



Arab American University

Faculty of Graduate Studies

**The Impact of Talent Management on Turnover Intention in
the IT Sector in Palestine: The Mediating Role of Job
Security**

By

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**This thesis was submitted in partial fulfillment of the
requirements for the Master's degree in Human Resources
Management**

February/2024

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Thesis Approval

“The Impact of Talent Management on Turnover Intention in the IT Sector in Palestine: The Mediating Role of Job security.”

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This thesis was defended successfully on 29 /2 /2024 and approved by:

Committee members

Signature

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2. Dr. Asri Samodi: Internal Examiner
3. Dr. Saleh Amarneh: External Examiner


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Declaration

I declare that this master degree thesis entitled “The Impact of Talent Management on Turnover Intention in the IT Sector in Palestine: The Mediating Role of Job.” was carried out by me for the master degree of Human Resources Management. and it has been generated by me as a result of my own original research. No part of this thesis was previously submitted for other degrees or qualifications in this or any other university. Moreover, I have not used sources or means without declaring them in the text, and if so have been referenced.

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Dedication

To my family, who supported me during this journey, and gave me confidence and courage.

Acknowledgement

I would thank my supervisor, Dr. Emad, who gave me all support and time through my thesis study. Further, I would like to thank my master teachers who gave me valuable feedback when constructing the questionnaire and research design.

I am also thankful thesis members committee, Dr. Saleh Amarneh and Dr. Asri Samodi, for their valuable notes and feedback. Finally, I would like to express my thanks to all my master teachers in this master program who truly left a remarkable mark in my academic life.

Abstract

This thesis is concerned with studying The Impact of Talent Management on Turnover Intention in the information technology (IT) Sector in Palestine. Moreover, to test The Mediating Role of Job security in this relationship. A quantitative approach was applied using a questionnaire, containing 45 items, based on the literature was designed to measure the study constructs. A Convenient sampling technique was used to collect data from (173) respondents from IT companies in Palestine. The study population consists of (800) employees.

The results of the study showed a negative impact of talent management practices on employee turnover ($\alpha = -0.187$, $P=.004$). moreover, job security partially mediates the impact of talent management practices on turnover intention indirect path (c)= -0.227

The study recommended several recommendations. Mainly encouraging IT companies to apply talent management practices, additionally, Companies need to develop and implement effective policies to promote and increase their employees' job security, consequently reducing their turnover intention.

Keywords: Talent Management (TM), Turnover Intention (TI), Job Security (JS). Palestinian IT companies.

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Chapter 1: Introduction

Introduction

The software development companies in Palestine resembles a large component of the IT (Information Technology) sector, and is considered mature and relatively very promising field. This is due in large part to the fact that it operates in the cyberspace, and thus cannot be controlled by the I occupation. There exist several IT companies in Palestine in this field, working on outsourced software projects for clients in Europe and north America. The human capital in these organizations is considered vital for the success, competitiveness ability, and even the continuity for these companies. Software engineers such as management, developer, system designer, system analyst, team leader, quality assurance, head of department, Devops and so forth, are hard to find in the Palestinian market and do require large investment in terms of training and orientation before they are able to work on large-scale and high-quality software projects. The purpose of this study is to examine the impact of talent management on turnover intention through job security for IT employees working at Palestinian software development sector. A Questionnaire will be designed and employed to collect, and synthesize information such as demographic data (employee characteristics, experience, education, institutional information) as well as respondents' thoughts of talent management, job security and turnover intention.

Research Problem

The IT companies in general suffer from high-rate of employee turnover, The biggest challenge faced by the IT Industry is not attracting employee but retaining the talent as high turnover is back to a serious concern, (Purohit, 2016) this affects the ability of the company to compete and to

survive. Prior studies have shown that talent management affects turnover intention for employees (Abdul Latif, 2019). More specifically, the effect of talent management on turnover intention is done through the temporal existence of mediating variable of job security. Almost no research has been done in the area of talent management and turnover intention in Palestine IT sector. Investigating such research problem can reveal the state-of-practice of research problem, understand true effects of talent management on turnover intention, and help Palestinian IT companies to better manage their human capital.

Research Significance and Justifications

The software development sector in the Palestinian industry is very critical and promising (Khader & Zein, 2019). Such sector can open doors for employment of skilled and talented Palestinian graduates. Further, the software development sector, provide their services in the cyberspace and hence cannot be controlled by the occupation. Assisting this sector in maintaining the human capital can provide competitive and essential advantage towards supporting companies' continuity and ability to provide high-quality software products internationally.

Understanding the true effect of talent management on turnover intention through job security can shed more light on the state-of-practice of such context, and reveal possible barriers, problems and issues so that they can be eliminated or mitigated. Instead of having software development companies struggle with the process of finding new employees and training them, which can cause more expenses lost on searching for and training new employees, alongside with project delays.

Research Objective:

The following research objectives are formulated based on research problem mentioned above:

1. To investigate the state-of-practice of talent management activities at Palestinian IT sector.

2. To find out the level of employees' turnover intentions in Palestinian IT sector.
3. To find out the level of employees' job security in Palestinian IT sector.
4. To understand the effect and relationship between talent management and job security.
5. To understand the effect and relationship between job security and turnover intention.

Research Questions and Hypotheses

In this study, we have the following independent and dependent variables shown in Table 1:

Study Variables:

Table 1: Study Variables

Independent Variables	Dependent Variables	Mediating Variables
Talent management	Employee turnover intention	Job Security

Since this study follows the hypothetic-deductive method, it is required to formulate both the null (H0) and the alternate hypothesis (HA). The purpose of formulating the null hypothesis is that to be rejected so as to justify the alternate hypothesis.

Based on stated research objectives, the following research questions are formulated:

1. RQ1: What is the state-of-practice of talent-management practices applied at Palestinian IT companies?
2. RQ2: what is the level of perceived job security in the Palestinian IT companies?
3. RQ3: what is the level of turnover intention in Palestinian IT companies?

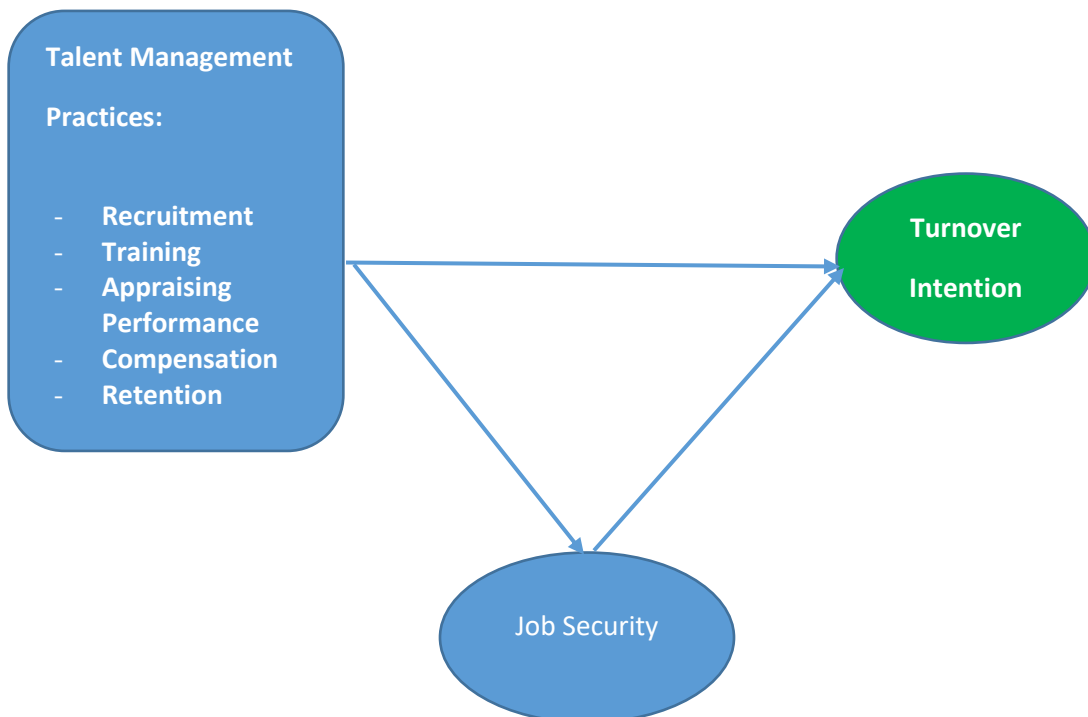
The research hypothesis can be stated as follows:

Research Hypotheses

- (1) H_{1A}: talent management practices have a negative impact on employee turnover intentions for employees' working in IT companies in Palestine.
- (2) H_{1.1} employees' recruitment has a negative impact on employee turnover intentions for employees' working in IT companies in Palestine.
- (3) H_{1.2} employee training has a negative impact on employee turnover intentions for employees' working in IT companies in Palestine.
- (4) H_{1.3} employee performance appraisal has a negative impact on employee turnover intentions for employees' working in IT companies in Palestine.
- (5) H_{1.4} employee compensation planning has a negative impact on employee turnover intentions for employees' working in IT companies in Palestine.
- (6) H_{1.5} employee retention has a negative impact on employee turnover intentions for employees' working in IT companies in Palestine.
- (7) H_{2A}: job security mediates the impact of talent management practices on employee turnover intentions for employees' working in IT companies in Palestine.

Table 2: Study variables and research question

Variable Name	Research Question
Independent variable: talent management	RQ1: What is the state-of-practice of talent-management methods applied at Palestinian software development companies? RQ2: Is talent management associated with increased job security?
Dependent variable: Employee Turnover Intension	RQ3: Is better job security associated with lower turnover intention?
Mediating variable: Job security	RQ3: Is better job security associated with lower turnover intention?



Chapter 2: Literature Review and Theoretical Framework

Turnover Intention

According to Hassan (2017) every organization depends mainly on its employees to achieve its goal and to succeed. So turnover is considered one of the main challenges for any organization and will result in far lasting effects. High turnover will destruct the organization directly or indirectly. Ezaili (2018) defined Turnover intention as a practice of employee to leave the present job or his willingness to disconnect the organization. Turnover intent is the possibility that an employee will leave an organization (Hassan, 2017).

Skelton et al., (2020) argued that employee turnover is vital to study because it can highly affect companies, either directly and indirectly, causing greater hiring and training expenses, decreasing revenues and generally lower employee morale. Employee's turnover intention to leave is an expected phenomenon that occurs when some ineffectively scheduled system and, lack of enthusiasm, advancement, performance and motivated in the workplace(Ezaili Alias et al., 2018).

(Ezaili, 2018) indicated that employees think to leave their organizations as a result of some internal factors such as communication at workplace, environment, task given, wages and profits received that make the employees to be dissatisfied. Other external factors as organizations characteristics, fiscal interest, individual conflicts or chance to have better job.

Employee turnover can be expensive for IT companies too due to the limited Resources of talented software development employees in the IT industry. This industry is changing every day and very fast so employees need to show their skills and are expected to have great performance to

accomplish the objectives, the goals and mission of the organization every year where the development and achievement of the organization clearly depends on the sales of the services they made. Related to other industry, IT industry is known with high tasks and missions, pressure for invention and strict time frame or deadline for the employees to follow, this can be significant reason to increase turnover rate(Hassan, n.d.), Turnover is costly because organization has to expend money for, announcement, employment, selection, and hiring.

Generally, IT employees can easily find new career because of the high demand for talented employees Additionally, the special skills that IT experts generally will make Turnover costly and have negative influence on company's finance because of hiring and training expenses in addition to indirect expenses as a result of disruptions in organizational procedures. Actually, the process of hiring new employees with low quality of work and effecting the company reputation are another negative consequence of IT employees leaving the workplace (Hassan, 2017).

Employee turnover costs can result in more than 100 percent of the annual payment of one employee's and can also affect the production and earnings of the organization negatively. Employee turnover has a significant influence on human capital, social capital, and the performance of the organization, Turnover not only cause big costs when it happens for old employees but also new employees who leave after short period of being employed will cause important financial stresses because of the recruitment, selection, and training process (Skelton et al., 2020).

Turnover can influence the climate of the workplace thus decrease the employee's performance. Turnover intention is not a good indication to the organization, whether internally and externally. Internally, it influences organization's expenses, employee's morale that retain in the organization, employee's discontent and low performance. Externally, it will also destruct the organization

images and the general organizational performance(Ezaili Alias et al., 2018). Turnover has been confirmed as one of the key problems that influenced organization's long-term objective and financial situation.

Turnover can happen in two different methods: voluntary and involuntary. Voluntary turnover will occur when the employees take the decision purposely to leave the organization, whereas involuntary turnover occur when the employees powerfully leave the workplace by the force of management to quit as a result of poor productivity or misbehave(Ezaili Alias et al., 2018).

Voluntary Turnover

According to a study by (Parker & Gerbasi, 2016), every organization has two kinds of turnover: Voluntary turnover which is also known as quit, it occurs when the employee takes the decision to leave the organization. On the other hand, involuntary turnover, also known as discharge, it happens when employers take the decision to end the employment relationship.

The researchers have to better understand voluntary turnover, they also have to improve more accurate explanations for turnover, especially when the employees who leave the organization voluntarily are talented, skilled and their performance is high, doing this will help employers in preparing better strategies for replacement. Analysis of voluntary turnover is also significant for the teamwork as whole when the leaving of employee result in preventing the achievement of the objectives and can negatively influence the performance of the organization(Parker & Gerbasi, 2016).

Latest investigation on voluntary turnover has studied economic influences at the macro level, mental, and personal reasons. At the micro level such as job satisfaction which has negative relationship with the intention of employees to leave, and positive relationship with organizational commitment, the practices of human resource management, and the performance of individuals, according to macro level, there is positive relationship with the ease of finding new job and employee's turnover intention (Parker & Gerbasi, 2016).

Involuntary

(Parker & Gerbasi, 2016) mentioned that focus lately while there has been limited interest in involuntary turning. This kind of exit from the organization happens when a firm ends the employment contract. It can happen when the organization decides to stop trading, because it decides to downsize or outsource work to retain or try to recover its competitive advantage.

Otherwise, involuntary exit may happen as a result of poor performance of the employees or because the employee is not good or appropriate. This kind of exit has been known as: bad hiring decision and should be corrected, the firm decision to dismiss employees instead of taking decisions to cut expenses by downsizing, or restructuring the organization, lay off employees, and retirement.

Hassan (2017) concluded that organizations must concentrate on strategy to decrease job stress by applying flexible working plan. That will result in better and healthier relationship between the employees and their supervisors. It will also decrease the absenteeism and increase the loyalty of employees to his organization. Organization may establish training for stress management time and workshop for priority management that result in increasing job satisfaction and performance, also in decreasing turnover intention.

Talent Management (TM)

Latif et al (2019) defined TM as the application of combined strategies or systems planned to increase the productivity in the workplace by improving better procedures for attracting, retaining and utilizing people with essential abilities; and aptitude to achieve present and future organization needs. This will occur by the assignment of the correct people with the proper competencies in the correct work in the suitable place and at the appropriate cost. TM acts as an effective instrument that can assist the organization to retain skilled employees. Some issues that can lead employees to leave their organization not getting competitive payments and profits, not getting enough utilizing training and contradict between supply and demand of human capital(Latif et al., 2019).

Kumar (2022) argued that talent management has appeared as a worldwide strategy to increase employee performance and motivation. TM improve and perform the organization's strategies so it has important role in the success of the organization. Identifying and evolving talent increases

efficiency, job satisfaction, enthusiasm, and organizational commitment, and decreases employee turnover, it also offers a competitive advantage to organizations and makes their performance better.

Talent Management and Human Resources Management

Many people are aware with human resources management and its function in hiring employees in the organization. Yet, the expression talent management is not familiar, or may assumed to be a newer, more innovative way to refer to correct HR department and its roles (Claus, 2019). Reference added After all, both have basic role in recruiting, hiring and managing employees to push an organization's accomplishment. HR is a separate business process in itself. While Talent management, is combined with all the other business practices and actions in the organization (Ansar et al., 2018).

According to Latukha & Selivanovskikh, (2016) HRM includes more practices, as planning, staffing, compensating, training, evaluating, work relationships, health and safety. HRM includes more shareholders, like clients, stockholders, suppliers, employees, society, and the organization itself, whereas talent management has a direct and important effect only on the employees and the organization. HRM different from TM based on the work, (Ansar et al., 2018) clarifies that TM concentrate more on the human side of the work and see the talented employees as a competitive advantage for the organization. Whereas HRM consider all the functions of the organization. TM objective is improving the talents of employees in the organization while HRM is transactional based approach. Talent management includes HR roles such as retention, recruitment and selection, compensation, training, and appraising performance. Managers who want to adapt TM need to perform the HRM functionality in an integrated and goal-oriented manner.

Recruitment and Selection Practices

(Karim & Latif, 2021) defined Recruitment as the process of finding and attracting skilled persons to apply for job vacancies in the organization. Primarily it is the procedure of generating knowledgeable workforces to apply for employment in the organization. Talent management starts with the identification, recruitment and selection of the proper applicants for the significant positions (Kumar, 2022). Accordingly, employees with the essential competencies in the correct position will retain longer. Further, right recruitment and selection procedure is necessary for the success of the organization. It influences in apposite way the commitment and performance of employees and those will directly affect their retention in their work(Kumar, 2022).

Training Practices

According to (Kesen, 2016), training is directing employees to do a particular job or to increase their expertise, information, and performance. It is a procedure of participating expertise and information to expand and improve capabilities of employees consequently they can do enhanced job performance. Employee training can raise employee's commitment enthusiasm to the tasks of their organization. Employee training has an important and positive consequence on work results, on workplace, on the quality of client service and efficiency, and on organization financial performance. Training is procedures that are implemented to give the new employees the required skills to achieve their tasks. After training not only the performance of the employee will increase. However, organizational performance rises to higher places. (Kesen, 2016) also said that training is a mean to improve information and talents by increasing employee's performance.

Appraising Performance Practices

According to (Jeffrey & Prasetya, 2019) performance appraisal is the process of assessing how employees achieve their work when compared to a set of standards, and then communicating the information to employees. Performance appraisals are also known as employee rankings, employee evaluations, job reviews, performance evaluations, and results assessment.

(Commer et al., 2016) concluded that if employees perceived higher wages, proper appraisal system and high job growth in the organizations, they become positively committed with organization and probabilities to leave the organization will decrease.

Employee performance appraisal has an important positive impact on employee retention, Performance appraisals make employees feel that they are appreciated (Jeffrey & Prasetya, 2019). performance appraisal has significant role in constant development, Performance appraisal is vital because it enables the organization to control and improve its employees (Nasurdin et al., 2018).

Compensation Practices

(Rahman, 2019) defined compensation as all earnings like money taken directly or indirectly by employees for services he offers to the organization. Compensation is one of the significant factors that greatly effect employee behavior and motivation, proper salary and payment system are necessary to tempt talented employees, and monetary payments are commonly used to retain employees (Kumar, 2022).

We have two types of compensation:

- Financial compensation: as salaries incentives, commissions and bonuses.
- Non-financial compensation: include the nonfinancial type as health insurance or benefit entertainment, this kind is not given in the form of money.

Pohler & Schmidt (2016) mentioned that Compensation strategies and practice may possibly be one of the most difficult and complicated Functions of the HR system. The way in which compensation strategies are applied and their association with the culture of the organization impact the efficiency of the compensation schemes. It can be competitive advantage for organization when it's applied well. Conversely when implemented poorly it can ruin the goal it was planned for which is to attract, maintain, and inspire talented, experienced and great performance employees.

Vizano et al (2021) mentioned that fundamental compensation is necessary to keep the appropriate life style for employees. Additionally, compensation can help employee in understanding his value in the organization.

Pohler & Schmidt (2016) mentioned that compensation may possibly be one of the most difficult and complicated functions of the HR system. The way in which compensation strategies are applied and their association with the culture of the organization impact the efficiency of the compensation schemes. It can be competitive advantage for organization when it's applied well, conversely when implemented poorly it can ruin the goal it was planned for which is to attract, maintain, and inspire talented, experienced and great performance employees.

Employee Retention Practices

D. Singh (2019) defined employees' retention as numerous measures taken by organizations to encourage its employee so that they continue with it for a longer period of time. Determining and retaining the greatest talent in the organization is not easy mission for management. Retaining skilled employees is essential for the success of the organization. When the employees are prepared, managed, and encouraged to offer their maximum in performance, they will create an

encouraging environment in the organization, thus will strength the probabilities of the employee to stay in the organization (Kumar, 2022). fundamental compensation is necessary to keep the appropriate life style for employees. Additionally, compensation can help employee in understanding his value in the organization.

The Importance of Talent Management

According to Singh, (2021), talent management is significant for at minimum two major reasons. The first is that efficient talent management make sure that organizations can successfully obtain and keep needed talent. The second reason is the degree to which these employees are involved. “Talent management is essential to engaging employees in the organization”. The capacity to successfully direct the two concerns is main element of the success of the organizational in some circumstances, even survival.

R. P. Singh, (2021) indicated the advantages of successfully applied talent management policy include enhanced employee recruitment and maintain rates, and promote employee engagement. Thus, these consequences have been connected with better operational and fiscal performance. Furthermore, (Ott et al., 2018) recognized four ways in which talent can be successfully enhanced:

- Improve a solid organizational culture.
- Offer appropriate and dynamic training chances.
- Enhance an attractive work environment.
- Provide clear and appropriate opportunities for career improvement.

Job Security

It has been emphasized that job security is one of the key HRM practices to keep employees and improve their performance (Bibi et al., 2016). Job security is the point to which organizations provides stable positions for their employees. Additionally, it is the degree to which employee think to remain in the job for longer period of time, it is one of the obvious aspects for commitment and retaining employees, The employees who think that they will stay in their workplace and will not miss their jobs are more committed and expect to stay for longer time in the organization , job security considerably effects employees' retention positively, (Bibi et al., 2016).

According to (Sokhanvar et al., 2018), an employee looks to have job security when he feels that he has a suitable lasting job and is skilled enough to achieve it adequately. Job security is determined by many issues, mainly satisfaction with different features of job including payment and job improvement chances. Absence of job security is a popular and costly issue. Job insecurity is connected with lower job satisfaction, low comfort, low organizational commitment, higher turnover intention, lower efficiency. Additionally, it affects employees' performance negatively so employees with higher job insecurity will absent from work more than others.

Literature Review

A study by (Boonbumroongsuk, 2022) aimed to recognize how talent management practices increase effective performance management and employee retention in companies in Thailand. This study will also help companies in concentrating on the most significant issues that affect employee's turnover by increasing knowledge of how to motivate employees. The study investigated the basic practices of talent management that affected employee's turnover intention such as training, employee empowerment, remuneration, appraisal and feedback, business coaching. Quantitative method was used through questionnaires accomplished by the employees in Taiwanese companies the questionnaire covered five core variables; empowerment, training, remuneration, appraisal and feedback and business coaching and insights of effect on employee turnover. This study suggested that CSR plans and social initiatives are important factors for organizations to take into consideration with concern to employee turnover intention.

The researchers argue that keeping talented employees was vital element for organizational success, consequently, continuous appraisals of talent management practices should take place. Organizations affected their employee's turnover intention by offering Competencies and bonuses to employees according to performance.

Training also affected employee retention, so the organization should perform regular training reviews. Coaching was significant for employee's retention, but there were not enough organizations in Taiwan that provides business coaching to the employees. Consequently, this study mentioned that supervisors look for training and development to supply coaching programs, because the profits are huge. By applying these recommendations, organizations will be able to recover and improve TM practices, thus have the ability to manage employees more efficiently

and affecting employee's turnover intention, which accordingly increase organization performance and sustainability.

An objective of a study by Vizano et al., (2021) was to examine the factors of turnover intention among managers in different companies Indonesia. Respondents for the questionnaire were 215 middle managers in services and manufacturing industries. The Findings showed that compensation affect job satisfaction positively, meaning that proper compensation could increase employee motivation and make them retain, while compensation, and job satisfaction affected turnover intention negatively. their study also suggests that compensation was considered one of the most significant factors that encouraged employees at any place in the world. Accordingly, if middle managers have proper compensation, then they will be more motivated thus will have positive feelings for their job which would decrease their intention to leave their job.

In the study by (Barkhuizen & Gumede (2021) aimed to specify the connection between talent management, job satisfaction and employee turnover intentions in government organizations in South Africa. The study stressed the significance of talent management practices in the efficiency and sustainability of government organizations. Quantitative research design was applied, respondents were 208 employees at the head office of nominated government organization.

The objective of study by (Abu Rumman et al., 2020) was to investigate the influence of the talent management practices (compensation, performance appraisal, promotion, and training & development) on employee's turnover intention and the mediator factor is career satisfaction. The survey method was applied, questionnaire was formulated by collecting data from 394 employees working in 25 banks in Jordan. The results show that TM practices (compensation, performance appraisal, promotion, training and development) affected employee's turnover intention negatively and career satisfaction mediated the connection between TM practices (compensation,

performance appraisal, promotion, Training and development) and employee's turnover intention. The authors recommended that banks in Jordan should offer enough compensation, reasonable performance appraisal, satisfactory training and improvement programs and career satisfaction to retain Its employees and reduce their turnover intention.

The aim of the study by Latif et al (2019) was to examine the impact of talent management on employee's turnover intention in Information and Communication Technology (ICT) industry in Malaysia. The moderator factor (employee engagement) was tested for the link between TM and employee turnover intention in ICT industry. This study implemented the cross-sectional quantitative method using survey questionnaire for data collection a sample size of 384 employee in ICT in Malaysia. They concluded that when the level of voluntary turnover reach more than higher levels this will damage and hurt the organizations and the employees themselves. he mentioned that if employees in the telecommunication sector leave their jobs voluntary this would cause great damage and loss for the organization because the organization will need more money, more time and efforts to hire new employees.

The study result helped the Malaysian government to decrease the percentage employee turnover and enrich the Application of TM in industries in the Malaysian Environment. Consequently, this study considered that a good TM Applied by organization resulted in enhanced engagement of employees so, lower the TI level in the Organization.

The study by (Ali & Mehreen, 2019) has connected leaders' improvement practices to employee performance, but there are no enough studies focused on the relationship between planning and turnover intention.

In another study by (Rahman, 2019), the authors observed the influence of compensation and career improvement on employee turnover intention. The mediator factor was work satisfaction.

The researchers concluded that Compensation, career improvement and career satisfaction all affect turnover intention negatively. Additionally, mean compensation and career improvement affect job satisfaction positively, and affect turnover intention negatively. Accordingly, if the organization offer the compensation that meet the needs of its employee's, then employee's satisfaction would increase and turnover intention would decrease. The same results for job improvement, if improvements meet the needs of employees, then their satisfaction would increase and the intention to leave the organization would decrease.

In the study by (Bui & Chang, 2018), the authors explored factors that influenced turnover intention of talented employees at government organizations in Vietnam. The study examined the factors of person environment, employee engagement as possible influences on turnover intention. The research methodology followed survey research and a sample of 336 public officials. The study results showed that perceived hard TM practices were negatively related with turnover intention; and that there was no relationship between soft TM practices and employee's intention to leave their work. Additionally, employee engagement fully mediates the influence of hard TM practices on employee intention to quite their job.

(Silaban et al., 2018) investigated the impact of compensation and organizational commitment on employee's turnover intention in hospital industry. Survey method was applied using questionnaire, the respondents were 105 employees in a hospital in city West Jakarta. This research concluded that: as compensation increase then turnover intention of employee will decrease.

From those findings the researchers summarized that that both compensation and employee commitment had significant impact on employee's turnover intentions.

The objective of the study by (Sokhanvar et al., 2018) was to define job security and turnover intention in addition to issues behind turnover intention among nurses working in hospital in Tehran, Iran. A cross-sectional study was applied in public and private hospitals (total = 6) in Tehran, Iran, and a questionnaire was used for data collection. The study concluded that the hospital managers had to improve and implement effective plans to encourage' job security for nurses and decrease their turnover intention by developing their job satisfaction; and working conditions, providing reasonable compensations, encouraging job vision and stability enhancing helpful management.

additionally, the special skills that IT experts generally have will make turnover costly and have negative influence on company's finance because of hiring and training expenses in addition to indirect expenses as a result of disruptions in organizational procedures (Karim & Latif, 2021). In fact, the process of hiring new employees with low quality of work and effecting the company reputation are another negative consequence of IT employees leaving the workplace.

In this research. (Hossain et al., 2017), the researchers conducted a quantitative analysis through questionnaire to examine factors affecting employee turnover intention in private banking sector in Bangladesh. Data was collected by a sample of 100 employees and the results suggest that factors such as economic, working environment, performance appraisal, and career development can have a significant effect on employee's turnover intention. The study highlighted the need for organizations to provide economic incentives, congenial work environment, neutral performance appraisal, and scope for career development in order to retain their employees. Overall, this study was limited to only one bank, and thus a limited sample size. Future research should focus on collecting data from lager number of banks and larger sample of employees.

A study by (Bibi et al., 2016) examined the relationship between compensation, job security, and employee's retention. It also inspected the moderating consequence of the work environment on the relationship between compensation, job security, and employee's retention. The authors applied survey-based research, and data was collected from 353 faculty employees in public sector universities in Pakistan. The results show that compensation and job security had a significant relationship with employees' retention. Furthermore, the results suggest that the work environment controls the relationships between compensation, job security, and employee retention.

In another study by (Business & Research, 2016) which aimed to examine the influence of employee's normal attitudes to their jobs and life on their turnover intention. It was an exploratory study using a questionnaire involving employees in the information technology sector. Information about the causes of employee turnover and their behaviors in their life and jobs was collected, and the researchers developed a theoretical framework and regression models. Study results showed that the causes of employee's turnover varied according to employees' approach to their life and job. Additionally, turnover among young employees was more than older employees as younger are more affected by higher payments attraction from other institutions.

The study by (Memon et al., 2016) aimed to inspect the relationship between training satisfaction, work engagement, and turnover intention. Work engagement was the mediator factor between satisfaction and turnover intention. A survey-based questionnaire was used to collect data from 409 employees' Malaysian oil and gas sector it's one of the main sectors in the Malaysian economy. This study concluded that training satisfaction affected employee's engagement positively and affected turnover intention negatively. The results also suggest that work engagement, the mediator factor, mediated the correlation between training satisfaction and turnover intention. In addition, it indicated that training satisfaction and engagement were the most

significant factors for expecting employees' plans to leave. The limitation of this study are that the results depended on samples from the Malaysian Oil and gas industry. Thus, generalizing these results to other areas can be restricted. Future, future research should look to validate the present model in different areas and geographical regions.

Cross-sectional data were applied to test the study model, while longitudinal data would offer an enhanced and better understanding of the causal Connection between concepts. This study was applied in a Muslim country, which may cause several of social and value differences with Western countries. In other words, limitations in the generalizability of the results. Future research must also aim to investigate the model in a Western country.

(Kesen, 2016) concentrated on whether training and improvement can be used as means to reduce employee turnover intention. Study participants were 239 employees from 36 service firms located in Turkey. The findings of this study concluded that there was a negative relationship between training and turnover intention, and extensive training can be used as a tool to decrease turnover. Furthermore, there is a negative relationship between improvement and turnover. The study also showed that employees see improvements as a motivation for reaching success in their job.

Chapter 3: Research Methodology

Introduction

The main focus of this intended research is to investigate the effect of talent management practices on employee turnover at the IT sector in Palestine, having the mediating effect of job security. This chapter presents data collection and analysis methods for this intended research.

Part of the introduction deleted

Research Methodology

The main aim of this research is to explain and assess factors that can have an influence on employee turnover at IT companies in Palestine. The study aims to target a sample of employees and collect data from them so that inferences can be made about the factors that influence employee turnover to the population.

Correlational Research Design Through Survey is best suitable design in this case, to investigate relationships between variables. A correlation between two or more variables investigates the strength and/or direction of relationship. Correlational research design uses quantitative data collection methods such as questionnaires to collect data from a sample. Further, in correlational research, we can investigate strength of association between variables with no intervention or manipulation by researcher.

According to (Fowler Jr, 2013) survey design has several important advantages in this context, mainly:

1. **Minimum investment:** online surveys distributed through the Internet are very economical and have minimal finance investment per respondent.
2. **Versatile sources for data collection:** online survey tools make data collection and data analysis convenient and easy.
3. **Respondent details and answers are kept safeguarded.**

Survey Research Type: Cross-Sectional

Data in this. survey will be collected at one point in time.

Data collection: Questionnaire through Online and Interviews

Secondary data will be collected through existing data sources. Further, primary data was collected by administering questionnaire to individuals. We will collect data using interview and online-administered surveys using special tool such as Google Forms.

Population of the Study (Convenience Sampling)

The population of the study is the IT employees in IT companies in Palestine. Software engineers constitutes:

developer

system designer

system analyst

team leader

quality assurance

head of department

Devops

Sample Selection Process

Convenience sampling, also known as probability sampling in other studies is based on randomly selecting a sample from a population. In random sampling, each research unit should have equal chance of being selected (Sekaran & Bougie, 2016).

We will disseminate our survey via:

- **email**
- And professional networks such as **LinkedIn**.
- **Facebook** IT groups in Palestine

This way, we will reach a large number of software engineers in West Bank. This is because of the sanctions put by occupation forces and also due to the fact the most of the software development companies are located in the West Bank.

Research Instrument: Questionnaire

a questionnaire will be developed based on published articles to measure the research variables (talent management practices, turnover intention, and job security).

Types of Scales: Continuous and Categorical

For data collection scales, we will use the following:

- Continuous scales such as *strongly agree to strongly disagree*.

Research Population and Research Sample

The research population will be the employees who works in the Palestinian IT companies.

The sample of this research will be selected using convenience sampling.

Research population will cover IT companies in Palestine. This includes software developers, designers, quality assurance, technical leaders, analysts, and DevOps employees.

Sampling will be based on convenience sampling strategy, through which, a questionnaire will be distributed on software development companies' employees.

software development companies are:

- IQVIA.
- Experts.
- Asal Technologies.
- Equipital.
- Hari
- Proginers
- Exalt

The main research aim of this intended study is to develop a model for relationship between talent management practices and employee turnover at the software development companies in Palestine.

Accordingly, this research will be based on descriptive and analytical methods. The main phases on this research are shown in Figure 1: Research Methodology:

- Phase 1: in-depth literature review to establish the theoretical bases for this research and develop the theoretical framework. During theoretical framework development, independent, mediating, and dependent variables were identified, as well as the relationship between them.
- Phase 2: selection of population and sample
- Phase 3: data collection using questionnaire-based survey.
- Phase 4: data analysis using SPSS and AMOS application.



Figure 1: Research Methodology

Subject (Academic) & Human limitations: This research is limited to studying talent management practices and employee turnover in the context of Palestinian IT companies.

Place & Institutional Limitations: This research will collect and analyze data from IT companies working in Palestine.

Time limitation: Research and preliminary data collection will be conducted during 2023.

Data Analysis and Interpretation

We applied PSS V26.0 package and AMOS Process plugins:

- **Means and standards deviation**
- Frequencies
- Means and standard deviation

- Regression
- Correlation
- Path analysis
- Cronbach alpha
- Average variance extracted AVE and composite reliability C.R.

Research Tools: Study Area and Sample size.

The study area represents the IT companies in Palestine. We will disseminate our survey via email and LinkedIn platforms and Facebook groups. This way, every element in the sample will have equal chance to be included in the sample. Regarding the sample size will be calculated after determining the size of the population

Questionnaire

Based on the information that was conducted from the literature review and in order to achieve the research objectives, the researcher had designed a questionnaire that have 4 major sections with (54) questions. The sections of the questionnaire were: the first section: Demographic Information, the second section: talent management practices which consist of 31 items based on (Aliunde, N.H. 2022), (AbuHatab, M. 2009). the third section: employee turnover which consist of 14 items based on (Touri, E.J. 2020), and the fourth and final section: job security which consist of 12 items based on (Hanjouri, M.R. 2018).

The questionnaire was distributed via email using google- forms tool LinkedIn and factbook groups. After collecting the data, it was transformed to SPSS program to analyze it.

The response to the paragraphs of the questionnaire was according to Likert's five-points scale.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

The Validity of the Questionnaire

The questionnaire was given as a draft to number of faculty members experts in the study subject in Arab American University, Khdory university and Birzeit University to check its content validity. The experts were asked to give their opinion on what should be added, deleted or adjusted. They have suggested a number of adjustments that led to the final form of the questionnaire.

To verify the questionnaire validity, the researcher used Pearson Product Moment Correlation test.

Reliability and Validity

First, the study used Cronbach's α indicator to measure the scales' reliability, with 0.7 as the reference value (Hair et al., 1995). All the variables obtained very good values where ($\alpha > 0.869$). Additionally, this research used variance extracted (AVE) and composite reliability (C.R.). The values obtained exceed the threshold used as a reference at 0.7 and 0.5, respectively, as well as other indicators of overall fit for the measurement model (Bollen, 1989; Hair et al., 1995).

Next is to determine the scales' convergent and divergent validity by applying a confirmatory factor analysis. In this analysis, we eliminated items had minimum contribution to the explanatory power of the model ($R^2 > 0.5$). Convergent validity was evaluated using the factor loadings of the indicators. According to (Hair Jr et al., 2016) the loading value must be greater than 0.50. which is true for all loading values of the latent constructs, ($\beta > 0.811$). Consequently, we can say that the latent variables adequately explain the observed variables.

Composite reliability values must be greater than 0.70 to reflect the internal consistency between the indicators (Hair Jr et al., 2016). The Average Variance Extracted (AVE) values should be greater than 0.50 to reflect the success of all construct items (Hair Jr et al., 2016). Table 3 illustrates the values of Cronbach's α , factor loadings, average variance extracted, and composite reliability.

About discriminant validity, by examining the variances it is shown that to be significantly far from value zero. Moreover, the correlation relationship between pairs of scales did not go far over 0.8.

Table 3: Cronbach's α , factor loading, composite reliability (C.R.), and Average Variance Extracted (AVE)

Variable	Item	Standard coefficient	Cronbach's Alpha	CR	AVE
Recruitment	Q1	0.75	.902	0.895475	0.632616
	Q2	0.86			
	Q3	0.81			
	Q4	0.83			
	Q5	0.82			
Training & Development	Q1	0.85	.930	0.929947	0.689004
	Q2	0.84			
	Q3	0.84			
	Q4	0.85			
	Q5	0.85			
	Q6	0.86			
Retention	Q1	0.85	.869	0.886645	0.61348
	Q2	0.78			
	Q3	0.81			
	Q4	0.85			
	Q5	0.80			
Performance Appraisal	Q1	0.80	.941	0.942352	0.70082
	Q2	0.77			
	Q3	0.86			
	Q4	0.90			
	Q5	0.87			
	Q6	0.87			
	Q7	0.79			
Compensation	Q1	0.91	.936	0.93666	0.787184
	Q2	0.85			

	Q3	0.89			
	Q4	0.87			
Turnover Intention	Q1	0.87	.964	0.964297	0.794314
	Q2	0.91			
	Q3	0.93			
	Q4	0.90			
	Q5	0.89			
	Q6	0.88			
	Q7	0.88			
Job Security	Q1	0.74	.909	0.896843	0.63761
	Q2	0.89			
	Q3	0.90			
	Q4	0.89			
	Q5	0.74			

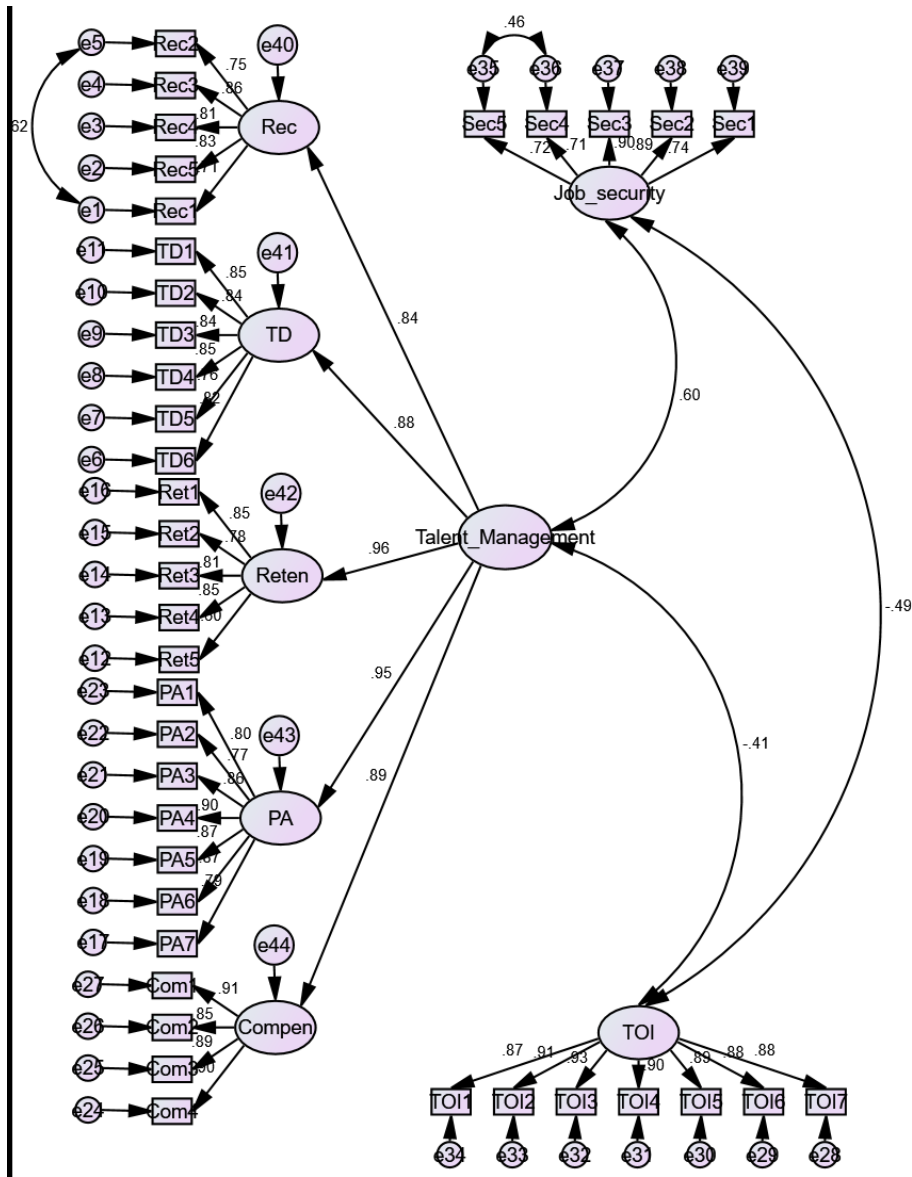


Figure 2: Confirmatory factor analysis

TOI: turnover intention, TD: training and development, PA: performance appraisal, Compen: compensation, Reten: retention, Rec: recruitment.

Chapter 4: Results

In this chapter the study will discuss the questions and assumptions that were mentioned in the first chapter of this research, in the first section of this chapter research will answer the study questions, and in the second section, will discuss the assumptions for variables and related fields of study.

To facilitate understanding the results you've been using arithmetic averages and standard deviations and rating of the instrument and its field and distribution of ratings as follows.

Descriptive Statistics

Table 4: Descriptive statistics of participant characteristics

Item	Frequency	Percentage (%)
Sex		
Male	116	67.1
Female	57	32.9
Marital Status		
Married	89	51.4
Single	84	48.6
Qualification		
Bachelor	114	65.9
Masters	55	31.8

Doctor of Philosophy	4	2.3
Age		
22-29	101	17.9
30-39	49	31.4
40-49	23	27.1
Experience		
1-5	87	50.3
6-9	29	16.8
>10	57	32.9
Job Nature		
Management	90	52%
Developer	31	17.9
System Designer	29	16.8
System Analyst	3	0.6
Team Leader	3	1.7
Quality Assurance	9	5.2
Department Head	1	0.6
DevOps	3	1.7
Product Manager	2	1.2
Technical Support	2	1.2
Contract Type		

Permanent	134	77.5
Project Based	39	22.5
Tenure		
1-5	136	78.6
6-9	12	6.9
>10	25	14.5
Current Position Tenure		
1-5	137	79.2
6-9	24	13.8
>10	12	6.9

Results of the Study

In this section, we present data analysis of our results and try to identify the most compelling results in terms of relationships between study variables, namely practices of talent management, employee turnover intention (dependent variable), through the job security mediating variable.

Results Research Questions

In order to answer the research questions, this thesis will formulate a set of categories (three categories) to group the averages in terms of low, medium, and high.

It can be seen that the highest value is 7, the lowest value is 1, the interval length will be as follow:

$$\frac{\max V - \min V}{\text{number of intervals}} = \frac{5 - 1}{3} = \frac{4}{3} = 1.3$$

Having that said, if resulting mean resides between 1 and 2.3, it will be considered as low, if the mean between 2.4 and 3.7, it will be considered as medium, and if the mean is above 3.7, it will be considered as high.

Table 5: means and standard deviation of recruitment in the study population.

Code	Item	Mean	Std. Deviation		Rank
REC1	There is a company-wide talent acquisition strategy	3.491	1.0151	Mid	5
REC2	The company attracts talented employees to work for it.	3.601	1.1245	Mid	1
REC3	The company has a special system for receiving and integrating new employees	3.584	1.0117	Mid	2
REC4	The company relies on various tests when selecting job applicants	3.584	1.0456	mid	2
REC5	The time allocated for interviews is appropriate for selecting talented people	3.572	.9655	Mid	3
Recruitment		3.5665	.87579	mid	4

Table 5: means and standard deviation of recruitment in the study population. illustrates the mean, standard deviation, and rank for recruitment as a talent management practice item. Results indicate that respondents perceive a mid-implementation of recruitment (M=3.57, SD=0.88). Item 2 (The company attracts talented employees to work for it). has the highest mean (M=3.601, SD=1.1245),

which means that respondents illustrate that the company doesn't attract the talents to work. On the other hand, item 1 (There is a company-wide talent acquisition strategy) has the lowest mean (M=3.491, SD=1.0151). which means that respondents perceive a lack of strategy that covers the entire organization.

Table 6 means and standard deviation of training and development in the study population.

Code	Item	Mean	Std. Deviation		Rank
TD1	The company is interested in developing and training employee talents according to what the nature of the job requires.	3.584	1.0945	Mid	1
TD2	The company provides specialized programs to develop employee capabilities.	3.353	1.0215	Mid	3
TD3	The company considers talent development and training a periodic process that is binding on all its employees	3.387	1.0539	Mid	2
TD4	The company allocates a special budget to train and develop employees.	3.249	1.1369	Mid	4
TD5	The company provides the employee with the opportunity to change his job to develop his capabilities	3.249	1.0952	Mid	4
TD6	The company has annual plans to develop talent and raise their level.	3.249	1.0683	Mid	4

Training & development		3.3449	.92789		
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Table 6 illustrates the mean, standard deviation, and rank for training and development items. Results indicate that respondents illustrate medium training and development (M=3.3449, SD=.92789). item 1 (The company is interested in developing and training employee talents according to what the nature of the job requires) has the highest mean (M=3.584, SD=1.656), which means that the respondents don't have training and development according to the nature and requirements of the job. On the other hand, item 4 (The company allocates a special budget to train and develop employees), 5 (The company provides the employee with the opportunity to change his job in order to develop his capabilities) , 6 (The company has annual plans to develop talent and raise their level), have the lowest mean (M=3.249 and the SD for items 4, 5, 6, respectively are 1.1369, 1.0952, 1.0683) which means that respondents feel that their companies don't give them enough developing or training.

Table 7 means and standard deviation of retention in the study population.

Code	Item	Mean	Std. Deviation		Rank
RET1	The company pays attention to the strengths and weaknesses of employees.	3.578	1.0179	Mid	1
RET2	The company seeks to maintain experienced employees.	3.578	1.0949	Mid	1
RET3	The company allows employees to participate in making decisions.	3.497	1.0545	Mid	2

RET4	The company provides an environment that helps talents to be creative.	3.399	1.0606	Mid	3
RET5	The company publishes on its website the names of talented people as a form of moral stimulation	3.006	1.3830	mid	4
Retention		3.4116	.91517		

Table 7 illustrates mean, standard deviation, and rank for retention. Results indicate that respondents illustrate medium retention ($M=3.4116$, $SD=.91517$). item 1 (The company pays attention to the strengths and weaknesses of employees) and item 2 (The company seeks to maintain experienced employees have the highest mean ($M=3.578$, $SD=1.0179$ & 1.0949 respectively)), which means that respondents do not feel that their companies are paying attention to their employees or trying to keep the talented of them. On the other hand, item 5 (The company publishes on its website the names of talented people as a form of moral stimulation) has the lowest mean ($M=3.006$, $SD=1.3830$), which means the talented employees are not published or discussed.

Table 8 means and standard deviation of performance appraisal in the study population.

Code	Item	Mean	Std. Deviation		Rank
PA1	The performance evaluation system is designed by a competent professional body	3.301	1.1673	Mid	7
PA2	I get my rating in performance evaluations	3.520	1.0707	Mid	2
PA3	Different evaluation methods are used that suit the nature of employees' work	3.393	1.1030	Mid	5

PA4	The performance evaluation process is fair	3.382	1.1176	Mid	6
PA5	The performance appraisal process depends on the actual performance of employees	3.462	1.0648	Mid	4
PA6	The company follows up on my performance at work and works to provide me with guidance to improve performance.	3.514	1.0708	Mid	3
PA7	Employees are evaluated periodically.	3.717	1.0374	high	1
Performance appraisal		3.4699	.93789		

Table 8 illustrates the mean, standard deviation, and rank for performance appraisal items. Results indicate that respondents illustrate medium performance appraisal ($M=3.4699$, $SD=.93789$). item 7 (Employees are evaluated periodically) has the highest mean ($M=3.717$, $SD=1.0374$), which means that respondents believe that they don't have the required evaluations. On the other hand, item 1(The performance evaluation system is designed by a competent professional body) has the lowest mean ($M=3.301$, $SD=1.1673$). which may mean that there is a lack of trust in the evaluation system.

Table 9 means and standard deviation of compensation in the study population.

Code	Item	Mean	Std. Deviation		Rank
COM1	The company provides incentives to employees (independence in work, participation in the decision-making process).	3.382	1.0859	Mid	5

COM2	The company gives material rewards (bonuses, travel).	3.399	1.0328	Mid	4
COM3	The company gives moral rewards (thanks, appreciation) to employees.	3.451	1.1228	Mid	1
COM4	Salaries and job benefits are fair with my job requirements.	3.428	1.1059	Mid	2
Compensation		3.4147	.99616		3

Table 9 illustrates the mean, standard deviation, and rank for compensation items. Results indicate that respondents illustrate that employees perceive medium compensation ($M=3.4147$, $SD=.99616$). item 3 (The company gives moral rewards (thanks, appreciation) to employees) has the highest mean ($M=3.451$, $SD=1.1228$), which means that respondents don't receive enough moral rewards from their companies. On the other hand, item 1 (The company provides incentives to employees (independence in work, participation in the decision-making process)), has the lowest mean ($M=3.382$, $SD=1.0859$). which means that respondents don't have chances to participate in decision-making or to be independent in work.

Table 10 means and standard deviation of turnover intention in the study population.

Code	Item	Mean	Std. Deviation		Rank
TOI1	I have a commitment to continue working.	3.035	1.2431	Mid	3
TOI2	I have a desire to stay in my current job even if I have an alternative opportunity.	2.925	1.2895	Mid	6
TOI3	I am motivated to keep working.	2.960	1.2911	Mid	5
TOI4	I feel that the company is a place where I can achieve my goals.	2.902	1.2513	Mid	7
TOI5	My work in the company makes me feel respected and appreciated.	3.098	1.2373	Mid	1
TOI6	I feel a sense of belonging to the company as if it were my home, which I take care of.	3.017	1.3051	Mid	4
TOI7	The company deserves my commitment.	3.069	1.2694	mid	2
Turnover Intention		3.0008	1.15026	mid	

Table 10 illustrate mean, standard deviation, and rank for Employee turnover intention items. Results indicate that respondents illustrate medium turnover intention ($M=3.0008$, $SD=1.15026$). item 5 (My work in the company makes me feel respected and appreciated) has the highest mean ($M=3.098$, $SD=1.2373$), which means that respondents don't have feelings that they are respected or appreciated. On the other hand, item 4 (I feel that the company is a place where I can achieve my goals), has the lowest mean ($M=2.902$, $SD=1.2513$). which means that respondents don't feel that their companies are the place where their goals can be reached.

Table 11: means and standard deviation of job security in the study population

Code	Item	Mean	Std. Deviation		Rank
SEC1	I feel that my current job provides me with job security for life.	2.994	1.1837	Mid	5
SEC2	Increasing the number of jobs, I can be promoted to makes me feel secure	3.231	1.1329	Mid	3
SEC3	Promotions are made according to professionalism and efficiency, and this makes me feel job secure	3.173	1.1733	Mid	4
SEC4	My relationship with my manager at work makes me reassured.	3.387	1.2225	Mid	1
SEC5	My relationship with my colleagues at work makes me feel job secure.	3.376	1.1628	Mid	2
Job security		3.2324	1.00689	mid	

Table 11 illustrate mean, standard deviation, and rank for Employee job security items. Results indicate that respondents illustrate medium job security ($M=3.2324$, $SD=1.00689$). item 4 (My relationship with my manager at work makes me reassured) has the highest mean ($M=3.387$, $SD=1.2225$), which means that employees feel that their relationship with their managers is not reassured. On the other hand, item 1 (“I often think about leaving this job.”) has the lowest mean ($M=5.386$, $SD=1.8263$). which means that respondents have a high degree of thinking about leaving their jobs.

Table 12 Overall talent management practices means

Practice	Mean	Standard deviation		Rank
Recruitment	3.5665	.87579	Mid	1
Training & development	3.3449	.92789	Mid	5
Retention	3.4116	.91517	Mid	4
Performance appraisal	3.4699	.93789	Mid	2
Compensation	3.4147	.99616	Mid	3

Table 12 illustrate mean, standard deviation, and rank for talent management practices, recruitment, training and development, retention, performance appraisal, and compensation. Results indicate that recruitment has the highest mean ($M=3.5665$, $SD=.87579$). on the other hand, training and development has the lowest mean ($M=3.3449$, $SD=.92789$).

Answer questions for study

RQ1: What is the state of practice of talent-management methods applied at Palestinian software development companies?

Table (12) shows the mean, standard deviation, and rank for talent management practices ($M=3.44$, $SD = 0.835$). Results indicate that recruitment has the highest mean ($M=3.5665$, $SD=.87579$). on the other hand, training and development has the lowest mean ($M=3.3449$, $SD=.92789$). so, the level of applied talent management practices in Palestinian IT companies is medium.

RQ2: what is the level of perceived job security in Palestinian IT companies?

Table (11) shows the perceived level of job security in the Palestinian IT companies is medium (M=3.2324, SD=1.00689).

RQ3: what is the level of turnover intention in Palestinian IT companies?

Table (10) shows that the turnover intention level in Palestinian IT companies is medium (M= 3.0008, SD=1.15026).

Structural equation model

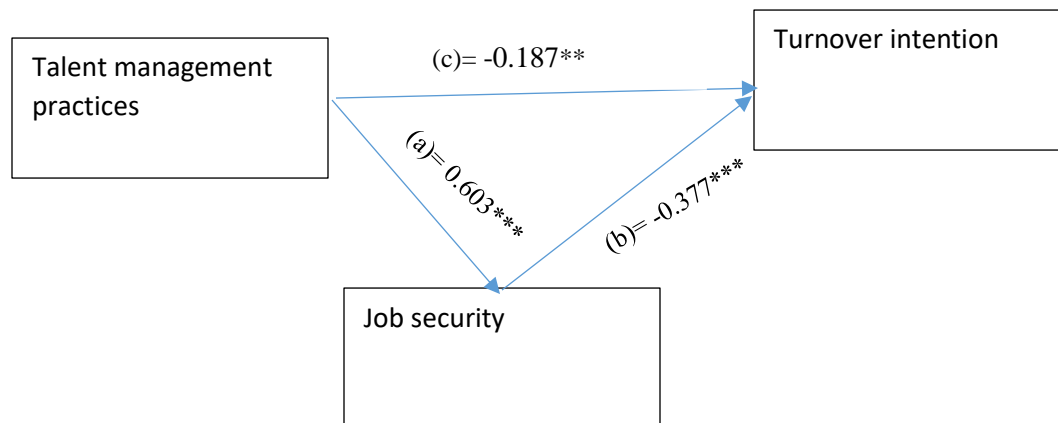
This section is focused around analysing the results of research hypotheses in the literature review using structural equation model (SEM). the method of maximum likelihood estimation is employed, and a significance level of 95% is chosen. The maximum likelihood is preferable in the case of small samples, as opposed to generalized or weighted least squares (West et al., 1995).

The resulting values of proposed model show that they are consistent with the values driven from the literature. Wheaton et al., suggest a ratio of approximately five or less to be reasonable. Browne and Cudeck (1993) indicates that a value of RMSEA about 0.08 or less would indicate a reasonable error of approximation. Literature in (Bollen, 1989; Muñoz, 2008) GFI and AGFI > 0.80, CFI and NFI > 0.90 (see Table 13).

Table 13: Goodness-of-fit indicators in the structural model.

Fit indices	Recommended value	Value in the model
CMIN/DF	2 < CMIN/DF < 5	1.609
RFI	> 0.90	.836
NFI	> 0.90	.847
CFI	> 0.90	.935
TLI	> 0.90	.931
IFI	> 0.90	.936
RMSEA	< 0.08	.060

*Notes: CMIN/DF- normal chi-square/ degrees of freedom; RFI - relative fix index; NFI - normed fit index; CFI - comparative goodness of fit; TLI - Tucker-Lewis Index; IFI - incremental fit index; RMSEA - root mean square error of approximation.



Hypothesis Testing

A statistical significance analysis method was applied to measure the proposed structural model, by investigating the structural loads of various suggested relationships (Table 14).

Table 14: Results of the hypotheses test

Hypot hesis	Effect			Coefficie nts	S.E.	Sig.	Support
H1a	Talent_ Managemen t	→	TOI	-0.187	.182	.004	Yes
H2a	Talent_ Managemen t	→	Job security	.603	.129	***	Yes
H2b	Job security	→	TOI	-.377	.147	***	Yes
H1.1 a	TD	→	TOI	-0.274	.101	.018	Yes
H1.2 a	Retention	→	TOI	.290	.103	***	Yes
H1.3 a	Recruitment	→	TOI	-.101	.126	.886	No
H1.4 a	PA	→	TOI	-0.173	.107	***	Yes
H1.5 a	Comp	→	TOI	-0.299	.088	***	Yes

*** Significant at .001, TOI: turnover intention, TD: training and development, PA: performance appraisal, Comp: compensation

The results of the SEM analysis, as well as the hypotheses results are listed in Table 14 and Figure?

Below is the discussion of the hypotheses.

H1, which proposed a negative relationship between Talent management and Turnover intention, was confirmed ($\beta = -0.187$, $p\text{-value} = .004$). This indicates that Talent management moderately discourages Turnover intention among employees working in the IT sector

H2a, which proposed a positive relationship between Talent management and job security, was confirmed ($\beta = .603$, $p\text{-value} = ***$). This indicates that Talent management does stimulate high job security among employees working in the IT sector

H2b, which proposed a negative relationship between job security and turnover intention, was confirmed ($\beta = -.377$, $p\text{-value} = ***$). This indicates that job security strongly discourages turnover intention among employees working in the IT sector

H1.1a, which proposed a negative relationship between training and development and turnover intention, was confirmed ($\beta = -0.274$, $p\text{-value} = .018$). This indicates that training and development moderately discourage Turnover intention among employees working in the IT sector

H1.2a, which proposed a negative relationship between Retention and turnover intention, was confirmed ($\beta = .290$, $p\text{-value} = ***$). This indicates that retention moderately discourages Turnover intention among employees working in the IT sector

H1.3a, which proposed a negative relationship between Recruitment and turnover intention, was not confirmed ($\beta = -.101$, $p\text{-value} = .886$). This indicates that recruitment does not affect turnover intention among employees working in the IT sector

H1.4a, which proposed a negative relationship between performance appraisal and turnover intention, was confirmed ($\beta = -0.173$, $p\text{-value} = ***$). This indicates that performance appraisal moderately discourages Turnover intention among employees working in the IT sector

H1.5a, which proposed a negative relationship between compensation and turnover intention, was confirmed ($\beta = -0.299$, $p\text{-value} = ***$). This indicates that compensation moderately discourages Turnover intention among employees working in the IT sector

Ho3: which indicates There are no significant differences in the mean of respondents' turnover intention due to demographic variables among employees working in the IT sector

To test this hypothesis, a one-sample T-test and one-way ANOVA was used, the results indicate that there are no differences in the mean of respondents' turnover intention among employees working in the IT sector due to any demographic variables.

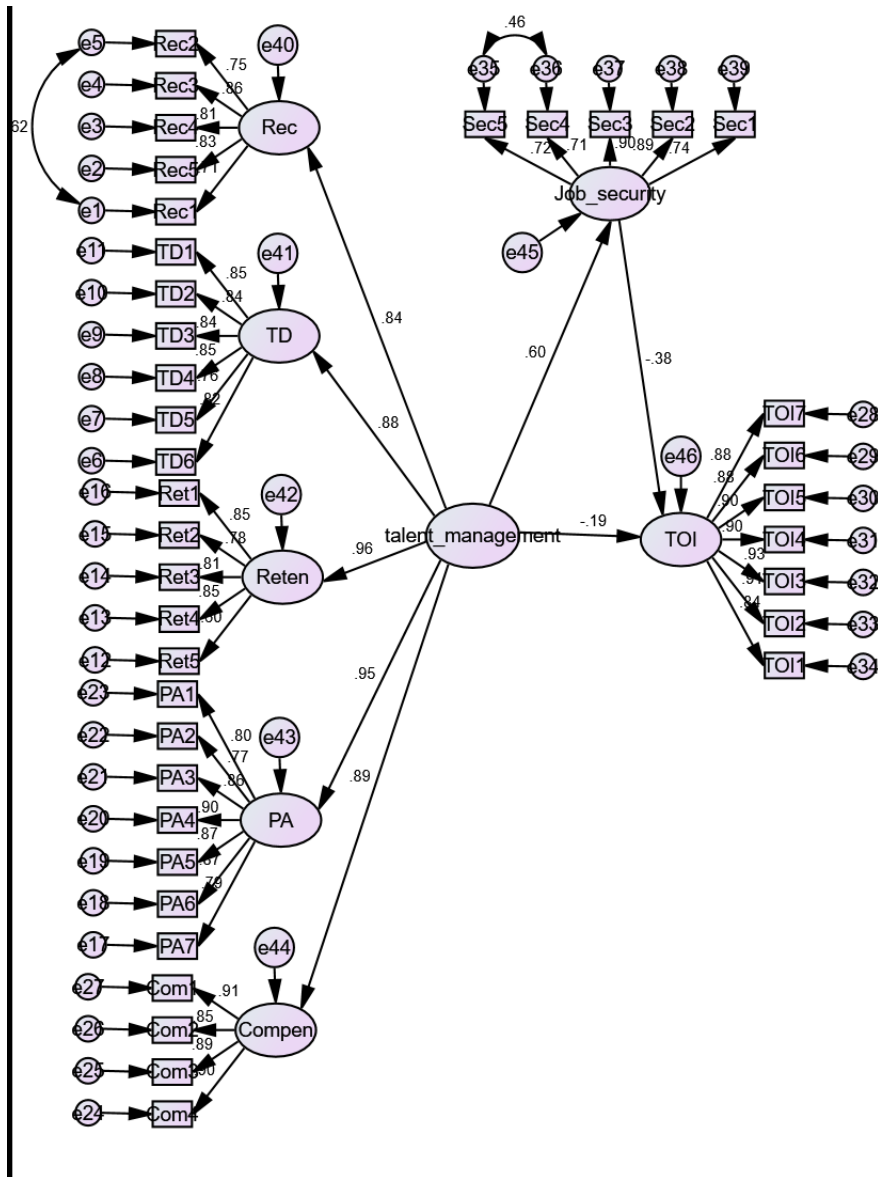


Figure 3:: standardized effect of the hypotheses (structured equation modeling)

TOI: turnover intention, TD: training and development, PA: performance appraisal, Compen: compensation, Reten: retention, Rec: recruitment.

Direct, Indirect, and Total Effect

Talent management and Turnover intention:

Talent management has an indirect effect on Turnover intention and a direct effect. Therefore, job security plays a partial mediation role. “a” represents path from Talent management to job security,

and 'b' represents path from job security to Turnover intention. The indirect effect will be the multiplication of both paths, therefore, indirect effect (c) = -0.227 ($.603 * -.377$). Moreover, the lower bound of the bootstrap confidence interval = $-.360$ and the upper bound of the bootstrap confidence interval = -0.086 . Since zero does not belong to the upper and lower limit interval we conclude that the indirect effect of Talent management on Turnover intention is significant.

The total effect of Talent management on Turnover intention is the sum of direct effect (c') and indirect effect (c). Therefore, the total effect of Talent management on Turnover intention is $-0.187 + -0.227 = -0.414$. The lower bound of bootstrap confidence interval = $-.585$ and the upper bound of bootstrap confidence interval = -0.242 . Since zero does not belong to the upper and lower limit interval we conclude that the total effect of Talent management on Turnover intention is significant.

Chapter 5: Discussion and Recommendations

Discussion

The results of this study show that there is a clear effect of talent management practices on employee turnover intention. Talent management practices: training and development, compensation, recruitment, performance appraisal have negative impact on employee turnover intention, and this came across with the results of study (Chang, 2018), it concluded that TM practices such as recruitment ,development and retaining talents are negatively related to turnover intention, the results of our study also conforms with the results of the study (Abdul Latif, 2019) this study believes that a good talent management practices provided by organization such as talent attraction, talent development and talent retention lead to better engagement of employees; therefore, lower the turnover intention level occurs in the organization. The results of the study also consistent with another study conducted by (Barkhuizen, 2021) which conclude that TM practices such as talent development, performance management, talent retention strategies and compensation practices would be significantly negatively related to voluntary turnover intentions. Our findings are consistent with the results of a study by study by (Sokhanvar, Kakemam, Chegini, & Sarbakhsh, 2018) which shows that Promoting nurses' job security will ultimately lead to improved job satisfaction and productivity and reduced turnover intention. A study by (Bibi, 2016) indicated that when employees feel that their jobs are secure, they stay longer in a particular organization. (Mohd Said, 2020) concluded that Compensation and rewards, working environment and job security can be the main factors that attract an employee to stay with and organization, and it can also be the factors that make the employees quit their job.

Results:

1. Talent management has a negative impact on turnover intention ($\alpha=-0.187$, $p= .004$)
2. Talent management has a positive impact on job security ($\alpha=.603$, $p=***$)
3. Job security has a negative impact on turnover intention ($\alpha= -.377$, $p= ***$)
4. Job security partially mediates the impact of talent management on turnover intention.
5. Training and development have a negative impact on the turnover intention ($\alpha= -0.274$, $p=.018$).
6. Retention has a positive impact on the turnover intention ($\alpha=.290$, $p=***$).
7. Recruitment doesn't have an impact on the turnover intention ($\alpha= -.101$, $p=.886$).
8. Performance appraisal negatively impacts the turnover intention ($\alpha= -0.173$, $p= ***$).
9. Compensation has a negative impact on employee turnover intention ($\alpha= -.299$ $p= ***$).
10. The implementation of Talent management practices in Palestinian IT companies is medium ($M= 3.44$, $SD = 0.835$).
11. The level of Turnover intention in Palestinian IT companies is medium ($M = 3.0008$, $SD=1.15026$).
12. The level of Job security practices is medium ($M=3.2324$, $SD= 1.00689$).
13. The implementation of Recruitment in Palestinian IT companies is medium, ($M=3.5665$, $SD=.87579$)
14. The implementation of Training and development in Palestinian IT companies is medium ($M=3.3449$, $SD=.92789$).
15. The implementation of Compensation in Palestinian IT companies is medium ($M=3.4147$, $SD=.99616$).

16. The implementation of Retention in Palestinian IT companies is medium ($M=3.4116$, $SD=.91517$).

17. The implementation of Performance appraisal in Palestinian IT companies is medium ($M=3.4699$, $SD=.93789$).

Recommendations:

1. Companies should aim to improve and increase the application of talent management practices, adopt a talent mindset that will instill a talent philosophy where talented persons can add value and contribute to the success of the organizations. By doing so, the turnover intention will decrease.
2. Companies need to develop and implement effective policies to promote and increase their employees' job security, consequently reducing their turnover intention.
3. Companies should have a talent acquisition strategy.
4. Companies should allocate a special budget to train and develop employees.
5. Companies should provide employees with the opportunity to change their jobs to develop their capabilities.
6. Companies should have annual plans to develop talents and raise their level.
7. Companies should publish on their website the names of talented people as a form of moral stimulation.
8. Companies should design a performance evaluation system by a competent professional body.
9. Companies should provide incentives to employees (independence in work, participation in the decision-making process).

10. Companies should give employees the feeling that their current job provides them with job security for life.

11. With a view of future study, we can suggest applying such a study in Palestinian insurance sector. The results would provide a chance to compare the suggestions and results from more than one area by doing research. we would also suggest to study and investigate other factors that may affect the turnover intention such as job engagement as mediating role.

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Appendices

Appendix A: Questionnaire

Section 1: Demographics

Sex:	Male	Female			
Marital status	Married	Single			
Qualification	Bachelor	Masters	Doctor of Philosophy		
Age	22-29	30-39	40-49	>50	
Experience	1-5	6-9	>10		
Job nature	management	Developer	System engineer	System analyst	Team leader
	Quality Assurance	DevOps	Product Manager	Technical Support	
Contract type	Permanent	Project based			
Tenure	1-5	6-9	>10		
Current position tenure	1-5	6-9	>10		

Section 2 talent management practices:

recruitment
There is a company-wide talent acquisition strategy
The company attracts talented employees to work for it
The company has a special system for receiving and integrating new employees
The company relies on various tests when selecting job applicants

The time allocated for interviews is appropriate for selecting talented people
Training and development
The company is interested in developing and training employee talents according to what the nature of the job requires.
The company provides specialized programs to develop employee capabilities
The company considers talent development and training a periodic process that is binding on all its employees
The company allocates a special budget to train and develop employees
The company provides the employee with the opportunity to change his job to develop his capabilities
The company has annual plans to develop talent and raise their level.
Retention
The company pays attention to the strengths and weaknesses of employees
The company seeks to maintain experienced employees
The company allows employees to participate in making decisions
The company provides an environment that helps talents to be creative
The company publishes on its website the names of talented people as a form of moral stimulation
Performance appraisal
The performance evaluation system is designed by a competent professional body
I get my rating in performance evaluations
Different evaluation methods are used that suit the nature of employees' work
The performance evaluation process is fair
The performance appraisal process depends on the actual performance of employees
The company follows up on my performance at work and works to provide me with guidance to improve performance

Employees are evaluated periodically
Compensation
The company provides incentives to employees (independence in work, participation in the decision-making process).
The company gives material rewards (bonuses, travel).
The company gives moral rewards (thanks, appreciation) to employees.
Salaries and job benefits are fair with my job requirements.

Section 3

Turnover
I have a commitment to continue working.
I have a desire to stay in my current job even if I have an alternative opportunity
I am motivated to keep working.
I feel that the company is a place where I can achieve my goals.
My work in the company makes me feel respected and appreciated.
I feel a sense of belonging to the company as if it were my home, which I take care of.
The company deserves my commitment.

Section 4

Job security
I feel that my current job provides me with job security for life.
Increasing the number of jobs, I can be promoted to makes me feel secure

Promotions are made according to professionalism and efficiency, and this makes me feel job secure

My relationship with my manager at work makes me reassured.

Appendix B

Appendix (2): Arbitrators

Name	Institution
Dr. Mohammad Slaimi	khdory University
Dr. Raed Iriqat	Arab American University
Dr. Rania Jabir	Birzeit University
Dr. Zahi Yaseen	Arab American University
Dr. Mohammad Abu Sharbe	Arab American University

الملخص

هدفت هذه الدراسة إلى معرفة أثر إدارة المواهب على نية الدوران الوظيفي في قطاع تكنولوجيا المعلومات في فلسطين. علاوة على ذلك، اختبار الدور الوسيط للأمن الوظيفي في هذه العلاقة. تم استخدام أسلوب أخذ العينات المناسب لاختيار الموظفين من شركات تكنولوجيا المعلومات في فلسطين. ولتحقيق هذا الهدف، تم استخدام النهج الكمي. تم تصميم استبانة تحتوي على 54 فقرة بناءً على الأدبيات لقياس بناء الدراسة. يتكون مجتمع الدراسة من (800).

أظهرت نتائج الدراسة وجود أثر سلبي لممارسات إدارة المواهب على معدل دوران الموظفين. ($\alpha = 0.187, P=0.004$). علاوة على ذلك، فإن الأمن الوظيفي يتوسط جزئياً في تأثير ممارسات إدارة المواهب على مسار نية الدوران غير المباشر.

وأوصت الدراسة بعدة توصيات منها تشجيع شركات تكنولوجيا المعلومات بشكل أساسي على تطبيق ممارسات إدارة المواهب، بالإضافة إلى ذلك، تحتاج الشركات إلى تطوير وتنفيذ سياسات فعالة لتعزيز وزيادة الأمن الوظيفي لموظفيها، وبالتالي تقليل نية دورانهم.