafone group gained a 40 percent stake and management responsibility for the company in May 2010. Safaricom employs more than 1,500 people, primarily in Nairobi and other major cities, such as Mombasa, Kisumu, Nakuru, and Eldoret, where it operates retail outlets. It currently has nationwide dealerships to ensure access to its goods and services for consumers around the world (Safaricom, 2019).

3.3 Target Population

The participants were directly recruited from the telecommunication sector of Safaricom PLC. They included only the high-potential workers deemed to be the company's core employees. The target population was 500 employees drawn from all departments within Safaricom headquarters in Nairobi.

3.4 Sampling and Determination of Sampling Size

The emphasis was put on obtaining the desired representation from different population subgroups. Therefore, a stratified random sampling methodology was desirable. As shown in table 3.1 ahead, the population was divided into many mutually exclusive subpopulations or strata herein referred to as departments. The target population was split into 7 layers, with the departments within Safaricom being the stratification criterion. Proportionate stratification was used based on the proportion of the stratum of the total population to generate the sample in each stratum. Using a simple random sampling process, the actual number of employees to shape the sample was obtained to draw the sample from each stratum based on (KCA, 2013). The following criteria were used to select high-performing employees: employees with sustained high performance have sustained PDR scores of 1 to 2.4 for 2 years, while high-potential employees are people with the highest promise of growth leadership, high commitment, learning agility, and applied thinking and

technological skills with high ability. The sample size was therefore determined using the Neuman formula (2012) as follows.

$$Nf = \frac{n}{1 + \frac{n}{N}}$$

Where:

Nf = the desired sample size (if the target population is less than 10,000)

n = the desired sample size when the target population is less than 10,000

N = the estimate of the population

Therefore:

$$Nf = \frac{n}{1 + \frac{n}{N}}$$

$$Nf = \frac{384}{1 + \frac{384}{500}} = \frac{384}{1.768} = 217 \text{ respondents}$$

A list of the departments within Safaricom, the total population in each department that in turn adds up to the target population, and the number of workers chosen from each department who add up to the total sample of 217 respondents across the country are shown in Table 3.1 below.

Table 3.1: The Number of High-potential Employees in Safaricom

Department	Total population	Stratification formula	
		$n/N*y$	Sample Size
Technology	98	$217/500 \times 98$	42
Customer Care	243	$217/500 \times 243$	105
Marketing	36	$217/500 \times 36$	16
Enterprise Business Unit	36	$217/500 \times 36$	16
Consumer Sales	29	$217/500 \times 29$	12
Resources & Facilities	18	$217/500 \times 18$	9
Finance	40	$217/500 \times 40$	17
Total	500		217

Source: Safaricom Human Resource Department (2020)

3.5 Data Collection Instruments

The study made use of primary data obtained using a self-administered standardized questionnaire. The questionnaires were composed of closed-ended questions and were intended to answer basic goals, study questions and theories for testing. Oppenheim (2011) indicates that a high response rate and precise sampling are assured by this data collection process. Oppenheim (2011) also argues that in briefing the respondents, the greatest caution is required, otherwise, they will introduce fatal bias for the best intentions. The questionnaire made use of the 'strongly agree... strongly disagree' style of the Likert scale format. When it comes to a reliable ordering of people about a specific subject, the Likert scale tends to work well (Oppenheim, 2011). Questions were answered following the variables identified in the conceptual framework.

3.6 Data Collection Procedure

As the emphasis of this study was on a related human resource management aspect, that is, retention of talent and identification of its determinants, the need for primary data was paramount. The researchers then administered questionnaires.

3.7 Testing for Reliability and Validity of the Questionnaire

Before the actual data collection, 22 staff members, representing 10 percent of the sample population (Connelly, 2008), who were not included in the final study drawn from all departments, piloted questionnaires. The 22 pre-test sample was selected from selected from Safaricom, CBD branch. The questions were asked to be tested for significance, understanding, meaning, and clarification. This helped the researcher to determine the instrument's reliability by using Cronbach's alpha level. To this end, as proposed by Cronbach (1978), a 0.7 Cronbach alpha level of reliability was used and

the test carried out using the Statistical Package for Social Sciences (SPSS) was considered reliable (Collected questionnaires were also checked for completeness and cleaning before coding for analysis).

Validity is the degree to which the idea of interest is correctly expressed by a scale or collection of steps. In the analysis, validity was checked by expert judgment (Gay, 2012), who were the university supervisors in the present study. The questionnaire was built in this respect in close collaboration with key staff of the institution and other experts.

3.8 Tests for Assumptions

To test for the assumptions of the study, the study performed bivariate and multivariate normality by use of Skewness and Kurtosis as well as a test of multicollinearity.

3.8.1 Bivariate and Multivariate Normality

In the present study, normality was tested by use of both Skewness and Kurtosis. Skewness is used to measure the symmetry of distribution while kurtosis is used to measure the peakedness or flatness of a distribution (Connelly, 2008). Based on the results, the values of skewness and kurtosis revealed that the data were normally distributed. Collis and Hussey (2009) opine to a rule of thumb, Skewness statistics between -1.96 and 1.96 indicate symmetrical data distribution while statistics less than -1.96 or greater than 1.96 indicate high skewness. As such, the present data was found to be symmetrical as Skewness statistics were within the recommended range.

The standard normal distribution has a kurtosis of $-/+2$ and is called Mesokurtic, according to Tashakkori and Teddlie (2008). Data with kurtosis greater than 2 suggest longer and fat-tailed distributions, referred to as Leptokurtic. Data with less than -2

kurtosis statistics are referred to as Platykurtic and display shorter and thin-tailed distributions. As a result, the present study was found to be normally distributed in relation to Kurtosis as all statistics within an acceptable range.

3.8.2 Test of Multicollinearity

Multicollinearity occurs when, as shown by the correlation coefficients, two or more independent variables are strongly correlated to each other and have a value greater than 7.0. (Johnson & Onwuegbuzie, 2004). In the analysis, multicollinearity was checked by visual inspection of correlation coefficients and variance inflation factors (VIF) that revealed appropriate values, all of which were within the -10 to 10 set values. The tolerance values were tested and it was confirmed that they were all below 1.0, which is the agreed norm, to further confirm that there was no multicollinearity.

3.9 Data Analysis and Presentation

The filled-in and returned questionnaires were revised for completeness after data collection and coded. This ensured that the information was correct, compatible with other data, entered, completed, and organized uniformly to simplify coding and tabulation. The variables were measured using a five Point Likert scale ranging from 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), 5 (Strongly Agree). Using both descriptive and inferential statistics, the data was then quantitatively analysed. The use of frequencies, ratios, means, and the standard deviation is used in descriptive statistics. The Pearson Product Moment correlation and multiple regression analysis were also inferential statistics. The same was done to illustrate the existence and magnitude of relationships between the independent and dependent variables using regression analysis to conclude the data obtained in more generalized circumstances.

The specification for the model is that the dependent variable is a linear parameter combination (but need not be linear in the independent variables). There are often independent variables or functions of independent variables in multiple linear regressions. To monitor for direct relationships and the regression analysis was conducted at three stages. The following multiple regression model was used to search for the path relationships:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

Y = Talent Turnover Intention

β_0 = Constant Term

$\beta_1 - \beta_4$ = Beta coefficients

X_1 = Task Performance

X_2 = Remuneration

X_3 = Organizational Culture

X_4 = Work Environment

ε = Error term

3.10 Limitations of the Study

The key limitation faced in the study was the generalization of results to all high-potential workers in the country and beyond, as different employees exhibit different individual-specific variables, while different organizations exhibit different internal variables that are peculiar to their respective sizes, locations, and sectors. The study extended the suggestions only to all the high-potential workers at Safaricom PLC to resolve this limitation. The study also recommended more research to establish any parallels, patterns, and trends in other sub-sectors.

Besides, the filling and returning of the questionnaires relied on the willingness of the respondents and the time available to them, exposing the study to non-response. The researcher followed the "drop and pick" technique to resolve this, where respondents were given adequate time with the questionnaire and replied to it at their convenience after informing the researcher when the set was dully filled out. The consistency of the analysis was not compromised, despite the above limitations. The researcher claims that the results of the research design, creation, and subsequent development of the research thesis were not influenced by the challenges posed.

3.11 Ethical Considerations

Where only willing respondents participated in the analysis, the investigator complied with the concept of voluntary consent. Data relating to the purpose of the research study, the identity of the researcher, any advantages that could be gained became the basis for informed consent. Safeguarding confidentiality was considered crucial, especially for participants who, for fear of reprisals or otherwise, wished to remain anonymous for either official or personal reasons. In this regard, respondents remain anonymous and confidential to their respective personal details. Before the start of the study, the researcher conveyed this to the respondents. To avoid plagiarism, all work borrowed from other scholars was acknowledged.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.0 Introduction

The research sought to find out individual and organizational determinants of talent turnover intention among employees of Safaricom limited. In this chapter, the results are presented in line with the study objectives. The outcomes are also discussed with reference to reviewed empirical literature in chapter two. The chapter starts by providing results on response rate and data reliability. The results on background information are then provided. Further, descriptive, correlation and regression results are presented.

4.1 Response Rate

With just 183 respondents, the study achieved a response rate of 84.3 percent, out of the 217 goals. A response rate of 50 percent is appropriate for research and reporting, according to Mugenda and Mugenda (2003); a rate of 60 percent is good and a response rate of 70 percent and over is outstanding. Therefore, the analysis obtained an excellent response rate, as shown in table 4.1 below.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent (%)
Returned	183	84.3
Unreturned	34	15.7
Distributed	217	100.0

Source: Researcher, 2021

4.2 Pilot Test Results

4.2.1 Validity and reliability test

Table 4.2 shows all scales were reliable because they all reached the required

threshold of 0.7. This, therefore, showed that the research instrument used was more reliable.

Table 4.2 Reliability Results Based on Objectives

Scale	Cronbach's Alpha	Number of Items
Task performance	0.924	10
Remuneration	0.724	6
Organizational culture	0.808	6
Work environment	0.810	15
Talent turnover intention	0.741	7

Source; Researcher, 2021

4.3 Demographic analysis

This section covers the demographic characteristics of the targeted population. It includes gender distribution, age distribution, education level, and work experience in the organization.

4.3.1 Distribution of respondents by age

Table 4.3 Age distribution

Age	Frequency	Percentage %
18 to 25 years	67	36.6
26 to 32 years	64	35.0
33 and above years	52	28.4
Total	183	100.0

Source; Researcher, 2021

The majority of the employees at Safaricom Limited were in the age range 18 to 25 years 67 (36.6%), 64 (35.0%) of the employees were in the age range 26 and 32 years, and the remaining 52 (28.4%) of the respondents were above 33 years. (*See table 4.3*).

4.3.2 Education level

The respondents had various education levels. This was aimed at ensuring that all views were captured without biasness. The information is presented in Table 4.4.

Table 4. 4 Level of education

Level of Education	Frequency	Percentage %
Primary	0	0.0
Secondary	0	0.0
Tertiary level	39	21.3
University level	144	78.7
Total	183	100.0

Source: Researcher, 2021

The degree of education of the participants was demanded. From table 4.4 above, it was found that 78.7 percent of the majority of Safaricom Limited employees were degree holders. A further 21.3 percent were diploma holders. There were no employees with primary and secondary school certificates. The data collected in the study was more accurate due to the high proportion of those with higher education. This is because these respondents had the expertise and skills required to provide this study with informed information. It also reveals that Safaricom Limited's work concentrated on academic achievements.

4.3.3 Gender distribution

The study targeted respondents of both genders as shown in table 4.5

Table 4.5: Gender distribution

Gender	Frequency	Percentage %
Male	111	60.7
Female	72	39.3
Total	183	100.0

Source: Researcher; 2021

The majority of the respondents were male 111 (60.7%), and the remaining 72(39.3%) represented the number of female employees. (See table 4.4). This equilibrium ensured that the analysis considered views on the various sides of the gender divide.

4.3.4 Work experience

The respondents who participated in the study have worked for Safaricom Ltd for a diverse length of period. This information is represented in table 4.5.

Table 4. 6 Employees years of experience

Length of employment	Frequency	Percentage %
Below 5 years	38	20.5
5 to 10 years	73	39.7
11 to 15 years	51	28.1
Above 15 years	21	11.7
Total	183	100.0

Source: Researcher, 2021

The number of years employed by each employee at Safaricom Ltd was sought. It was found that most of the 73 workers (39.7 percent) had between 5 and 10 years of experience. 51 (28.1 percent) had 11 to 15 years of experience, 38 (20.5 percent) had less than 5 years of experience, and 21 (11.7 percent) had over 15 years of experience with the organization. This was useful for the analysis because there was ample knowledge about Safaricom Limited for the more seasoned respondents. This knowledge gave the research ample credibility. (see table 4.5). This was beneficial to the study because adequate knowledge of Safaricom Limited and the development of its employees was made available to the more experienced respondents. This information gave the research enough credibility.

4.4 Descriptive Analysis

4.4.1 Effect of task performance on talent turnover intention

The research sought to determine the effect of task performance on talent turnover intention among employees.

Table 4.7 Task performance and talent turnover intention

Statement	Mean	SD	Skewness S.E=.141	Kurtosis S.E=.266
I complete the assigned tasks appropriately and on time.	3.62	.691	-1.534	3.209
I fulfil the duties specified in my work description.	3.53	.678	-1.248	1.978
I conform to the organizational policy easily.	3.68	.756	-1.295	2.063
I consider myself very vigilant and attentive.	4.19	.479	-1.533	3.101
Occasionally, when need be, I go beyond my call of duty.	3.70	.673	-1.248	1.978
With my organisation and planning, I am efficient.	3.76	.693	-1.295	2.063
In solving a problem, I trust my judgment and logic.	3.86	.694	-1.269	1.968
I contribute easily to a teamwork environment.	3.70	.638	-1.257	1.939
In coming to a decision, I am relatively quick.	3.77	.815	-1.372	2.416
To get an important point across, I trust my verbal communication skills.	3.78	.643	-1.517	3.051
Overall mean	3.759			

Source: Researcher, 2021

As indicated in Table 4.6 above, a majority of respondents highly agree that: They adequately complete assigned duties and in time (M=3.62, SD=.691); they fulfil responsibilities specified in their job description (M=3.53, SD=.678); they easily conform to the organizational policy (M=3.68, SD=.756); they consider themselves very attentive and vigilant (M=4.19, SD=.479); they trust their judgment and logic in solving a problem (M=3.86, SD=.694); they easily contribute toward a teamwork environment (M=3.70, SD=.638); they are effective with their organization and planning (M=3.76, SD=.693); they trust their verbal communication skills to get an important point across (M=3.78, SD=.643); they occasionally go above and beyond

their call of duty when need be ($M=3.70$, $SD=.673$) and that they are relatively quick in coming to a decision ($M=3.77$, $SD=.815$).

It can thus be deduced that employees in the study area exhibit high levels of affective organizational commitment, based on the study findings. More notably, most employees have throughout their service at the corporation developed a considerable level of attachment and affection for the company with a deep sense of personal meaning, emotional connection, a considerably strong sense of belonging, and optimism about career growth at the company as well as a sense of pride. Task Performance can thus be considered a key determinant of Talent turnover intention in the information and communication company.

4.4.2 Effect of remuneration on talent turnover intention

The study sought to establish the extent to which respondents are fairly rewarded, considering a set of contexts presented in table 4.8 below.

Table 4. 8 Remuneration and talent turnover intention

Statement:	SkewnessKurtosis			
	Mean	SD	S.E=.133	S.E=.270
To what extent are you fairly rewarded.....				
...considering the roles you have?	4.40	.654	-1.340	2.326
...considering the amount of schooling and training you have?	3.26	.930	-1.266	1.908
...considering the amount of experience you have?	2.31	1.077	-1.521	3.123
...for the amount of effort you've put forward?	3.88	1.147	-1.303	2.310
...for the job that you did well?	3.37	1.106	-1.303	2.310
... because of the pressures and stresses of your job?	3.33	1.164	-1.501	3.376
Aggregate	3.425			

Source: Researcher, 2021

It was established, from a majority of respondents, that respondents are fairly rewarded to a high extent, considering the responsibilities that they have ($M=4.40$,

SD=.654); for effort that they put forth (M=3.88, SD=1.147). Furthermore, to a majority of the respondents, there is fair rewarding to a moderate extent taking into account the amount of education and training that they have (M=3.26, SD=.930); for the stresses and strains of their job (M=3.33, SD=1.164); and for the work that they have done well (M=3.37, SD=1.106). However, the respondents agreed to a very low extent that they are fairly rewarded in view of the amount of experience that they have (M=2.31, SD=1.077).

Remuneration at the firm is largely performance and task based. Overall, employees reckon that the same is done objectively and on merit. To a considerably large extent, employee responsibilities, amount of experience and work well done form the basis for employee remuneration in the company. As such, remuneration can be considered a key determining factor or Talent turnover intention in the company.

4.4.3 Effect of organizational culture on talent turnover intention

Using Perceived Organizational Support, the study also sought to establish whether perceived organizational support determines Talent turnover intention in information and communication industry with reference to the study area.

Table 4. 9 Organizational culture and talent turnover intention

Statement:	Mean	SD	Skewness	Kurtosis
			S.E=.127	S.E=.254
Safaricom appreciates my contributions to its welfare.	3.71	2.286	-1.241	1.971
Safaricom cares for my well-being, truly.	3.40	.646	-1.269	1.968
For me, Safaricom shows too much concern.	3.49	.769	-1.518	3.127
In my success, Safaricom takes pride.	3.48	2.263	-1.248	1.978
My priorities and principles are highly regarded by Safaricom.	3.26	.552	-1.295	2.063
When I need a special favour, Safaricom is happy to support me.	3.61	2.29	-1.229	1.889
Aggregate	3.49			

Source: Researcher, 2021

As presented in table 4.8 above, a majority of respondents highly agree that; Safaricom values their contributions to its well-being ($M=3.71$, $SD=2.286$), and Safaricom is willing to help them if they need a special favour ($M=3.61$, $SD=2.29$). A majority however, agreed to a moderate extent that; Safaricom really cares about their well-being ($M=3.40$, $SD=.646$); Safaricom shows so much concern for their employees ($M=3.49$, $SD=.769$); Safaricom takes pride in their accomplishments ($M=3.48$, $SD=2.263$); and Safaricom strongly considers their goals and values ($M=3.26$, $SD=.552$).

A high sense of self-worth was established among respondents, with respect to organizational culture. In this sense, employees feel highly valued and their contributions to the firm well appreciated. They feel personally responsible for the firm's accomplishments and that the firm reciprocates the same in valuing their contributions, and at a personal level, the employees' wellbeing. In this regard, organizational culture can therefore also be considered a pertinent contributor to Talent turnover intention in the corporation.

4.4.4 Effect of work environment on talent turnover intention

The study further sought to examine how work environment determines Talent turnover intention in information and communication industry with reference to the study area, and the results presented in table 4.10.

Table 4. 10 Work environment on talent turnover intention

Statement:	Mean	SD	Skewness	Kurtosis
			S.E=.127	S.E=.254
At Safaricom, I believe there are strong growth opportunities for me.	3.90	.835	-1.229	1.889
I have also been given additional demanding tasks in the roles I have held at Safaricom.	3.96	.721	-1.282	1.980
I have also been assigned tasks in the roles I have held at Safaricom that have helped me to learn and reinforce new abilities.	3.49	.971	-1.537	3.205
I am encouraged by Safaricom to engage in formal training and development.	3.49	.977	-1.229	1.889
At Safaricom, I am inspired to be involved in decision-making.	3.44	.809	-1.282	1.980
I think my work at Safaricom is secure, and I hardly ever worry about seeking alternatives to another job.	3.55	.796	-1.530	3.106
The hours at work are convenient.	3.57	.766	-1.248	1.978
Both at work and outside work, I feel a sense of intent.	3.81	.771	-1.295	2.063
There are ideal working relationships between employees with minimal complaints.	3.54	.761	-1.257	1.939
I can balance my personal life and my work life.	3.62	.715	-1.372	2.416
There is a present and appropriate psychological setting (for example the presence of medical help on site)	3.68	.831	-1.517	3.051
For efficient service delivery, institutional policies, human resources policies and human resource practices are conducive.	3.55	.716	-1.534	3.209
Avenues and forums for the growth and promotion of employees exist.	3.56	.842	-1.229	1.889
The external (political, social and economic) environment is conducive to efficient service delivery.	3.73	.806	-1.269	1.968
There is enough flexibility to make room for advances in technology.	3.50	.769	-1.256	1.887
Aggregate	3.626			

Source: Researcher, 2021

A majority of respondents were found to highly agree that: they believe there are good growth opportunities for them at Safaricom (M=3.90, SD=.835); in the positions that they have held at Safaricom, they have often been given additional challenging

assignments (M=3.96, SD=.721); They think that their job at Safaricom is secure and they hardly ever worry about finding another job / job alternatives (M=3.55, SD=.796); the working hours are convenient (M=3.57, SD=.766); they feel a sense of purpose both at work and outside work (M=3.81, SD=.771); There are ideal working relationships amongst staff with minimal grievances (M=3.54, SD=.761); they are able to balance between their personal and work life (M=3.62, SD=.715); the psychological environment is present and adequate (M=3.68, SD=.831); The institutional policies, human resource policies and human resource practices are conducive for effective service delivery (M=3.55, SD=.716); there are avenues and forums for staff development and promotion (M=3.56, SD=.842); The external environment (political, social and economic) is conducive for effective service delivery (M=3.73, SD=.806); and there is enough flexibility which allows room for technology advancements (M=3.50, SD=.769).

Furthermore, a majority of respondents moderately agreed that: Safaricom encourages them to participate in formal training and development (M=3.49, SD=.977); In the positions that they have held at Safaricom, they have often been assigned projects that have enabled them to develop and strengthen new skills (M=3.49, SD=.971), and at Safaricom, they are encouraged to participate in decision-making (M=3.44, SD=.809)

Job design, particularly job enlargement, job enrichment, flexibility as well as opportunities for career growth are key human resource management practices employed in the company, going by the findings. As a key determinant of Talent turnover intention at the organization, work environment is considered conducive to limit turnover at the firm as employees feel encouraged to participate in formal training and development programs, employees feel adequately engaged by being

given additional challenging assignments, enough flexibility and the institutional policies, human resource policies and human resource practices are also conducive for effective service delivery and hence considerably low levels of intent to leave among employees.

4.4.5 Turnover intention

The respondents were asked to indicate their levels of agreement with pertinent questions posed to establish high-potential employees' intent to either stay or leave the organization. For ease of interpretation and data analysis, the resulting mean statistics have been categorized into three, including disagree, neutral, and agree, obtained by rounding off to the nearest scale.

Table 4.11: Turnover intention at Safaricom Limited

Statement:	Mean	SD	Skewness S.E=.123	Kurtosis S.E=244
I am not intending to work for as long as possible at my present job.	2.63	1.140	-1.518	3.127
I am actively looking for a choice for this organization.	2.75	1.253	-1.248	1.978
I dream about changing my work sometimes.	2.96	.999	-1.256	1.887
In the absence of an alternative employer, I am at this organization.	2.31	1.076	-1.248	1.978
I hear about leaving sometimes.	2.08	.597	-1.530	3.212
It is likely that next year I will actively search for a new career.	2.34	.947	-1.241	1.971
Maybe in the next year, I will search for a new career.	2.32	.825	-1.269	1.968
Aggregate	2.484			

Source: Researcher, 2021

As presented in Table 4.11 above, a majority of respondents demonstrated low intents to leave the organization (2.484). A majority did not agree to pertinent statements posed, including not planning to work at their present job for as long as possible

(M=2.63, SD=1.140); they are actively searching for an alternative to this Institution (M=2.75, SD=1.253); they often think of changing their job (M=2.96, SD=.999); they are in the company for lack of an alternative employer (M=2.31, SD=1.076), often thinking of changing their job (M=2.08, SD=.597); the likelihood of actively looking for a new job next year (M=2.34, SD=.947); as well as looking for a new job in the next year (M=2.32, SD=.825).

As such, it can be deduced that high-potential employees in the study area intent to stay in the present organization for long, and are thus less likely to leave. The findings were thus deemed adequate to establish how the three predictor variables that is, task performance, remuneration, organizational culture, and work environment affect the same, as well as how work experience moderates the relationship thereof.

4.5 Inferential analysis

4.5.1 Correlation Analysis

Table 4.9 below presents the Pearson correlations for the relationships between the various determinants of talent turnover intentions in the study area.

Table 4. 12 Pearson Correlation Matrix

		Turn-over- Intention	Task Performance	Remuneration	Organizational Culture	Work Environment
Turnover Intention	Pearson Correlation	1				
Task Performance	Pearson Correlation Sig. (2-tailed)	.126 .089	1			
Remuneration	Pearson Correlation Sig. (2-tailed)	.224** .002	.035 .643	1		
Organizational Culture	Pearson Correlation Sig. (2-tailed)	-.017 .814	.082 .269	.077 .299	1	
Work Environment	Pearson Correlation Sig. (2-tailed)	.234** .001	.442** .000	.118 .112	.167* .024	1

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

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

Source: Researcher, 2021

From the findings, a positive and weak correlation was established between each predictor and dependent variables. This can be attribute to the low turnover intention scores established, vis-à-vis higher levels of agreements with the statements posed under each independent variable. The study further established significant correlations between Remuneration and Talent turnover intention ($r = .234^{**}$; p value = .002) and between work environment and talent turnover intention ($r = .234^{**}$, p value = 0.01).

Task performance ($r = .126$; p value = .089) was also positively correlated with Talent turnover intention albeit not significantly. Organizational culture was negatively correlated with talent turnover intention and the relationship was insignificant ($r = -.017$; p value = .814). Stigler (2002) offers that the Pearson product-moment correlation coefficient measure linear correlation (dependence) between two variables X and Y , giving a value between +1 and -1 inclusive, where 1 is total positive correlation, 0 is no correlation, and -1 is total negative correlation.

Table 4. 13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.534	.513	.56746

a. Predictors: (Constant), Work Environment, Remuneration, Organizational Culture, Task Performance

Source: Researcher, 2021

According to the model summary findings in table 4.9, the four independent variables together account for 53.4 percent ($R^2=.534$) of overall variability in employee performance. This means that work environment, remuneration, organizational culture, and task performance all play a significant role in talent turnover intention at Safaricom Limited. In this case, 53.4% of the dependent variable can be explained by

the independent variables, which is very large. The remaining 46.6% suggests that there are other factors (individual and organizational factors) not covered in this study that influence talent turnover intention at Safaricom Limited.

Table 4. 14 ANOVA Statistics

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	175.896	4	43.974	5.037	.001 ^b
	Residual	1553.820	178	8.729		
	Total	1729.716	182			

a. Dependent Variable: Turnover Investment

b. Predictors: (Constant), Remuneration, Task Perf, Work Environment, Organizational cult

Source: Researcher, 2021

The analysis attempts to find out from table 4.12 above if there is a statistically relevant relationship between the dependent and independent variable and from the findings, the measured significance level ($p=0.001 < 0.05$) is lower than the critical significance level (0.05), so we reject the null hypothesis and conclude that there is a significant relationship between Work environment, Remuneration, Organizational culture, Task performance and Talent Turnover Intention at 5% level of significance.

Table 4. 15 Table Regression Coefficients

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	5.692	3.225		1.765	.079
Task Performance	.032	.074	.034	.425	.671
Remuneration	.222	.078	.204	2.844	.005
Organizational Culture	.127	.048	.212	2.633	.009
Work Environment	.041	.055	-.053	-.739	.461

Source: Researcher, 2021

All the independent variables have identical (Likert) scales, however, the constant value in the model is insignificant, and hence the use of standardized coefficients beta scores as opposed to unstandardized B-coefficients. The regression of coefficient results in Table 4.15 reveals that task performance had a positive effect on talent turnover intention ($\beta_1 = .0340$), however, the relationship is insignificant ($P=0.671>0.05$). Remuneration has a positive effect on talent turnover retention among employees at Safaricom Plc ($\beta_2=0.204$), and the relationship is significant ($p=0.005<0.05$). The study further revealed that organizational culture positively affect talent turnover intention at Safaricom Plc ($\beta_3=0.212$), and the relationship is significant ($p=0.009<0.05$). Finally, the study revealed that work environment negatively affects talent turnover intention at Safaricom Plc ($\beta_4=-0.053$), and the relationship is insignificant ($p=0.461>0.05$).

The study thus accepts the first null hypothesis (H_{01}) that Task performance does not have a significant effect on talent turnover intention among employees in Safaricom PLC ($\beta = .034$; $t = .425$; $\text{Sig.} = .671$). The study however fails to accept the second null

hypothesis (H₀₂) that remuneration does not have a significant effect on talent turnover intention among employees in Safaricom PLC ($\beta = .204$; $t = 2.844$, Sig. = .005). The study also fails to accept the third null hypothesis (H₀₃) that organizational culture does not have a significant effect on talent turnover intention among employees in Safaricom Limited ($\beta = .212$; $t = 2.633$, Sig. = .009). The study however, accepts the fourth null hypothesis (H₀₄) that work environment does not have a significant effect on talent turnover intention among employees in Safaricom PLC ($\beta = -.053$, $t = .739$, Sig. = .461).

From table 4.12, the overall regression model for using Task performance, Remuneration, Organizational culture, and work environment to predict Talent turnover intention is:

$$\text{Talent turnover intention} = 5.692 + 0.034\text{task performance} + 0.204\text{Remuneration} + 0.212\text{Organizational culture} - 0.053\text{work environment} + \varepsilon$$

4.6 Discussion of Findings

The study aimed to determine the impact of; task performance on talent turnover intention, remuneration on talent turnover intention, organizational culture on talent turnover intention, work environment on talent turnover intention. To determine the relationship between financial incentives and employee outcomes, a clear major correlation occurred in the correlation analysis.

4.6.1 Task performance

The research results indicate that high levels of affective organizational commitment are demonstrated by workers in the study field. More especially, most employees have developed a substantial degree of attachment and affection for the company during their service at the organization with a deep sense of personal significance, emotional

connection, a considerably strong sense of belonging, and excitement about the company's career development as well as a sense of pride. Task performance can therefore be considered a key determinant of the talent turnover intention in the information and communication industry. This result agrees with Arthur (1994), who argued that performance management is mostly intended as a full solution to how to handle people and their performance from a positivist point of view. The result is further in line with the statement by Memon *et al.* (2010) that it includes setting performance targets and objectives for the level of the company, for each sector or operating unit, for working groups and for individual employees. Burke and Cooper (2013) also endorse the present and widely regarded performance management process as necessary for the effectiveness of any performance preparation and evaluation system. Important variables that make up the assessment criteria are considered in performance management.

4.6.2 Remuneration

The study sought to establish the economic characteristics that determine retention of high-potential, high performing staff in information and communication industry, in Safaricom, Kenya. In this regard, remuneration at the firm was found to be largely performance and task based. As such, remuneration can be considered a key determining factor or Talent turnover intention in the company. The result is in line with Shechtman (2012) who states that active workers remain when effective incentive mechanisms are recognized and incorporated in the culture of the company. Sutherland (2013) also states that for employers, incentive schemes serve as an important area of creativity. Memon *et al.* (2010) concluded that appreciation and compensation are part of a more thorough effort to retain employees or to implement good practices in the workplace, which may lead to improved retention.

In addition, the findings are consistent with the study conducted by Willis (2010), who concluded that direct remuneration is the most critical issue when it comes to attracting and retaining talent. Parker and Wright (2010) also argue that there is an underlying presumption that money can have an impact on conduct, such that equal remuneration is considered the foundation of a contractual and tactful relationship between workers and employers. As a result, certain companies may also offer reward packages to attract and retain vital talent far above the market rate (Parker & Wright, 2010).

4.6.3 Organizational culture

The study finally sought to establish company specific characteristics that determine retention of high-potential, high performing staff information and communication industry, in Safaricom, Kenya. The study established in this regard a high sense of self-worth among respondents, with respect to organizational culture. In this regard, organizational culture can therefore also be considered a pertinent contributor to Talent turnover intention in the corporation. This is in line with Cooperrider *et al.* (2012) and Visser (2011) who observe that an appreciative learning and working climate contributes positively to Talent turnover intention because it makes people feel acknowledged for their strengths and it creates possibilities to develop people's qualities. Birt *et al.*, (2013) also points out that the way employees perceive and experience the working and learning climate is found to be important for their retention. In addition to organizational engagement, personal commitment and compliance with mutual obligations, Hytter (2012) notes that important indicators as well as the purpose of talent turnover are important indicators. Therefore, in considering the purpose of talent turnover, all organizational and personal considerations must be taken into account.

Ware and Fern (2012) notes that a supportive culture encourages staff to remain with the business. The business must ensure that its working atmosphere and community satisfy the needs of employees. Social support and leadership are part of the responses to society, as well as ensuring that workers can achieve a healthy balance of work life. Top skilled workers know that a valued corporate asset is portrayed by them. The tendency to change organizations increases when their loyalty deteriorates.

4.6.4 Work Environment

As a key determinant of Talent turnover intention at the organization, work environment is considered conducive to limit talent turnover at the firm as employees feel encouraged to participate in formal training and development programs, employees feel adequately engaged by being given additional challenging assignments, enough flexibility and the institutional policies, human resource policies and human resource practices are also conducive for effective service delivery and hence considerably low levels of intent to leave among employees.

Memon *et al.* (2010) endorsed the finding, which established that effective and knowledgeable organizational strategies and human resource practices oriented towards the goal of talent turnover would stimulate employee satisfaction and efficiency. Sutherland (2013) further describes that human resource policies influence employee choices to stay or leave a job in terms of stimulating performance appraisal process, performance-based compensation mechanism and career development and promotion opportunities. Allen (2011) found that the socialization strategies of an organization encourage the organization to effectively embed new workers. In particular, on-the-job convergence has been positively linked to collective, fixed and expenditure tactics.

In addition, the results are consistent with the study conducted by George and Jones (2013), who claimed that the work environment is one of the variables affecting the decision of an employee to either remain or leave the organization. How people work directly impacts productivity and performance, and this is similarly affected by their work environment. This can include, just naming a few, problems such as office space, appliances, air conditioning, office ambience. When working conditions are poor, many people are unhappy. A work environment that is secure, relatively low in physical and/or psychological stress and laden with the right facilities for achieving work goals, according to Khan *et al.* (2012), would help to generate high levels of employee satisfaction. In comparison, a stressful working environment can result in low levels of satisfaction, as Katou (2014) observes. To be able to access up-to-date information for their research outputs, eligible workers will need office space, research facilities and information communication and technology (ICT) support.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.0 Introduction

The chapter discusses the findings, the conclusion of the study and the recommendation of the study objective by objective. The chapter also included the introduction of individual and organizational determinants of talent turnover intention research and suggestions for more research. The field of research was Safaricom Limited in Kenya on the impact individual and organizational determinants of talent turnover intention among employees of safaricom limited. The results were addressed under the following themes; effect of task performance on talent turnover intention, effect of remuneration on talent turnover intention, effect of organizational culture on talent turnover intention, and the effect of work environment on talent turnover intention.

5.1 Summary of Findings

Task performance had a positive effect on talent turnover intention, however, the relationship was insignificant. Remuneration had a positive effect on talent turnover retention among employees at Safaricom Plc, and the relationship was significant. The study further revealed that organizational culture positively affect talent turnover intention at Safaricom, and the relationship is significant. Finally, the study revealed that work environment negatively affects talent turnover intention at Safaricom Plc, and the relationship is insignificant. The first null hypothesis (H_{01}) that Task performance does not have a significant effect on talent turnover intention among employees in Safaricom PLC was accepted. The study however failed to accept the second null hypothesis (H_{02}) that remuneration does not have a significant effect on talent turnover intention among employees in Safaricom PLC. The study also failed to

accept the third null hypothesis (H_{03}) that organizational culture does not have a significant effect on talent turnover intention among employees in Safaricom Limited. The however, accepts the fourth null hypothesis (H_{04}) that work environment does not have a significant effect on talent turnover intention among employees in Safaricom PLC.

5.2 Conclusion

The research supports the first null hypothesis that task performance does not have a significant impact on the talent turnover intention among Safaricom PLC employees. Thus, it is concluded that task performance does not have a significant impact on the intention of talent turnover among Safaricom PLC employees. This can be due to the high levels of performance among respondents as high-potential employees are characteristically high performing, visa-a-vis the low turnover intentions.

The study rejects the second null hypothesis that remuneration does not have a significant impact on the intention of talent turnover among Safaricom PLC employees and concludes that remuneration has a significant impact on the talent turnover intention among Safaricom PLC employees. This can be attributed to the satisfaction of high-potential employees with largely moderate to low levels of satisfaction. A majority of respondents indicated in their responses that better remuneration is needed.

The study also rejects the third null hypothesis that organizational culture does not have a significant impact on the intention of talent turnover among Safaricom PLC employees and concludes that organizational culture has a significant impact on the intention of talent turnover among Safaricom PLC employees. In addition to the low turnover intentions, the majority of high-potential employees were identified.

Furthermore, the analysis accepts the fourth null hypothesis that the work environment does not have a significant impact on the intention of talent turnover among Safaricom PLC employees and concludes that the work environment does not have a significant impact on the intention of talent turnover among Safaricom PLC employees. This can be due to the high levels of acceptance of the work environment among high-potential employees. Therefore, it can be inferred that most high-potential workers in the field of research find their respective working environments supportive.

The goal of high-potential workers is to remain in the current company and they show a lower risk of moving out in the near future. When analysing the task performance of respondents as a determinant of the purpose of talent turnover in the information and communication industry, it can be concluded that employees in the research area display high levels of affective organizational engagement, based on the results of the study. More precisely, most employees have formed a significant degree of attachment and affection for the company with a deep sense of personal significance, emotional connection, a considerably strong sense of belonging and optimism about the company's career development, as well as a sense of pride over the span of their service at the organization. Task performance can therefore be considered a key determinant of the purpose of talent turnover in the information and communication industry.

The study further concludes that, with respect to organizational culture, there is a high sense of self-worth among respondents. Employees are highly respected in this sense and their contributions to the firm are well received. They feel personally accountable for the achievements of the company and that the company reciprocates the same in

valuing their efforts and the welfare of the employees at a personal level. Therefore, organizational culture can also be seen as a relevant contributor to the function of talent turnover in the business in this regard.

It is also possible to note a very high sense of relationship between workers and their supervisors at the company. More precisely, employees are found to look up to their managers not only in the sense of tasks and tasks assigned, but at a personal level, most of them finding their managers to be personable. Furthermore, managers are seen to inspire trust and instil a sense of responsibility among employees and personal engagement. Beyond the professional reach, relationships are built here at personal levels.

It can also be concluded that there is a fair degree of due process followed to arrive at fair and knowledgeable decisions vital to the careers of employees in the company when decisions regarding employees are taken in this industry. In this situation, workers are treated with substantial levels of respect and integrity, clarity and additional evidence sought to create arguments, sufficient rationale for decisions taken by affected employees, and attempts made to promote comprehension of the reasons for the decisions. As such, contact with regard to procedural justice can be seen as a reasonable determinant of the purpose of the organization to talent turnover.

The study also concludes that work design, particularly job enlargement, job enrichment, flexibility and career growth opportunities, are key human resource management practices employed in the business, based on the results. As a key determinant of the organization's talent turnover intention, the work environment is seen as conducive to reducing company turnover as employees feel motivated to participate in organized training and development programs, employees feel

sufficiently engaged by additional demanding activities, ample flexibility and institutional policies, human resource policies and human resources practices are also conducive for effective service delivery and hence considerably low levels of intent to leave among employees.

In general, workers consider that the same is achieved fairly and on merit. Employee duties, amount of experience and job well done to a considerably large extent form the basis for employee remuneration in the business. As such, compensation may be considered a primary deciding factor in the business or the purpose of talent turnover.

5.3 Recommendations

From the foregoing findings, analysis and conclusion, the following recommendations are hereby made. Individual factors particularly remuneration have been found to significantly determine retention of high potential, high performing staff in the study area. To improve on the recognition, there is need to periodically benchmark and review skilled staff remuneration packages in line with best practices. Company specific factors have been found to have a significant effect on retention of high potential, high performing staff.

To improve working conditions, skilled staff ought to be clearly communicated upon, the set goals and targets of the Institute. There is also need to provide each skilled staff a specific job description clearly indicating functions, responsibilities and reporting structures in addition to promptly addressing staff issues and suggestions. In general, to improve staff retention, it is imperative for organizations to listen to and address staff concerns and suggestions to ensure that the staffs are happy.

There is need for organizations to spend more in understanding applicants' social

backgrounds in relation to the job dynamics before hiring them, so as to either hire staff whose social characteristics suit the jobs applied for or structure jobs that are rich in depth which will motivate them to perform. Organizations also need to reengineer their job designs so as to maximize on employees output on a day to day basis. Organizations should further invest in creating a positive perception on employees regarding strategic role that job designs play aligning it with the strategic plans of the organization.

5.4 Suggestions for Further Studies

The present study focused on establishing the individual and organizational determinants of talent turnover intention among employees in Safaricom PLC. Further studies can be conducted with a focus on corporations in different industries, as well as the public sector with different lines of practice in order to establish any patterns or differences. The study showed that, as shown by R Square 100 percent, there is a clear and positive correlation between individual and organizational determinants of talent turnover intention. Other researchers should explore the remaining 90.0% further.

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APPENDICES

Appendix 1: Talent Identification Matrix

		Talent Identification Matrix		
		Contributor	Full Performer	Exceptional
Performance	Exceeds Expectation PDR Rating 1 – 2.4	<p>4 High Performance/Limited Potential</p> <p>Has mastered most if not all aspects of the current role and is capable of performing effectively in different roles of similar scope.</p>	<p>2 High Performance/Moderate Potential</p> <p>Has mastered most if not all aspects of the current role and is now ready for a broader assignment within the current level. Development focus should be on adding softer skills required at the next level.</p>	<p>1 High Performance / High Potential</p> <p>Has mastered most if not all aspects of the current role and is ready to make a turn to the next level. Is viewed as having significant growth potential. Considerations can be made for individuals with key critical skills to the business.</p>
	Meets Expectation PDR Rating 2.5 – 3.4	<p>6 Average Performance / Limited Potential</p> <p>An individual who is fully performing or exceptional in some dimensions but shows serious deficiencies in others.</p>	<p>5 Good Performance / Moderate Potential</p> <p>Meets the performance standards for the current role and is probably capable of performing effectively in another role of similar scope.</p>	<p>3 Good Performance / High Potential</p> <p>Meets the performance standards for the current position and demonstrates the capacity to make a turn to the next level in the future with considerable potential for advancement.</p>
	Below Expectation PDR Rating 3.5 - below	<p>9 Low Performance / Limited Potential</p> <p>Performance falls short of the standards for the position. Must be helped to enable full performance if willing and able. Otherwise, reassign to a more appropriate role or to be placed on an exit plan.</p>	<p>8 Low Performance / Moderate Potential</p> <p>Does not meet the performance standards for the current role, is probably capable of performing if coached.</p>	<p>7 Performance not yet assessed / High Potential</p> <p>Recently promoted (i.e., within the last year) former Box 1, 2 or 3 performer. Must be coached to reach full performance as soon as possible.</p>
		Limited	Moderate Potential	High



Appendix 2: Introduction Letter

TO WHOM IT MAY CONCERN

I am Samuel Ngotho, a student at Nairobi campus, Moi University, pursuing a Master's degree in Business Administration. As part of the course requirement, I am conducting a research on determinants of Talent turnover intention in information and communication industry: a case of Safaricom, Kenya.

The information and data obtained will be treated confidentially and will strictly be used for academic purposes only. Your co-operation will be highly appreciated. Thank you in advance.

Yours sincerely,

Samuel Ngotho

Cell-phone No: +254 721 577 801

Email address: Fredsamngo@gmail.com

Appendix 3: Questionnaire**Dear Respondent,**

I am a postgraduate student at Moi University undertaking a Master's degree research on, **“Individual and Organizational Determinants of Talent Turnover Intention Among Employees of Safaricom Limited”** This questionnaire is intended to collect data for the research described above. The study is for academic purposes only and all information supplied will be strictly confidential and will only be used for the purposes of this study. Please, therefore, feel free to answer honestly. Your cooperation is highly respected. Please respond by placing a tick or, as necessary, in writing.

Thank You.

Yours Sincerely,

Samuel Ngotho.

SERIAL NUMBER _____

DEPARTMENT _____

DATE _____

SECTION A DEMOGRAPHIC INFORMATION

Please Tick as appropriate

What is your age group?

Below 18 years [] 18 to 25 [] 26 to 32 [] 33 and above []

1) Sector. Male [] Female []

2) Level of education.

Primary [] Secondary [] Tertiary institution [] University []

3) How many years have you been employed in the organisation?

Below 5 years [] 5 to 10 years [] 11 to 15 years []

Above 15 years []

SECTION B: TASK PERFORMANCE

Kindly tick (√) the most appropriate answer to the statements below. Scale: 1=

Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Statement	1	2	3	4	5
I complete the assigned tasks appropriately and on time.					
I fulfill the duties specified in my work description.					
I conform to the organizational policy easily.					
I consider myself very vigilant and attentive.					
Occasionally, when need be, I go above and beyond my call of duty.					
With my organisation and planning, I am efficient.					
In solving a problem, I trust my judgment and logic.					
I contribute easily to a teamwork environment.					
In coming to a decision, I am relatively quick.					
To get an important point across, I trust my verbal communication skills.					

SECTION C: REMUNERATION

Kindly tick (√) the most appropriate answer to the statements below. Scale: 1=

Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Statement: To what extent are you fairly rewarded....	1	2	3	4	5
...considering the roles you have?					
...considering the amount of schooling and training you have?					
...considering the amount of experience you have?					
...for the amount of effort you've put forward?					
...for the job that you did well?					
... because of the pressures and stresses of your job?					

SECTION D: ORGANIZATION CULTURE

Kindly tick (√) the most appropriate answer to the statements below. Scale: 1=

Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Statement:	1	2	3	4	5
Safaricom appreciates my contributions to its welfare.					
Safaricom cares for my well-being, truly.					
For me, Safaricom shows too much concern.					
In my success, Safaricom takes pride.					
My priorities and principles are highly regarded by Safaricom.					
When I need a special favour, Safaricom is happy to support me.					

SECTION D WORK ENVIRONMENT

Kindly tick (√) the most appropriate answer to the statements below. Scale: 1=

Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Statements	1	2	3	4	5
At Safaricom, I believe there are strong growth opportunities for me.					
I have also been given additional demanding tasks in the roles I have held at Safaricom.					
I have also been assigned tasks in the roles I have held at Safaricom that have helped me to learn and reinforce new abilities.					
I am encouraged by Safaricom to engage in formal training and development.					
At Safaricom, I am inspired to be involved in decision-making.					
I think my work at Safaricom is secure, and I hardly ever worry about seeking alternatives to another job.					
The hours at work are convenient.					
Both at work and outside work, I feel a sense of intent.					
There are ideal working relationships between employees with minimal complaints.					
I can balance my personal life and my work life.					
There is a present and appropriate psychological setting (for example the presence of medical help on site)					
For efficient service delivery, institutional policies, human resources policies and human resource practices are conducive.					
Avenues and forums for the growth and promotion of employees exist.					
The external (political, social and economic) environment is conducive to efficient service delivery.					
There is enough flexibility to make room for advances in technology.					

SECTION C: TALENT RETENTION

Kindly tick (√) the most appropriate answer to the statements below. Scale: 1=

Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree.

Intention to stay/ Leave	1	2	3	4	5
I am not intending to work for as long as possible at my present job.					
I'm actively looking for a choice for this organization.					
I dream about changing my work sometimes.					
In the absence of an alternative employer, I am at this organization.					
I hear about leaving sometimes.					
It is likely that next year I will actively search for a new career.					
Maybe in the next year, I'll search for a new career.					

~~~~~ **END** ~~~~~

## Appendix 5: Research Originality Index Report

