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# **A Conceptual Model to Measure Talent's Intention to Quit the Workplace: A case of Saudi Arabia's Tourism Organisations**

Adel Alferaih  
PhD Candidate  
School of Management  
Swansea University, UK

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# AGENDA

- Introduction
- Theoretical Constructs and Relationships
- Proposed Model and Hypotheses Development
- Research Methodology
- Theoretical Contributions
- Conclusion
- Limitations and Future Research Directions



## INTRODUCTION

- Talent Management (TM) is becoming a top priority for organisations across the world (Bhatnagar, 2010).
- Despite the growing popularity of talent management and over a decade of debate and hype, the concept of TM is still not very clear (Cappelli, 2008).



## INTRODUCTION

- The current state of TM literature is motivated by the fact that there has been an alarming lack of theoretical development in this area (Sheehan, 2012).
- This serious lack of research in this area indicated a need for developing a conceptual model, which can be effectively utilised to resolve the issues of talent retention, turnover intention, and overall organisational performance.



# THEORETICAL CONSTRUCTS AND RELATIONSHIPS

- A number of relationships between a set of independent and dependent variables were found out in the prior research of TM. For example,
  - Organisational Commitment → Turnover Intention (e.g. Oehley and Theron, 2010)
  - Job satisfaction → Turnover Intention (e.g. Chen et al., 2011)
  - Talent Engagement → Talent Retention (e.g. Bhatnagar, 2008)
  - Training → Talent Retention (e.g., Zheng, 2009)
  - Organisation Commitment → Talent Retention (e.g., Hausknecht et al., 2008)
  - Talent Retention → Job Satisfaction (e.g., Bethke-Langenegger et al., 2012)
  - Role Conflict → Turnover Intention (e.g., Heilmann et al., 2009)
  - Role Conflict → Job Performance (e.g., Tubre and Collins, 2000)
  - Talent Retention → Job Performance (e.g., Miah and Talukder, 2012)



# RESEARCH MODEL DEVELOPMENT & HYPOTHESES

- This research is primarily based on turnover intentions model adopted from Bagozzi's framework, social exchange theory, and revised model of turnover intentions.
- As no effort has yet been made to develop a conceptual model considering a wide range of research studies from the corresponding literature on HRM in general and TM in particular, the current research effort to devise such a model is a step towards filling the gap of lack of theoretical rigour in this area.

## **RESEARCH MODEL DEVELOPMENT & HYPOTHESES**

- The proposed conceptual model will improve the understanding of turnover intentions among employees of the tourism sector in Saudi Arabia.
- While a number of relationships have been examined across the TM and HRM literature, this research has selected only those which were found to be the most relevant, significant, frequently used and commonly encountered among the TM and its contemporary discipline.



## PROPOSED RESEARCH MODEL & HYPOTHESES

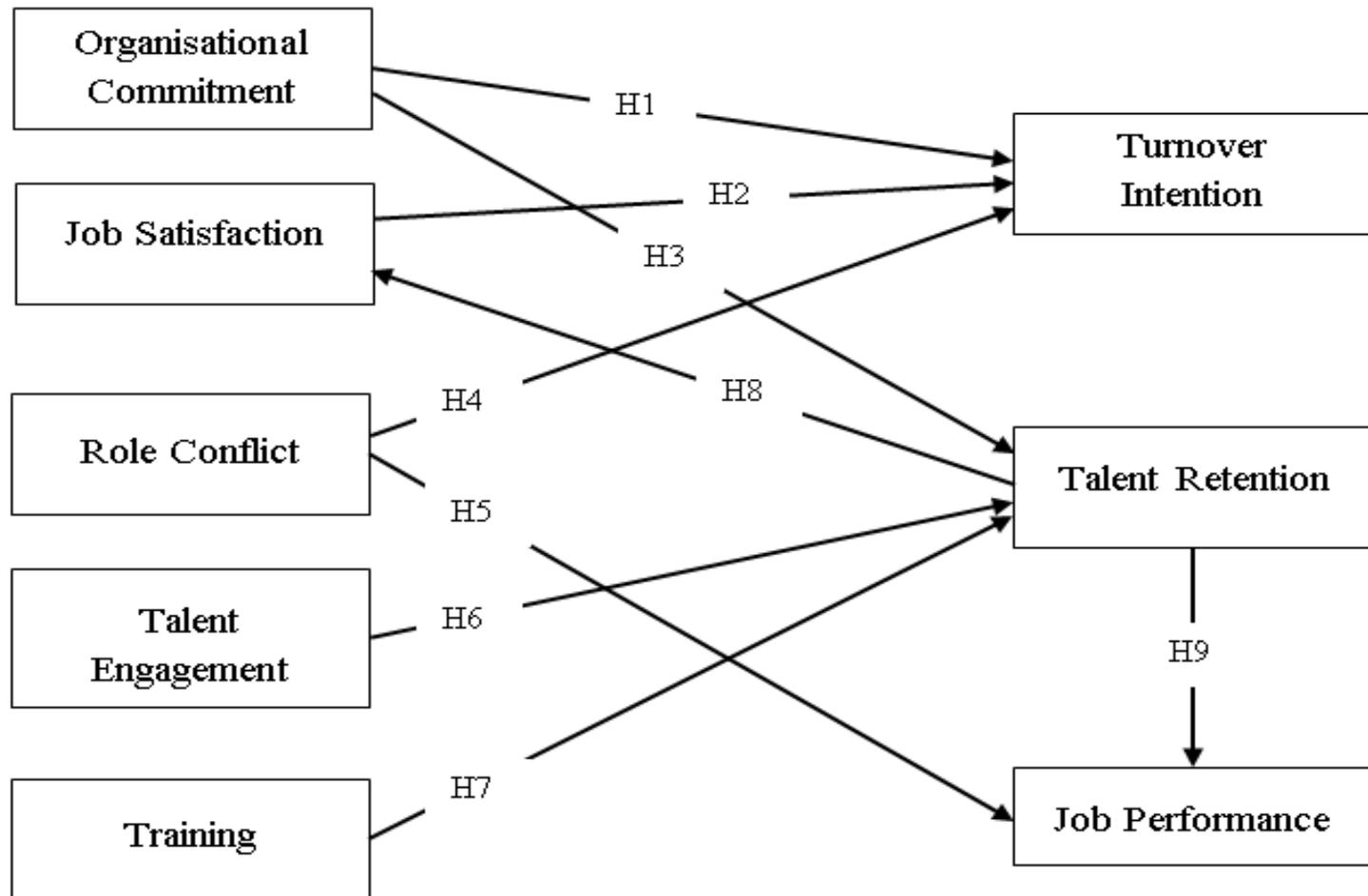


Fig. Proposed Research Model



## RESEARCH METHODOLOGY

- 121 Of studies were found from ISI Web of Knowledge and Scopus database.
- Out of 121 studies, a handful of studies (e.g., Björkman et al., 2013 ;Raman, 2012 ) were empirical in nature
- The further analysis of the empirical studies indicated that majority of the relationships presented in the proposed research model were found significant.
- The proposed research model retained only those relationships which were found to be deemed significant for the purpose of the existing research on talent management in the perspective of Saudi tourism sector



## THEORETICAL CONTRIBUTIONS

- This research represents the important step forward by analysing together almost all empirical studies in the area of TM and HRM in order to develop an integrated research model.
- The proposed model contributes to the existing knowledge of TM by combining constructs scattered across the various research models in general and specifically the well-known models including SET, TIM, and the revised model of turnover intentions.



## **THEORETICAL CONTRIBUTIONS**

- Empirical research using the proposed research model would intend to provide quantitative analysis of certain factors in the context of TM.
- The proposed model can be used as a research tool to validate the job performance of the talents working in the tourism sector organisations in Saudi Arabia.
- An overall critical analysis of the constructs being used would provide researchers with a basis to understand the inter-relationships and their influences on job performance in the future research.



## CONCLUSION

- The proposed research model is based on the relationships analysed in the prior model of turnover intentions from existing research of TM and HRM.
- The model is comprised of eight constructs and nine hypothesised relationships.



## CONCLUSION

- The development of the proposed parsimonious model is based on the established relationships of the existing research on TM and HRM.
- The proposed research model is a unique model in the TM literature as none of the studies in this area of research has developed such integrated model yet.



## LIMITATIONS & FUTURE RESEARCH

- Limitations
  - No meta-analysis was performed as the number of certain relationships was not adequate.
  - No separate analysis of the relationship because of the lack of enough studies in context of developing and developed countries in general or Arab world in particular.
  - The proposed model does not consider the impact of any moderator.



## LIMITATIONS & FUTURE RESEARCH

- Future Research
  - The future research might dig out more on the empirical studies on these relationships to perform meta-analysis of the presented relationships.
  - The proposed model needs to be validated using the primary data collected from the organisational users of Saudi Arabia in general and from employees of the tourism sector in particular.



Thank You

