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Evaluate the Level of Talent Management Competencies and Its Relationship with Intention to Quit the Organization

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ABSTRACT

Most organizations have no formal plans for anticipating and fulfilling talent needs, it's time for a fundamentally new approach to talent management. This research aimed to study the relationship between talent management competencies and intention to quit in the Water and Wastewater Company of Lorestan Province. A survey was conducted with 119 staff members; 12 employees were not willing to respond to the survey. Data collection tools included a questionnaire of talent management with eight dimensions and 29 questions (Cronbach's Alpha = 0.895), and a questionnaire of intention to quit comprising four questions (Cronbach's Alpha =0.910) Hypotheses were tested at a 95% confidence level using simple linear regression. In addition, the Root Mean Square Error of Approximation (RMSEA) index was used to test the structural equation model of talent management. The obtained RMSEA value was 0.059, which indicated a good model fit and appropriateness. Analysis of the results demonstrated that the level of talent management competencies is desirable and has a significant inverse relationship with intention to quit the organization in the studied population.
KEYWORDS: Talent management, intention to quit, competencies, employees

1. INTRODUCTION

Talent management is a critical issue for many organizations to meet and exceed current as well as future business strategies and goals. Framework of talent management proactively anticipates and meets business talent demand which is necessary to successfully execute the business strategy. It insights into the business strategy, then accordingly develops as well as retains prior talent and attracting new talent to cope with the strategic needs in order to get best utilization out of tools and processes to deliver talent management solutions[3]. Human resources are the most important asset for the organization. It's people who create value by using these corporate assets to create products and services that people need. Thus this means that the better people an organization has, the better it will perform. The solution to this problem is to employ the talent management process. For this purpose, Talent management focuses on to attract, develop and utilize the best brains to get superior business results. The future of most businesses is reliant on the acquisition, development and retention of talented people to create the leadership capacity and talent required to implement new strategies so as to meet current and future business needs.

Several factors led to the need to attract talented people, which include:

- New trends in business growth, often requiring new kinds of talent.
- Economic conditions becoming more complex and this condition will lead to the need for segregated talent and talent management.
- The emergence of many small and medium- sized companies that are increasingly targeting the same people sought by large companies [18].
- The demand for skilled workers in particular is a matter for concern. Global competition for skilled workers is keen; worldwide, many employers are experiencing a talent shortage. A survey of nearly 33 000 employers in 23 countries revealed that 40% are struggling to locate qualified candidates [14].
- Job mobility is increasing and organizations are finding it harder to retain employees.

Knowledge workers display high levels of mobility as the psychological contract has moved on from a previous emphasis on job security and loyalty to the company to the current emphasis on employability and loyalty to one's own career and experience [23].

Most business leaders understand that having the right people in the right place at the right time to maximize business opportunities has become the most important factor in ensuring ongoing organizational success [18].

Water and Wastewater Organization of Lorestan province that has been studied in this research is one of the top organizations in their area of specialization. We think this superiority is obtained by talented human resources, because almost all organizations are equal in their material resources and most important source that create competitive advantage is talented human resources. So we intend to study the level of talent management competencies in the organization and to consider its relationship with employees intent to quit.

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2. LITERATURE REVIEW

The concept of talent management as unexpected increase in public in 1981 [4] . however its strategic importance has been realized when McKinsey consultants group claimed the human resource as "War for Talent" in late 1990's [20]. McKinsey and company coined the term the war for talent in response to the shortage of skilled employees in the marketplace and the need for organizations to compete for this limited talent pool [18]. This war for talent was prompted by the realization that talent shortages were increasingly becoming one of the biggest human resource concerns for multinational corporations [13].

2.1. Talent management

'… talent management is the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future. The aim is to secure the flow of talent, bearing in mind that talent is a major corporate resource [2, p 390)].

- talent management may be viewed as the implementation of integrated strategies and systems to increase workplace productivity by developing improved processes of attracting, developing, retaining and utilizing people with the required skills and aptitudes to meet current and future business needs [11]. This definition seems to cover all the activities of human resource management.
- talent management encompasses the instrumentation of unifying strategies or processes in order to enhance the output of a wok place by deploying ameliorate systems and processes for attracting, development, retention and utilization of required skills and abilities of work force and their aptitude matched with the current and upcoming business needs [3].
- Creelman [6] defines talent management as "the process of recruiting, hiring and retaining talented employees".

2.2. Competencies

There appears to be a large diversity in the Definition of the term 'competency'. the concept of competence may be defined as "what a person is, knows, and does that is causally related to superior performance" [16].

2.3. Talent management competencies

Most appropriate definition for talent management competencies is:

"the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs"[21].

According to Oehley, talent management competencies is: sets of behavior patterns that line managers need to bring to a position in order to attract, select, engage, develop and retain talented employees in order to reach specific desirable business objectives for the organization [19].

2.4. Talent management competencies dimensions

The eight-factor model of talent management competencies is an integrated activities of human resource management in terms of eight basic competencies: Displays a talent management mindset, Attracts and recruits talent, Identifies and differentiates talented employees, Develops employees, Builds and maintains positive relations, Provides meaningful and challenging work, Remunerates and rewards fairly and Manages work-life balance[19,22].

2.4.1. *Talent management mindset*: is a belief that having better talent at all levels provides the means to outperform other organizations [Oehley (2007)] and talented individuals play a central role in the success of the organization [8].

2.4.2. *Attracts and recruits talent* refers to having the right employment proposition and brand to attract talent from the external marketplace. Every company needs the right people to be engaged in making the right contributions. To make this happen, a business must first attract the right people to do the right jobs at the right time [7]. A successful attracts and recruits talent program can be a valuable instrument in attracting new and high-qualified employees.

2.4.3. *Identifies and differentiates talented employees* refers to classification of individuals in different groups with different levels of talent [10, p 140]. In this approach, Employees are classified into three categories according to their level of talent as "A"(top performers), "B"(competent performers) and "C Players" (bottom performers) and encourages the development of A players, the retention of B players and the development or termination of C players [4].

2.4.4. *Develops employees* refers to building the skills and capabilities of employees in order to meet current and future demands [17]. Senior management must constantly assesses people's development needs, provides opportunities and ensures that needs are met in order to fully develop the potential of all employees [19].

2.4.5. *Builds and maintains positive relations* refers to understand the importance of interpersonal awareness and has the ability to establish and maintain relationships with employees [19].

2.4.6. *Provides meaningful and challenging work:* Challenging works require the application of various skills, self-control and participation in important issues. Provides meaningful and challenging work refers to ensures that subordinates are able to link their individual contribution to organizational and divisional strategic direction. Senior management must actively creating opportunities for employees to be engaged in work that is challenging [19].

2.4.7. *Remunerates and rewards fairly*: both financial and nonfinancial rewards, can contribute to the engagement and commitment of talented people by demonstrating that they are valued for their contribution and by operating fairly and consistently [2, P 393].

2.4.8. *Manages work-life balance:* striving to provide employment practices that enable people to balance their work and personal obligations [2, P 149]. Work - life balance is one of the Competitive advantage for talented employees [Bird (2006)].

2.5. Intention to quit

Intention to leave is defined as an employee's plan of intention to quit the present job and look forward to find another job in the near future [1].

3. METHODOLOGY

3.1. The main objective

Study of relationship between talent management competencies and intention to quit.

3.2. Hypothesis

hypothesis1*:* displays a talent management mindset have a significant relationship with intention to quit.
hypothesis2: attracts and recruits talent have a significant relationship with intention to quit.
hypothesis3**:** identifies and differentiates talented employees have a significant relationship with intention to quit.
hypothesis4: develops staffs have a significant relationship with intention to quit.
hypothesis5: builds and maintains positive relations have a significant relationship with intention to quit.
hypothesis6: provides meaningful and challenging work have a significant relationship with intention to quit.
hypothesis7: remunerates and rewards fairly have a significant relationship with intention to quit.
hypothesis8: manages work-life balance have a significant relationship with intention to quit.

3.3. Research method

The research method used in here is a descriptive one of correlation type.

3.4. Research scope

This research has been carried out in Water and Wastewater Company of Lorestan Province to study the relation between talent management competencies and intention to quit. The data were collected in the May of 2012.

3.5. Statistical population

The statistical population of this research is composed of the personnel of the central headquarters of Water and Wastewater Company of Lorestan Province, including 119 individuals.

3.6. Classification of research variables

The variables of this research are talent management competencies and intention to quit. Talent management competencies are considered as independent variable and intention to quit is considered as dependent variable. Moreover, as the members of the statistical population are selected from only one organization, the effects of organizational conditions and structure have been controlled.

3.7. Instruments for data collection

3.7.1. Questionnaire of talent management competencies

To collect the data of talent management competencies, a closed questionnaire with Likert scale, too much(5) , much(4) , medium(3) , little(2) , too little(1) , developed by Marguerite Oehley in 2007 has been used. The main questionnaire is consisted of 8 dimensions and 43 questions. Due to local differences, changes and adjustment has been made in questionnaire with help of professors and experts in this field, The final questionnaire has been used for talent management competencies with 8 dimension and 29 questions.

3.7.1.1. Reliability and validity of the questionnaire of talent management

Questionnaire reliability**:** In this research, Cronbach's alpha has been applied to test the reliability of the questionnaire. To measure the reliability of the questionnaire using Cronbach's alpha the software application SPSS19 has been used. Cronbach's alpha after the completion of all dimensions of this questionnaire**:** After all questionnaires are completed, Cronbach's alpha has been used to ensure that the measuring instrument are reliable. Alpha values for talent management questionnaire are presented in the table below:

Table 1- Cronbach's Alpha calculated for the questionnaire of talent management

Cronbach's Alpha	N of Items
.895	29

Questionnaire validity: Validity means how much a measurement instrument is able to assess the related valuables. The measurement instrument used in this research is designed by Oehley (2007) based on the literature of talent management and has been used by herself. However, the opinions of researchers and professors acquainted with the validity of this questionnaire are inquired and the validity of the questionnaire has been approved by them.

3.7.2. Questionnaire of intention to quit

Intention to quit the organization was measured by means of a modified version of Arnold and Feldman's (1982) scale. Responses to each item were on a 5-point frequency scale ranging from too much(5) , much(4) , medium(3) , little(2) , to too little(1). Employees responded to each of the following items: 1) Wanting to leave the organization, 2) Searching for another position, 3) Planning to leave the organization, and 4) Actually leaving the organization within the next year.

Questionnaire reliability: In this section, Cronbach's Alpha has been used after the completion of all questionnaires. Alpha value for this questionnaire is presented in the table below:

Table 2- Cronbach's Alpha calculated for the questionnaire of intention to quit

Cronbach's Alpha	N of Items
.910	4

Questionnaire validity: In this section, the opinions of researchers and professors acquainted with the validity of this questionnaire are inquired and the validity of the questionnaire has been approved by them.

4. EMPIRICAL RESULTS

To analyze the collected data, several descriptive and inferential statistic methods have been used. Simple linear regression was used to test hypotheses and using one sample t-test for data analysis of competencies of talent management and intention to quit the organization. Results of one sample t-test are summarized in the table 3.

Table 3. Descriptive analysis of variables and t-test.

Variables	Theoretical mean	Empirical mean	T-Value	α	Sig	Degrees of freedom
displays a talent management mindset	3	3.87	20.78	0.05	0.000	106
attracts and recruits talent	3	4. 13	42.01	0.05	0.000	106
Identifies and differentiates talented employees	3	3. 78	19.74	0.05	0.000	106
develops others	3	3. 84	22.44	0.05	0.000	106
Builds and maintains positive relations	3	3. 89	25.62	0.05	0.000	106
Provides meaningful and challenging work	3	3. 89	24.37	0.05	0.000	106
Remunerates and rewards fairly	3	3. 84	19.88	0.05	0.000	106
Manages work-life balance	3	3. 90	27.99	0.05	0.000	106
Intention to quit	3	1.35	-32.28	0.05	0.000	106

Table3 shows that the empirical mean all competencies of talent management is higher than the theoretical mean. Thereafter, one sample t-test has been applied to test the significant of these means. As can be seen, the Sig value (0.000) shows that the empirical means is significantly higher than the theoretical means. Moreover, in the last row of the table, empirical mean for intention to quit is equal to 1.35 and is lower than the theoretical mean. In general, the level of talent management competencies in statistical population is desirable.

Table 4 list the ANOVA (Sig), F value, R Square and Beta coefficient for the talent management mindset and intention to quit. In support of hypothesis 1, talent management mindset negatively correlated with intention to quit (Beta= -0.510).In addition, R Square value between these two variables is equal to 0.260, which is indicating that 26% of the variation in intention to quit is influenced by displays a talent management mindset. Linear equation between these two variables can be written as follows:
Intention to quit=3.743-0.615(displays a talent management mindset)

Table 4. Results of simple linear regression between displays a talent management and Intention to quit

Coefficients	ANOVA (Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=3.743	0.000	36.858	0.260	-0.510	Intention to quit	displays a talent management mindset
displays a talent management mindset = -0.615						

Table 5 list the ANOVA (Sig), F value, R Square and Beta coefficient for the attracts and recruits talents and intention to quit. In support of hypothesis 2, attracts and recruits talents negatively correlated with intention to quit (Beta= -0.510). In addition, R Square value between these two variables is equal to 0.200, which is indicating that 20% of the variation in intention to quit is influenced by identifies and differentiates talented employees. Linear equation between these two variables can be written as follows:
Intention to quit=4.838-0.841(attracts and recruits talents)

Table 5. Results of simple linear regression between attracts and recruits talents and Intention to quit.

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=4.838	0.000	26.276	0.200	-0.510	Intention to quit	attracts and recruits talents
attracts and recruits talents = -0.841						

In support of hypothesis 3, identifies and differentiates talented employees negatively correlated with intention to quit (Beta= -0.474).Results of simple linear regression between identifies and differentiates talented employees and intention to quit in the table 6 shows a Linear relationship between these two variables (ANOVA (sig)= 0.000). In addition, R Square value between these two variables is equal to 0.224, which is indicating that 22.4% of the variation in intention to quit is influenced by attracts and recruits talents. Linear equation between these two variables can be written as follows:
Intention to quit=3.650-0.605(identifies and differentiates talented employees)

Table 6. Results of simple linear regression between identifies and differentiates talented employees and Intention

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=3.650	0.000	30.354	0.224	-0.474	Intention to quit	identifies and differentiates talented employees
identifies and differentiates talented employees = -0.605						

In support of hypothesis 4, develops employees negatively correlated with intention to quit (Beta= -0.527).Results of simple linear regression between develops staffs and intention to quit in the following table shows a Linear relationship between these two variables (ANOVA (sig)= 0.000). In addition, R Square value between these two variables is equal to 0.278, which is indicating that 27.8% of the variation in intention to quit is influenced by develops staffs. Linear equation between these two variables can be written as follows:

Intention to quit=4.106 -0.715(develops staffs)

Table 7. Results of simple linear regression between develops employees and Intention to quit.

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=4.106	0.000	40.426	0.278	-0.527	Intention to quit	develops staffs
develops staffs = -0.715						

In support of hypothesis 5, builds and maintains positive relations negatively correlated with intention to quit (Beta= -0.569). Results of simple linear regression between builds and maintains positive relations and intention to quit in the following table shows a Linear relationship between these two variables (ANOVA (sig)=0.000). In addition, R Square value between these two variables is equal to 0.324, which is indicating that 32.4% of the variation in intention to quit is influenced by builds and maintains positive relations. linear equation between these two variables can be written as follows:

Intention to quit=4.591-0.830(builds and maintains positive relations)

Table 8. Results of simple linear regression builds and maintains positive relations and Intention to quit.

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=4.591	0.000	50.315	0.324	-0.569	Intention to quit	builds and maintains positive relations
builds and maintains positive relations = -0.830						

In support of hypothesis 6, provides meaningful and challenging work negatively correlated with intention to quit (Beta= -0.703). Results of simple linear regression between provides meaningful and challenging work and intention to quit in the following table shows a linear relationship between these two variables (ANOVA (sig)=0.000). In addition, R Square value between these two variables is equal to 0.495, which is indicating that 49.5% of the variation in intention to quit is influenced by provides meaningful and challenging work. Linear equation between these two variables can be written as follows:

Intention to quit= 5.142 - 0.971 (provides meaningful and challenging work)

Table 9. Results of simple linear regression provides meaningful and challenging work and Intention to quit.

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=5.142	0.000	102.759	0.495	-0.703	Intention to quit	provides meaningful and challenging work
provides meaningful and challenging work = -0.971						

In support of hypothesis 7, remunerates and rewards fairly negatively correlated with intention to quit (Beta= -0.554). Results of simple linear regression between remunerates and rewards fairly and intention to quit in the following table shows a Linear relationship between these two variables (ANOVA (sig)=0.000). In addition, R Square value between these two variables is equal to 0.307, which is indicating that 30.7% of the variation in intention to quit is influenced by remunerates and rewards fairly. linear equation between these two variables can be written as follows:

Intention to quit= 3.916 - 0.665 (remunerates and rewards fairly)

Table 10. Results of simple linear regression remunerates and rewards fairly and Intention to quit.

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=3.916	0.000	46.534	0.307	-0.554	Intention to quit	remunerates and rewards fairly
remunerates and rewards fairly = -0.665						

In support of hypothesis 8, between manages work-life balance negatively correlated with intention to quit (Beta= -0.685).Results of simple linear regression between manages work-life balance and intention to quit in the following table shows a Linear relationship between these two variables (ANOVA(sig)=0.000). In addition, R Square value between these two variables is equal to 0.469, which is indicating that 46.9% of the variation in intention to quit is influenced by manages work-life balance. linear equation between these two variables can be written as follows:
Intention to quit= 5.567 - 1.078 (manages work-life balance)

Table 11. Results of simple linear regression manages work-life balance and Intention to quit.

Coefficients	(Sig)	F	R Square	Beta	Dependent variable	Independent variable
B						
Constant=5.567	0.000	92.879	0.469	-0.685	Intention to quit	manages work-life balance
manages work-life balance = -1.078						

4.1. Assess the suitability or fitted of eight-factor model of talent management

Fitness and propriety of model are used for determining the validity of used model. Several indicators are used to measure the fitness of the model including: CFI، NNFI، NFI، RMSEA، AGFI، GFI، RMR. RMSEA index (Root Mean Square Error of Approximation) is calculated using the following formula:

$$RMSEA= \sqrt{(X^2-df)} \div \sqrt{[df(N-1)]} \quad (1)$$

In this study, RMSEA index is used to test the model fitness. This index is used in most of confirmatory factor analysis and structural equations model. According to MacCallum, if the value of this index is smaller than 0.1, fitness model is very excellent and if it is between 0.1 and 0.5, the fitness model is good, if it is between 0.5 and 0.8, the fitness model is fair [12]. For this purpose, structural equations model of talent management competencies was calculated using the LISREL 8.5 software. Data contained in the connecting arrows between the observed variables and latent variables are factor loads. If factor loads are more and closer to 1, the observed variables (measures or items) could better explain latent variables (dimensions). In the following picture that shows a structural equations model of talent management competencies, it will be noted that almost all the factor loads are above 0.50 and thus they have been able to explain the research latent variables well (i.e. dimensions of talent management competencies). Also if RMSEA index = 0.059 which is less than 0.1, it shows that the model has fitted and has a very good proportion (see Figure 1). In calculation of the factor loads using the T-value through LISREL software, it was observed that all loads were above 1.96 and therefore none of the relationships had not been removed, so it can be concluded that no unacceptable relationship there have been in the model. In addition, the LISREL software output in other indicators also showed that the goodness of the model is acceptable:

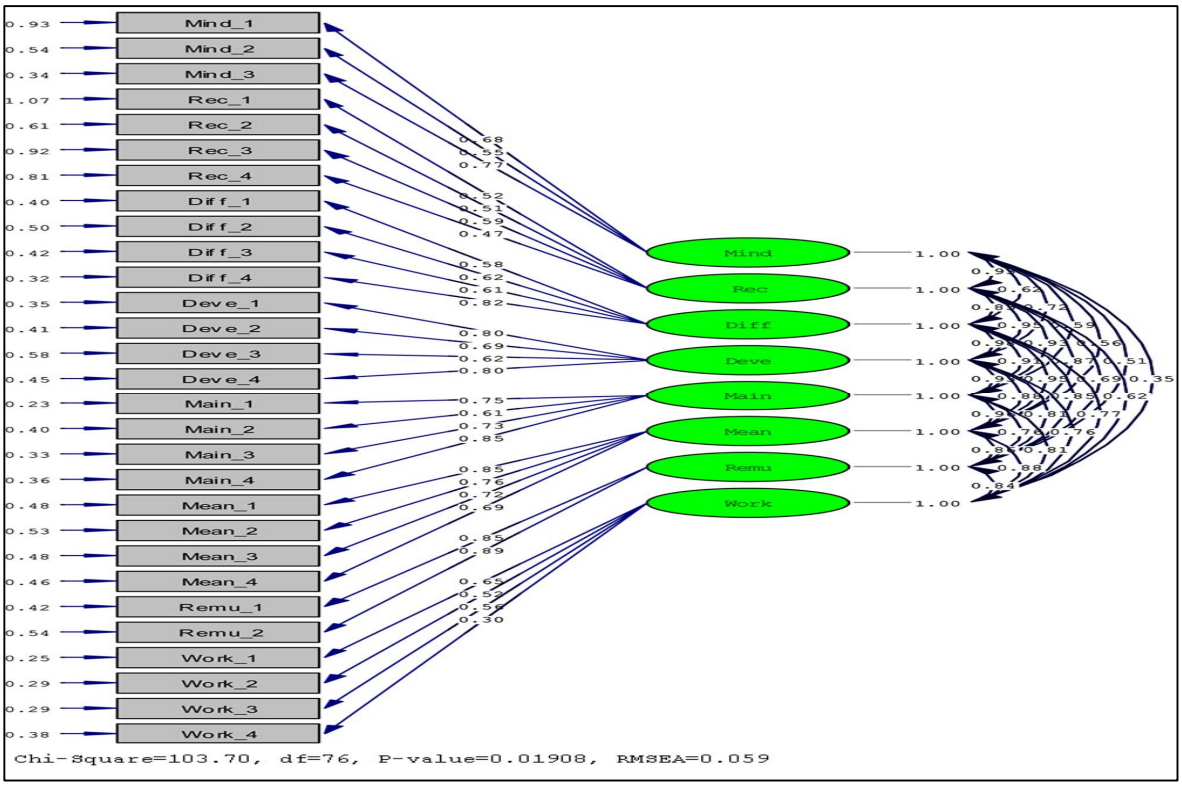

Figure 1- Evaluating fitness of talent management competencies model

4.1.1. The goodness-of-fit index (GFI) and the adjusted GFI (AGFI)

This index should be between zero (poor fit) and unity (perfect fit) with values exceeding 0.9 indicating good fit to the data [9]. The GFI result of 0.94 in this study expresses a good fit to the data. The AGFI (AGFI= 0.90 in this study) adjusts the GFI for degrees of freedom in the model and also ranges from 0 to 1, with values above 0.9 indicating a good fit to the data. A discrepancy between the GFI and the AGFI typically indicates the inclusion of trivial and often nonsignificant parameters.

4.1.2. Comparative fit statistics

The Normed Fit Index (NFI) has a 0 to 1 range; values exceeding 0.9 indicate good fit. For this study the NFI of 0.90 indicates that the model is good fitting.

4.1.3. The Non-Normed Fit Index (NNFI)

This index adjusts the NFI for the number of degrees of freedom in the model. This adjustment may result in numbers above the 0 to 1 range, however as with the result of this study (NNFI=0.94), a good fit is still considered to be NNFI > 0.90 [9].

4.1.4. The Incremental Fit Index (IFI)

Includes the scaling factor, so that the IFI ranges between 0 and 1. The Comparative Fit Index (CFI) is based on the non-central $\chi 2$, with the same range. In both instances indices > 0.90 indicate a good fit to the data. In this study both of these indices returned values of (IFI) = 0.97 and (CFI) = 0.96 indicating a good fit to the data for the relatively small sample size.

Table 12. Goodness of fit statistics for the talent management competencies model.

Degrees of Freedom = 76
Minimum Fit Function Chi-Square = 113.99 (P = 0.0032)
Normal Theory Weighted Least Squares Chi-Square = 103.70 (P = 0.019)
Estimated Non-centrality Parameter (NCP) = 27.70
90 Percent Confidence Interval for NCP = (5.00 ; 58.46)
Minimum Fit Function Value = 1.08
Population Discrepancy Function Value (F0) = 0.26
90 Percent Confidence Interval for F0 = (0.047 ; 0.55)
Root Mean Square Error of Approximation (RMSEA) = 0.059
90 Percent Confidence Interval for RMSEA = (0.025 ; 0.085)
P-Value for Test of Close Fit (RMSEA < 0.05) = 0.30
Expected Cross-Validation Index (ECVI) = 2.11
90 Percent Confidence Interval for ECVI = (1.90 ; 2.40)
ECVI for Saturated Model = 2.57
ECVI for Independence Model = 11.39
Chi-Square for Independence Model with 120 Degrees of Freedom = 1175.61
Independence AIC = 1207.61
Model AIC = 223.70
Saturated AIC = 272.00
Independence CAIC = 1266.38
Model CAIC = 444.07
Saturated CAIC = 771.50
Normed Fit Index (NFI) = 0.90
Non-Normed Fit Index (NNFI) = 0.94
Parsimony Normed Fit Index (PNFI) = 0.57
Comparative Fit Index (CFI) = 0.96
Incremental Fit Index (IFI) = 0.97
Relative Fit Index (RFI) = 0.85
Critical N (CN) = 101.05
Root Mean Square Residual (RMR) = 0.040
Standardized RMR = 0.059
Goodness of Fit Index (GFI) = 0.94
Adjusted Goodness of Fit Index (AGFI) = 0.90
Parsimony Goodness of Fit Index (PGFI) = 0.50

4. Conclusion

Analysis of data derived from research shows that the empirical means of competencies of talent management are higher than the theoretical mean(3), and this reflects the fact that the status competencies of talent management are above mean in the population studied, it is relatively in good status but has good potential for growth and advancement and data analysis about the intention to quit the organization demonstrates that experimental mean level (1.35) in tend to leaving is lower than the theoretical

mean (3), Therefore, this variable is also in good condition in the organization because less intention to quit the organization, brings less detrimental costs for the organization. Results shows that: 1) Display talent management mindset have a significant negative relationship with intention to quit, this significant negative relationship provide empirical evidence for the first time of the importance of instilling a talent management mindset within the managers. According to Oehley talent mindset index recorded the presence of a defined strategy for developing talent, including a clear set of formal and informal development programmes [19]. 2) Identify and differentiate employees have a significant negative relationship with intention to quit, It appears that managers who identify and differentiate their employees will use this knowledge in order to allocate the commensurate promotion, compensation, challenging assignments and development opportunities accordingly and therefore reduce intention to quit within the employees. 3) Attracts and recruit talents have a significant negative relationship with intention to quit. According to findings of Oehley attracts and recruit talents have a total effect on intention to quit within employees [19], based on this finding as a reference and findings of current research, it is suggested that attracts and recruit talents have a significant negative relationship with intention to quit. 4) Develops staffs have a significant negative relationship with intention to quit. Develops staffs is defined as: Assesses people's development needs, provides opportunities and ensures that needs are met in order to fully develop the potential of all employees. 5) Builds and maintains relationships has been found to have a significant effect on intention to quit. According to Smuts theoretical arguments make sufficient sense to builds and maintains relationships affect intention to quit [22], so based on this statement and findings of this research, it is suggested that builds and maintains relationships can reduce intention to quit the organization within employees. 6) Remunerates and rewards fairly has been found to have a significant negative effect on intention to quit. According to Chambers *et al* remunerates and rewards fairly refers to making sure that "top performers" compensation is considerably higher than that of their average colleagues is relatively straight forward way to keep the exit price high and rise barrier to poaching [5]. Then employees satisfaction with compensation system will decrease the intention to quit. In addition, Martel suggested that employees want a compensation package which they regard as fair and equitable in exchange for their work effort and skills [15]. In the organization that this talent management competency model will be tested in (in this current study), Managers can influence salaries and distribute it based on level talent and employee performance and thus reduce the intention to quit the organization within their employees. 7) Manages work-life balance has been found to have a significant negative effect on intention to quit. According to Martel methods that can be used to increase work-life balance are flexibility of work hours, compressed work weeks, telecommuting, employee assistance programmes, childcare facilities, fitness centres, sports facilities and cafeterias [15]. Based on findings of current research, level of competence on the competency of managing and improving work-life balance for employees is likely to decrease their intention to quit. 8) Highest relationship that is revealed from data of this study was that competencies of provides meaningful and challenging work has been the most negative correlated with the willingness of employees to leave the organization, based on the findings of Chambers *et al*, providing employees with exciting and challenging work is one of the top factors that enables the engagement and retention of talent [5]. With that research findings as reference and results of this research, it is suggested that provides meaningful and challenging work has the greatest impact on reducing intention to quit the organization.

As the final result: With using talent management competencies, organizations could decrease the intention to quit the organization in its employees and reduce many of the harmful results and costs.

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