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Engagement as a Lever: The Impact of Talent Management on Turnover Intentions at Ghana's Lands Commission

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Abstract: This study examined the moderation effect of employee engagement in the relationship between talent management and turnover intentions of workers at the Ghana Lands Commission. The study used the human capital and equity theories to explain the relationships among the constructs. The study used the quantitative approach and structural equation modelling (SEM) and employed structural equation modeling (SEM). Data was obtained from 300 employees using a three-wave survey approach that assured accuracy and reduced common method bias, resulting in a final sample of 250 respondents. The study found a positive significant effect of talent management on turnover intention. Again, employee engagement was found to significantly reduce employees' intentions to quit, showing engagement's protective role against the potentially negative consequences of certain talent management practices. Finally, the study found engagement as a significant negative moderator on the link between talent management and turnover intentions. This emphasizes the need to cultivate a work environment that promotes participation, equality, and transparency in people management practices to reduce employee turnover and increase organizational stability.

Keywords: Talent Management, Employee Engagement, Turnover Intentions, Lands Commission

JEL Classification Code: J24, M12, M51, O15

1. INTRODUCTION

In today's competitive business world, employee intention to quit otherwise known as turnover intentions has become one of the pressing issues the public sector has to grapple with (Malik; 2023; Makokha, 2021), as the sector strives to ensure a high employee retention rate. Recent data from the Institute of Labour Market Information and Analysis (ILMIA) in 2017 reveals insights into turnover intentions (Harun et al., 2022). According to the survey, the average turnover rate stands at 20%, with voluntary turnover accounting for 16% of the total percentage. Again, the survey indicated that Malaysia had the second highest voluntary turnover rate among the major Asia-Pacific markets (e.g., India, Australia, Singapore, Hong Kong, and China) at 13% (Radford Trends Report, November 9, 2016). These numbers are even higher in the USA with an annual percentage of 17.3% in 2022 and 24.7% in 2023 (Singh et al. 2023). In a study conducted by Yidaan and Boateng (2023), it was found that about 18% of public sector workers in Ghana leave their jobs annually while about 45% plan to leave their jobs in search of greener pastures in the West.

The intentions of an employee leaving their jobs manifest in various ways, such as actively seeking new job opportunities, expressing dissatisfaction, or displaying behaviours signaling disengagement (Malik, 2023). Turnover intention (TI) is an individual's estimated probability that he or she will leave an organization at some point shortly (Chen & Lien, 2008). According to Price and Mueller (1981), an employee's intention to leave an organisation can be voluntary or involuntary. Voluntary turnover occurs when an employee decides to resign or exit the organisation on his or her initiative. In contrast, involuntary turnover occurs when an employer decides to fire an employee (Theron et al., 2014). High turnover intentions within a company can indicate underlying issues like poor job satisfaction, lack of growth opportunities, conflicts, or dissatisfaction with management (Lu et al.,

2016). The implications of these employees' intention to quit are worrying to firms in the public sector. According to Mehmood (2023) and Asif and Nisar (2021), in the public sector, high turnover intentions contribute to a talent drain, undermining institutional experience and skills and affecting performance and organisational goals. Furthermore, when employees see frequent departures of coworkers, it creates uncertainty, reducing morale, motivation, and teamwork, leading to lower engagement and job quality (Caligiuri et al., 2020). Considering the forgoing issues of the high cost of employee replacement, fall in performance, and how disastrous issues firms face when employees quit their jobs, most firms in the service sector must pay attention to talent management (Yousuf & Siddqui, 2019).

Talent management (TM) is the systematic attraction, identification, development, retention, and deployment of individuals of specific value to an organization (Anlesinya, Dartey-Baah, & Amponsah-Tawiah, 2019). Talent management has arisen as a global method for enhancing employee motivation and performance (De Boeck et al., 2018). Affirming this, Gallup (2022) proved that firms that instituted efficient talent management initiatives recorded a 21% boost in profitability in the USA, while companies with robust performance management saw a 40% uptick in business performance (Deloitte, 2022). According to Abdullahi et al. (2022), an organization's fate is determined by its talents (employees), who can propel the organization to increased performance. This confirms the assertion that an employee's technical expertise influences employee productivity (Karima and Uusiautti, 2018) which is theoretically linked to human capital theory as a talent management initiative (Siahaan et al., 2016). This theory posits that investments in employees' skills and knowledge directly enhance their productivity and, consequently, the organization's overall performance. By focusing on talent management initiatives, companies can foster a workforce that is not only proficient in their technical domains but also adaptable and innovative, providing a competitive edge in the market (Siahaan et al., 2016). When companies invest in improving talents, they are essentially enhancing their human capital, which leads to higher productivity levels, improved efficiency, and reduced turnover intentions (Essandoh, 2023). This investment in human capital becomes a strategic initiative for organizations aiming to sustain long-term growth and competitiveness.

Effective talent management strategies such as talent acquisition which looks at attracting the right candidates (Chaudhuri et al., 2020); talent development which reveals improving employee competence; and talent retention which looks at keeping employees for a long period (Tirelli and Goh, 2015) are crucial for organisations to retain their skilled employees, enhance their competencies, reduce employees' intention to quit and ultimately foster a positive work environment (Ismail et al., 2021). Despite the benefits firms enjoy from talent management and its ability to reduce employee turnover intentions, Gallardo-Gallardo et al. (2017) found that there is a dearth of research on talent management and turnover intentions in the public sector. Again, even though studies have found a significant relationship between talent management and turnover intention in private organisations, the direction of these significant relationships differs. For instance (Abdul et al. 2019; Barkhuizen et al., 2015; Erdoğan & Kunday, 2022; Fahmi & Mohamed, 2020; Kumar, 2022; Setiawan & Prasajo, 2021; Pattanayak, 2020; Plessis et al., 2015) have supported that there is a negative relationship between TM and TI. On the other hand, (Bui and Chang, 2018; Heriyanti, and Esthi, 2023; and Ogbeibu et al. 2021) found a positive relationship between TM and TI. Further, the studies of Rana and Abbasi (2013) and Supi et al. (2023) found an insignificant relationship between talent management and turnover intentions. Thus, we intend to probe into this relationship due to the inconsistencies in the results and ascertain the role employee engagement plays in this relationship in the public sector.

Kahn (1990) defined employee engagement as a psychological and physical manifestation of the employee's understanding of work role in the organisation, as well as the dedication to stewardship that manifests positive employee behaviour. In line with Adam's (1963) equity theory employees at any point in time will compare their efforts internally and externally and when they perceive inequity, they will have the intention to leave the firm for better opportunities. However, when employees perceive equity they will engage themselves in their work roles (Supi et al., 2023). Studies have concluded that employee engagement can be a mechanism that strengthens positive organisational outcomes and reduces negative employee behaviour (Abdul et al. 2019; Fahmi & Mohamed, 2020;

Kumar, 2022). Although the above studies have highlighted the importance of employee engagement, studies on the role engagement plays in the TM and TI relationship in the public sector have received a muted voice. Further, in a study by Supi et al. (2023), it was suggested that a similar study on the effect of talent management turnover intentions should be conducted in a public sector in different jurisdictions and should include a moderator. Thus, this study intends to answer this call by introducing employee engagement as a moderator on the link between talent management and turnover intentions among employees in the Ghana Land Commission.

A study by Ehwi and Asante (2016) reported that for many years, Ghana experienced minimal success in formalizing land ownership and title registration. This is because the Land Commission's talent management strategies appear inadequate; there seems to be a lack of comprehensive approaches aimed at nurturing and retaining skilled individuals within the organization to help in the effective administration and operation of the institution (Ehwi & Asante, 2016). This dearth of effective talent management directly influences employees' intentions to leave their positions in the organization in this sector. This study believes that combining talent management with engagement would influence employees in this unit to stay for a long time. By conducting this study, we intend to contribute to several important things.

To begin with, this study will probe into the inconsistencies in the talent management and turnover intention relationship. Again, the study will be conducted in the public sector which is an area that most researchers have neglected. Further, this study intends to answer the call of Supi et al. (2023) by using employee engagement as a moderator in the link between talent management and turnover intentions. The study intends to give insights to policymakers and human resource practitioners on the need to institute good talent management strategies. Understanding the drivers behind turnover intentions allows for resource optimization, and efficiency in the direction of efforts. Ultimately, this research catalyses transformative change, positioning the public sector to thrive in its pursuit of excellence and service delivery through efficient talent management practices.

2. LITERATURE REVIEW

The Human Capital theory was proposed by (Becker, 1964). The key premise of the theory is that people's learning capacities are of comparable value with other resources such as land, labour, physical capital, and management. The theory regards people as assets, wealth, and competitive advantage, and emphasises that every investment of organisations into people will bring very positive effects (Koubek, 2013). The theory helps managers and supervisors understand that education and training are investments that make employees employable and genuinely more satisfied, enthused, and productive (Wheelahan and Moodie, 2022). Talent management allows firms to invest in employee development, enhancing skills, and knowledge. When applied to our study, the human capital theory proposes that individuals who invest in education and training will enhance their skill level and be more productive than those who are less competent, allowing them to justify greater earnings because of their investment in human capital. That is, when organisations can invest in acquiring, developing, and retaining talents; then such talents or employees would be satisfied with their jobs thereby reducing their intention to quit. This is because investing in workers in the form of training, providing adequate compensation and other incentive schemes would induce employee engagement which can reduce employees' intention to quit their organisation. However, Becker (1963) added that more competent individuals will be more employable thus making them earn higher incomes and be in greater demand in the job market. Consequently, an employee who has achieved sufficient competence may choose to depart from the organisation in search of fresh challenges and the opportunity to explore a new work environment.

On the other hand, the equity theory by Adam (1963) explains that employees constantly evaluate the fairness of their work situation by comparing their inputs (such as effort, skills, and experience) and outcomes (like salary, benefits, and recognition) with those of their peers. When employees perceive an imbalance, where their inputs do not equate to their outcomes compared to others, they experience feelings of inequity. This perception of inequity lowers morale and reduces employee engagement which later determines employees' intention to leave the organization. Engaged employees have a strong emotional commitment to the organization, which significantly influences

how they perceive fairness. Their deep alignment with the organization's goals and values fosters a sense of belonging and loyalty. This alignment makes engaged employees more likely to view talent management practices, such as promotions, training opportunities, and performance evaluations, as fair and well-intentioned.

Additionally, engaged employees often receive more frequent and positive feedback from their supervisors and peers (Heslina, & Syahrani, 2021). This continuous recognition reinforces the perception that their efforts are noticed and valued, enhancing their sense of fairness. As a result, they are more likely to feel that their contributions are adequately rewarded, which reduces the likelihood of perceiving inequity. When engaged employees do perceive inequities, their strong emotional connection to the organization helps them maintain overall satisfaction and motivation. They are more resilient and less likely to let temporary imbalances affect their overall job satisfaction (Barkhuizen et al., 2015). Instead of immediately considering turnover, they are more inclined to seek clarification or address their concerns directly with their supervisors, viewing these inequities as anomalies rather than systemic issues. Furthermore, engagement fosters a positive feedback loop where employees who feel recognized and rewarded are more motivated and productive. This increased motivation and productivity further strengthen their commitment to the organization, making them less likely to consider leaving. However, if they believe they are not receiving adequate rewards relative to their contributions, they may become dissatisfied, leading to increased turnover intentions.

2.1. Talent Management and Turnover Intentions

Talent management which emphasises the acquisition, development, and retention of skilled employees has played an important role in organisational strategies in recent years (Setiawan & Prasojo, 2021). With a primary goal of ensuring that the right people are in the right roles, and equipped with the necessary skills and motivation to drive business success, talent management provides numerous benefits to the employer and employee. One significant aspect of talent management is its impact on turnover intentions within an organisation. That is by investing in employee development, providing opportunities for career advancement, and fostering a positive work environment, talent management initiatives contribute to higher levels of job satisfaction and engagement among employees. When employees feel valued, supported, and recognized for their contributions, they are less likely to entertain thoughts of leaving the organisation. Furthermore, talent management strategies can help identify and address factors that may contribute to turnover, such as poor leadership, lack of growth opportunities, or inadequate compensation. By proactively addressing these issues, organisations can mitigate turnover intentions and retain their top talent. On this stance, most scholars have found that effective talent management help reduces turnover intentions among employees in several sectors (Abdul et al. 2019; Barkhuizen et al., 2015; Erdoğan & Kunday, 2022; Fahmi & Mohamed, 2020; Kumar, 2022; Setiawan & Prasojo, 2021; Pattanayak, 2020; Plessis et al., 2015). Again, some assumptions of the human capital theory emphasize this result. Becker (1964) argued that, overall, organisations' investments in training boost employee morale and satisfaction on their job which in turn reduces turnover intention.

However, an implicit assumption of the theory holds that more productive individuals will have higher earnings and be more employable (Becker, 1963). Thus, an employee who has earned adequate competence may decide to leave the organization for a new challenge and experience a new environment. Again, while investing in employee development can increase job satisfaction and engagement, it may also inadvertently signal to employees that better opportunities exist elsewhere, leading to increased turnover intentions. Employees who feel they have outgrown their current roles or lack advancement opportunities within the firm may seek employment elsewhere, resulting in a talent drain. Buttressing this point, some scholars have found a positive significant effect of talent management on turnover intentions (Bui & Chang, 2018; Heriyanti & Esthi, 2023; and Ogbeibu et al. 2021). These studies highlighted factors such as leadership and culture, external market conditions such as economic fluctuations, and industry trends that can impact employees' propensity to explore external opportunities regardless of internal talent management efforts. Similarly, individual preferences and career goals shape turnover intentions, as employees may seek opportunities for

growth or advancement that cannot be fulfilled within their current organization. Although the above assumptions may hold, literature proposes that talent management will reduce employee turnover intentions. Owing to this, we hypothesize that

H1 = Talent management has a statistically significant negative effect on turnover intentions of employees in the Ghana Lands Commission.

2.2. Employee Engagement and Turnover intentions

Employee engagement refers to the emotional commitment and dedication employees have toward their work, colleagues, and organization (Shkoler & Kimura, 2020). High levels of employee engagement are typically associated with lower turnover intentions, as engaged employees are more likely to feel fulfilled and valued in their roles, leading to greater retention. Research consistently demonstrates a strong negative correlation between employee engagement and turnover intentions (Memon et al 2014; Bhuvanaiah & Raya, 2015). When employees are engaged, they are more likely to form strong connections with their work and the organisation, resulting in decreased desires to seek employment elsewhere. Engaged employees often feel a sense of purpose and belonging, which reduces the likelihood of turnover. Several factors contribute to the link between employee engagement and turnover intentions. Engaged employees are more likely to experience job satisfaction, which serves as a powerful predictor of intention to leave a job (Juliantara et al., 2020).

Additionally, high levels of engagement are associated with positive workplace experiences, such as supportive leadership, opportunities for growth and development, and a healthy work-life balance, all of which contribute to lower turnover intentions (Raza & Nadeem, 2018). Organisations can leverage employee engagement initiatives to reduce turnover intentions effectively. By investing in strategies that enhance employee satisfaction, foster a positive work environment, and promote opportunities for growth and development, organizations can cultivate a workforce that is more committed and less inclined to leave (Fulmore et al., 2023). Furthermore, by regularly measuring and monitoring employee engagement levels, organisations can identify potential areas for improvement and proactively address issues that may contribute to turnover intentions. High employee engagement typically reduces turnover intentions, but mismatches between personal values and organizational culture can lead to disengagement and increased turnover intentions (Cave et al., 2023). Engaged employees who are passionate about their work may become disillusioned if they feel their efforts are not contributing to meaningful outcomes or if they perceive a lack of opportunities for personal growth and advancement within the organization (Azeem et al., 2020). In fast-paced environments, burnout may drive turnover intentions despite high engagement levels (Lappin, 2020). Thus, though engagement can positively correlate with turnover intentions when values or workloads are not aligned, it may be seldom. On this note, the second hypothesis states that

H2 = employee engagement has a statistically significant negative effect on turnover intentions of employees in the Ghana Lands Commission

2.3. Employee Engagement as Moderator

Effective talent management, which includes acquisition, development, and retention initiatives, can positively impact turnover intentions by providing opportunities for career growth, recognition, and skill enhancement. However, the extent to which talent management influences turnover intentions may vary depending on the level of employee engagement within the organization (Rumawas, 2021). Again, employee engagement acts as a moderator, amplifying or mitigating the effects of talent management on turnover intentions (Xueyun et al., 2023). When employees are highly engaged, they are more likely to perceive the benefits of talent management initiatives, such as training programs or career advancement opportunities, leading to reduced turnover intentions.

Conversely, in environments where engagement levels are low, even well-executed talent management strategies may fail to alleviate turnover intentions, as not engaged and disengaged employees may not fully appreciate or utilize the opportunities provided (Gull et al., 2020). Furthermore, the human capital theory holds that providing employees with adequate competence to

execute their tasks makes them employable (Becker, 1963). In such instances, an employable employee though engaged in their work may decide to leave the organization for a new challenge. Again, while investing in employee development can increase job satisfaction and engagement, it may also inadvertently be a signal to employees that better opportunities exist elsewhere, leading to increased turnover intentions. Thus, employee engagement may not always increase the impact talent management has on turnover intentions (Rumawas, 2021). This notwithstanding, employee engagement has been found as a significant positive moderator in many relationships by some scholars. For instance Ahmed et al. 2018 found employee engagement as a significant positive moderation in nurturing innovation performance through corporate entrepreneurship. Again, Pukkeeree et al. 2020 found employee engagement as a positive moderator in the effect of attainment value and positive thinking. Finally, Sopiah et al. 2020 found employee engagement as a significant and positive moderator on the effect of talent management on employee performance. Based on these studies we contend that

H3 = employee engagement has a significant positive smoderation effect on the relationship between talent management and turnover intention.

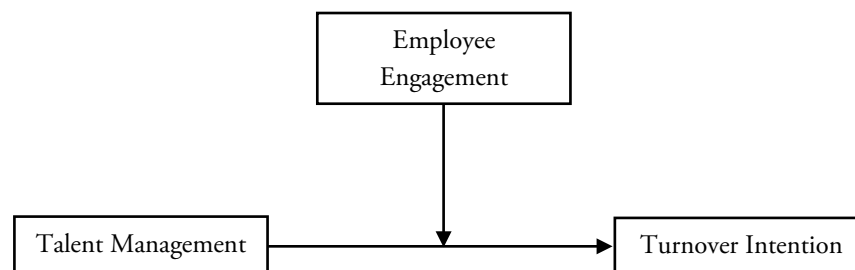


Figure 1. Conceptual framework

3. RESEARCH METHOD AND MATERIALS

This study examined the effect of talent management on turnover intentions as moderated by the engagement of employees working in all 16 branches of the Ghana Lands Commission. This study used the quantitative approach for designing the methodology and data collection. The data was then analyzed using Structural Equation Modelling. The SEM methodology is organized based on theory and diagrams, and then the data is entered to form the measurement model and the structural model. After the completion of the model, the assumptions that must be met in the SEM are checked for missing values, normality, outliers, internal consistency (reliability) of the items, etc. Further, the identification is tested on the model so that the model can be further analyzed. In the final stage, the measurement model was first analyzed to assess the reliability and validity of the instrument, and then hypotheses were tested through the structural model to obtain several correlations that show the relationship between variables, including the specification of the proposed model (Hair et al., 2019). While multiple regression is a common method to test mediation and moderation, SEM analysis is a more effective method to test mediation and moderation (Li, 2011), as the SEM method allows for the simultaneous assessment of all relationships (Kline, 2016).

3.1. Sample and Procedure

The population for this study was 300 employees working in all 16 branches of the Lands Commission in Ghana. The Land Commission plays a crucial role in managing, regulating, and administering land use and ownership in Ghana, a country where land issues are central to development, agriculture, urban planning, and the economy. Thus, focusing on this area provides understanding and potentially improves land governance practices. In this regard, this study supports

the development of more efficient, transparent, and equitable land administration systems, directly benefiting local communities, investors, and policymakers.

To ensure anonymity, the Qualtrics method was employed to collect the data. The data were collected utilising a three-wave survey approach with a week time interval between surveys (Buhrmester et al., 2011; Stoycheff, 2016 as cited by Fulmore et al., 2022). This approach is precious in understanding changes in attitudes, behaviours, or conditions over time, offering insights into trends, causal relationships, and the dynamics of change (Liu et al., 2016). Each "wave" represents one round of data collection, and by comparing data across these three periods, researchers can identify patterns of change, stability, or regression among the participants. The multi-wave design was selected to overcome common method bias due to collecting the data for all tested variables at the same point in time (Podsakoff et al., 2003 as cited by Fulmore et al., 2022). Out of the three surveys, Survey 1 included screening questions to make sure the respondents matched the sample requirements and the independent variable talent management. The scale for the moderating variable (employee involvement) was included in Survey 2. Survey 3 was used to gather data on the dependent variable turnover intention as well as demographic data. Following data cleaning, the final sample comprised 250 workers, of which 56.7% were men and 43.3% were women.

3.2. Measurement

The study variables were measured based on empirical studies. Specifically, validated items were adapted from previous studies. In this view, items for talent management were adapted from (Chen, 2012; and Hung, 2013). Again, items for employee engagement were adapted from the (UEW scale, 2003). Finally, items for turnover intentions were adapted from (Roodt's turnover intention scale, 2004). All items were measured on a 5-item Likert scale ranging from least agreement to high agreement. That is all measures are anchored on a five-point Likert-type scale ranging from 1 ("least agreement") to 5 ("strongly agree"). To ensure that all respondents participated in the study, we collected the data at different intervals to take care of the different free time available for the respondents. In this regard, part of the data was collected in the morning, while the rest was also collected in the afternoon. The structural equation modelling software was used in the analysis. In this regard, the first PLS model was used to assess the quality criteria of the constructs used. The responders were also made aware of their responsibility to provide reliable information and the intended use of that information, as required by ethical standards. In addition, the respondents received guarantees of secrecy and anonymity and were made aware that the study was optional.

4. RESULTS AND DISCUSSION

4.1. Measurement Model Evaluation

Indicator loading > 0.7 was used as the threshold to retain in the model but loadings < 0.7 were retained as long as the reliability and validity of the model were not compromised (Benitez et al., 2020; Hair et al., 2019b). Regarding the construct reliability, rho_A values > 0.7 were indicative of internal consistency reliability (Wong, 2022). Also, AVE values > 0.5 were deemed acceptable for convergent validity (SHair et al., 2019). Table 1 and Fig 2 provide the results of the reliabilities and convergent validity. From the table, it is observed that all the acceptable thresholds highlighted have been met.

Table 1. Loadings, reliabilities, and convergent validity (Higher order)

Construct	Indicator	Loading	rho_A	AVE
Talent Management	TA	0.856	0.856	0.749
	TD	0.828		
	TR	0.909		
Employee Engagement	EE1	0.769	0.942	0.739
	EE2	0.892		
	EE4	0.896		

Construct	Indicator	Loading	rho_A	AVE
	EE5	0.889		
	EE6	0.872		
	EE7	0.794		
Turnover Intention	TI1	0.744	0.759	0.671
	TI2	0.870		
	TI6	0.838		

**Loading > 0.7. Rh_o > 0.7 AV > 0.5

4.2. Discriminant validity

Hair et al (2017; 2019) signpost that HTMT is preferred in evaluating the discriminant validity of a model because of its robustness and dependability. That is the discriminant validity of the model used in this study was assessed using HTMT which is displayed in Table 2. Using the HTMT threshold of 0.9, none of the values exceeded this threshold. This is an indication that discriminant validity was not violated; the constructs were distinct in what they all measured and there was no overlap in the measurement of constructs.

Table 2. Discriminant validity

Construct	EE	TM	TI
EE			
Moderating Effect 1	0.491		
TM	0.872	0.582	
TI	0.859	0.227	

EE=Employee Engagement; TI=Turnover Intention; TM= Talent Management .**(HTMT_{0.9})

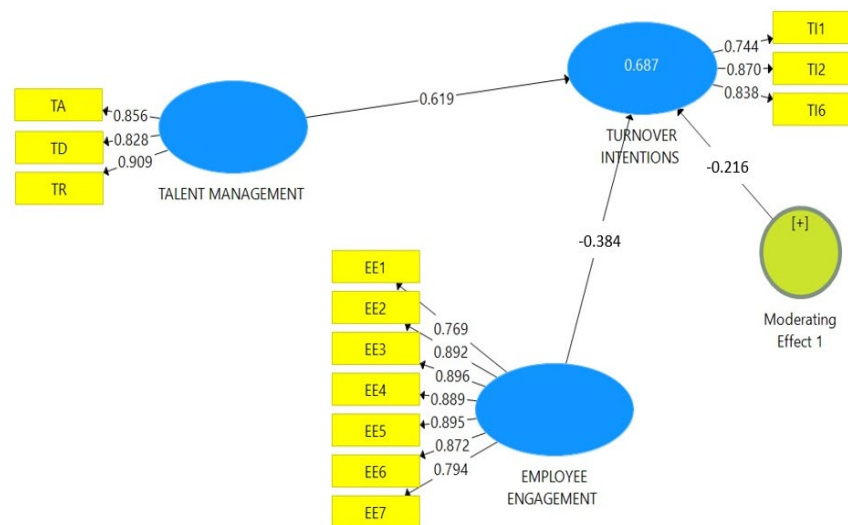


Figure 2. PLS-algorithm results

4.3. Results of Structural Model Analyses

This section used Hair et al. (2019)'s evaluating the model's quality criteria to assess the structural model in PLS-SEM. To begin with, a test for collinearity concerns with the help of variance inflation factors (VIF) was done. The VIF values in Table 3 show that there are no issues of common method bias in the structural model according to Kock (2015) as the values were below 3.3. Again Table 3 presented the R-square values which shows the amount of variation caused by an exogenous variable on an endogenous variable. The results showed that talent management and employee engagement caused 68.7% variations in turnover intentions of workers at the Ghana Lands Commission.

Table 3. Multi-collinearity and R-square

Path	VIF	R-square
EE-> TI	2.687	
TM -> TI	2.857	
Moderating Effect 1-> TI	1.399	
TI		0.687

EE=Employee Engagment; TI=Turnover Intention; TM= Talent Management . **VIF < 3.3

Table 4 highlights the model's out-of-sample predictive performance as employed in this study. The table highlights the model's noteworthy predictive abilities, as exemplified by the Q²predict values of the indicators, all of which surpass the threshold of 0. The model's predictive strength falls within the moderate category, per Shmueli et al.'s (2019) classification. Specifically, a model is deemed to have moderate predictive capabilities when more than half of the root mean squared error (RMSE) values associated with PLS-SEM indicators are lower than those corresponding to the linear model (LM). A close examination of the RMSE values for PLS-SEM and RMSE LM indicates that all the RMSE PLS-SEM values are lower than LM values comparatively.

Table 4. PLS-Predict

Indicator	Q ² predict	PLS-SEM_RMSE	LM_RMSE	PLS-SEM_RMSE- LM_RMSE
TI2	0.492	0.878	0.905	-0.027
TI6	0.412	0.915	1.044	-0.129
TI1	0.380	0.873	0.882	-0.009

EE=Employee Engagment; TI=Turnover Intention; TM= Talent Management . RMSE > 0.5; **Q² > 0

Table 5 presents the results of the hypotheses' path coefficients and their respective significant levels. From Table 5, it is seen that talent management is a positive significant predictor of turnover intentions in the turnover intentions of workers at the Ghana Lands Commission (Beta=0.619; t-stat=5.463; p=0.00; p<0.050), and this relationship fell within a CI of (0.378 – 0.803). This finding of the study does not support hypothesis H1. Thus, a unit increase in talent management leads to a 0.619 increase in turnover intentions of workers at the Ghana Lands Commission. Further, the study found that employee engagement moderated negatively and significantly the relationship between talent management and turnover intentions in the turnover intentions of workers at the Ghana Lands Commission (Beta= -0.216 t-stat=4.098; p=0.00; p<0.050). Similarly, the study found that employee engagement made a statistically significant negative contribution to causing a negative variation in the turnover intentions of workers at the Ghana Lands Commission (Beta = -0.384; t = 3.413; p = 0.000; p<0.005). Thus, it can be expressed that a unit increase in scores of employee engagement causes a 0.384 significant reduction in the turnover intentions of workers at the Ghana Lands Commission and vice versa.

Table 5. Path Coefficient

Hypothesized path	Path coefficient	T statistic	CILB	CIUB	P value
H1: TM-> TI	0.619	5.463	0.378	0.803	0.000**
H2: EE-> TI	-0.384	3.413	0.174	0.622	0.001**
H3: Moderating Effect 1 -> T I	-0.216	4.098	0.076	0.287	0.000**

** CI=Confidence interval; LB=Lower boundary; UP=Upper boundary ** P<0.05

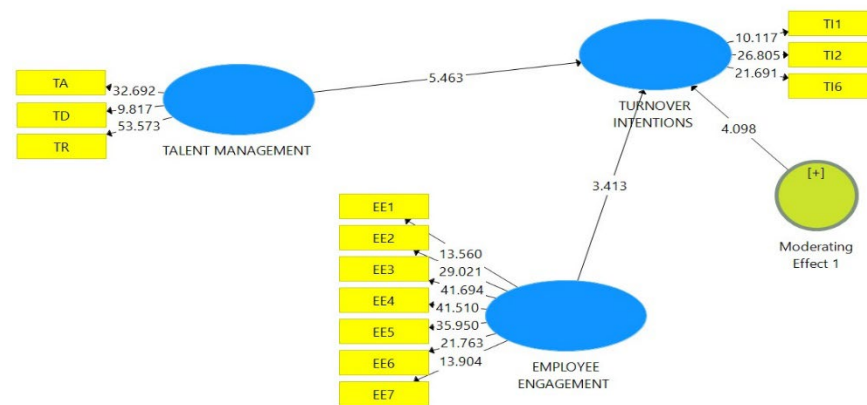


Figure 3. Bootstrap results

4.4. Discussion

The study found a positive significant effect of talent management on turnover intentions. This finding contradicts with findings of (Abdul *et al.* 2019; Barkhuizen *et al.*, 2015; Erdoğan & Kunday, 2022; Fahmi, & Mohamed, 2020; Kumar, 2022; Setiawan & Prasojo, 2021; Pattanayak, 2020; Plessis *et al.*, 2015). However, the findings corroborated with studies by (Bui & Chang, 2018; Heriyanti, and Esthi, 2023; and Ogbeibu *et al.* 2021) who found that talent management has a positive effect on turnover intentions. The significant positive relationship between talent management and turnover intentions, as revealed in the study, challenges conventional expectations, and prompts a deeper examination of the underlying factors driving this relationship. One implicit assumption of the human capital theory posits that providing employees with adequate competencies enhances employability (Becker, 1963). Therefore, an employee who has acquired sufficient proficiency may opt to depart from the firm in pursuit of a fresh challenge and exposure to a different setting.

Again, the unexpected result is that certain aspects of talent management practices within the Ghana Lands Commission may unconsciously create conditions conducive to increased turnover intentions among employees. To begin with, talent management practices that overly emphasise performance expectations without providing adequate support or resources may lead to feelings of burnout and dissatisfaction among employees. For instance, if employees perceive unrealistic performance targets or experience excessive pressure to meet organisational goals without sufficient recognition or rewards, they may become disengaged and more likely to consider leaving the organisation (Ogbeibu *et al.* 2021; Supi *et al.*, 2023). Secondly, limited career advancement opportunities within the organisation could contribute to higher turnover intentions among employees. If talented individuals perceive a lack of opportunities for professional growth, skill development, or upward mobility within their current roles, they may seek opportunities elsewhere to advance their careers.

This is particularly pertinent in contexts where employees value opportunities for career progression and feel constrained by rigid hierarchical structures or limited pathways for advancement (Supi *et al.*, 2023). Moreover, inconsistencies or inequities in the implementation of talent management practices could also contribute to increased turnover intentions. If employees perceive favouritism, bias, or unfair treatment in talent identification, and talent retention strategies like performance evaluation and promotion decisions, it can erode trust in the organisation and lead to feelings of injustice or disillusionment as suggested by the equity theory (Adam, 1963). Such perceptions of unfairness may prompt employees to consider alternative employment options where they feel their contributions are valued and recognized fairly.

Furthermore, the study found that employee engagement has a statistically significant negative contribution to turnover intentions among workers at the Ghana Lands Commission is significant and has profound implications for organizational management. A negative contribution suggests that higher levels of employee engagement are associated with lower turnover intentions, indicating that engaged employees are less likely to consider leaving the organization. This result underscores the

importance of fostering a work environment where employees feel valued, motivated, and committed to their roles, as it directly contributes to reducing turnover rates and promoting organizational stability. The negative significant effect of employee engagement on turnover intentions aligns with the Human Capital theory's premise that employees' skills and knowledge contribute to their productivity and value in the labour market. Engaged employees are likely to possess higher levels of human capital, including job-specific skills, experiences, and intrinsic motivation. As a result, they are more attractive to other employers and have greater confidence in their ability to secure alternative employment opportunities.

Therefore, organisations that prioritize employee engagement not only retain valuable human capital but also reduce turnover intentions by enhancing employees' perceived employability and market value. Through the lens of the equity theory, engaged employees may perceive talent management practices as fair and equitable, leading to higher levels of job satisfaction and lower turnover intentions. Conversely, perceptions of unfair treatment or inequitable practices can erode engagement and increase turnover intentions. Therefore, organisations must ensure transparency, consistency, and fairness in their talent management processes to foster employee engagement, reduce turnover intentions, and maintain a positive organisational climate aligned with the principles of equity and fairness.

Finally, the study found that employee engagement significantly and negatively moderates the relationship between talent management and turnover intentions at the Ghana Lands Commission. This negative moderation suggests that when employees are highly engaged, they are less likely to perceive the negative aspects of talent management practices as detrimental to their intent to leave the organisation. In other words, high levels of employee engagement act as a protective factor, buffering the potential effects of talent management practices on turnover intentions. This result stresses the importance of cultivating and maintaining high levels of employee engagement within the organisation to mitigate turnover intentions effectively. This finding can be explained through the lens of the Human Capital Theory, which posits that employees' skills, knowledge, and experiences contribute to their productivity and value in the labour market. When employees are highly engaged, they are likely to be more invested in their work, develop a strong sense of commitment to the organisation, and perceive their skills and experiences as valuable assets.

As a result, they may feel more confident in their ability to secure alternative employment opportunities if they were to leave their current organization. Consequently, the negative moderation effect of employee engagement on the relationship between talent management and turnover intentions suggests that organizations with highly engaged employees may experience lower turnover rates due to employees' perceived employability and confidence in the organisation. Similarly, from the equity theory perspective, this finding also has implications for perceptions of fairness within the organization. Highly engaged employees may perceive talent management practices as fair and equitable, even if they involve high-performance expectations or limited career advancement opportunities. This perception of fairness can mitigate feelings of inequity or injustice that may otherwise contribute to turnover intentions. Organisations can leverage this insight by ensuring transparency and clarity in talent management processes, providing opportunities for employee input and feedback, and offering rewards and recognition that are perceived as fair and commensurate with employees' contributions. By promoting a sense of fairness and equity, organisations can further enhance employee engagement and reduce turnover intentions, ultimately contributing to organisational success and sustainability.

5. CONCLUSION

The study's findings on the positive significant effect of talent management on turnover intentions present both practical and theoretical implications that challenge established norms. Practically, these results suggest organisations, particularly the Ghana Lands Commission, need to reassess their talent management strategies. Traditionally, talent management is seen as a mechanism to enhance employee satisfaction and reduce turnover intention. However, this study suggested that without careful implementation, certain practices could inadvertently increase turnover intentions. For instance, setting overly ambitious performance expectations without adequate support can lead to

employee burnout and disengagement. Therefore, organisations must strike a balance between driving performance and ensuring employee well-being to mitigate unintended negative outcomes. Theoretically, this contradicts several prior studies while aligning with others, indicating a complex and relationship between talent management and turnover intentions that may vary by context and implementation.

On a positive note, the study also found that employee engagement significantly reduces turnover intentions, which has profound implications for organisational management. Practically, this underlines the value of initiatives aimed at enhancing job satisfaction, meaningful work, supportive leadership, and a sense of belonging among employees. Organisations that prioritize employee engagement can enjoy lower turnover rates and higher employee retention, translating into sustained organizational performance and stability. Theoretically, this finding reinforces the human capital theory, suggesting that engaged employees, with their high levels of productivity and value, are less likely to leave, given their perception of employability and contribution to the organisation.

Finally, the discovery that employee engagement negatively moderates the relationship between talent management and turnover intentions highlights the protective role of engagement in mitigating the potential negative impacts of talent management practices. This suggests that organisations with high levels of employee engagement can buffer against the adverse effects of certain talent management strategies on turnover intentions. Practically, fostering a highly engaged workforce is crucial for organisations to manage and mitigate turnover intentions effectively. Theoretically, it aligns with both the human capital and equity theories, suggesting that engaged employees perceive their work environment and organisational practices as more favourable, which in turn, influences their intentions to stay or leave. This accentuates the importance of maintaining high levels of engagement through fair, equitable, and supportive talent management practices.

The study is limited by its use of self-reported data, which may be influenced by social desirability bias. The three-wave survey approach helps reduce common method bias and provides information on changes over time, but it still has limitations in making causal inferences due to the use of cross-sectional data. The study's limitation is that it focuses on the Ghana Lands Commission, a single organisation within a specific sector and cultural context. The focus of the study may restrict the applicability of the results to different organisations, sectors, or cultural contexts. The public sector and cultural context of Ghana may impact the relationships between talent management, employee engagement, and turnover intentions differently than in private sectors or other regions. The study utilizes Structural Equation Modelling (SEM) to analyse the data, which is a strength. However, it restricts the analysis to the relationships defined in the model. The approach may not account for potential interactions or mediating variables that were not included in the initial model but could have significant effects on the relationships being studied.

Future research can overcome these limitations by using longitudinal designs to study the causal relationships between talent management, employee engagement, and turnover intentions over time. Longitudinal studies would offer a more comprehensive understanding of the dynamics of these relationships and the potential long-term impacts of talent management practices on employee outcomes. Including multiple organisations from different sectors and cultural contexts in research would improve the generalisability of the findings. Comparative studies can reveal how different organisational cultures, regulatory environments, and economic conditions affect talent management practices and their impact on employee engagement and turnover intentions. To address the limitations of self-reported data, future studies may consider using a combination of qualitative and quantitative methods, including interviews, focus groups, and observational data. This approach can help triangulate findings and provide a more comprehensive understanding of the phenomena being studied.

Further exploration of potential variables that could influence the connections between talent management, employee engagement, and turnover intentions could offer valuable insights. Exploring organizational justice, leadership styles, and employee well-being can reveal how talent management practices affect employee outcomes. Future research could focus on studying the implementation and effectiveness of talent management practices, such as career development programs, performance management systems, and employee recognition schemes. This research aims to identify best practices

and provide evidence-based recommendations for organizations looking to improve employee engagement and reduce turnover intentions.

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