

## Abstract

Talent management and turnover intention are well-known concepts that research has typically investigated in separation. Thus, this thesis aimed at bringing these two concepts together and investigate the relationship between them. In linking talent management and employee turnover, a conceptual model including psychological contract and work engagement was proposed. Data with online self-administered questionnaire from hotel employees with different cultural background were collected.

Results of the quantitative analysis of 120 respondents show that almost all of them perceive themselves as a talent in the organization, however, evidence shows that only less than half are offered talent management practices. Results revealed that the most commonly adopted talent management practices in hotels include internal coaching, external coaching, mentoring and buddying, in-house development programs, cross-functional job assignments, and 360° feedback. This thesis found that perceived talent management practices are related to work engagement and psychological contract that in turn influence turnover intention. This research has several implications for different stakeholders. On one hand, educators should exchange ideas with the industry so the educational aspects can also immerse in the industry. On the other hand, current human resources practices in hotels should be revised and approaches related to talent management should be put in practice.

**Keywords:** Talent management practices, Social Exchange Theory (SET), Psychological contract fulfillment, Psychological contract breach, Turnover intention, Work engagement, Hotel employees