

Talent Management Practices Effect On Employee Engagement: Applied In Logistics Sector in Egypt

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Talent is scarce, resulting in a tight labor market, hence it has numerous choices, especially in knowledge based and service driven organizations. The fundamental purpose of this study was to develop a practical as well as theoretically sound model, illustrating a link between a firm's Talent Management and Employee Engagement. In addition to evaluate nine critical success factors of Talent Management that are known to attribute to employee engagement; they were developed based on the pre-existing literature and to develop a conceptual model to measure the direct effects of Talent Management practices on General Employee Engagement in Logistics Companies in Egypt. The study is carried out through administering a questionnaire to 269 out of 500 employees working in one of Multinational Logistics Companies in Egypt. The Sample includes different employee groups classified based on; Division, Department, Position title, Experience in Current Company, age and gender. A self-administered questionnaire consists of 67 Questions was used to collect the necessary data. To test validity and reliability of the measurement scales, factor analyses were conducted. Results indicate that seven of the nine critical success factors were statistically significant after intervention in measuring employee engagement. Which opened up new questions to be explored by future research that should elaborate on the indicators of an organization's performance that do or do not have direct effects. Such as Indicators of Productivity, Quality Service, Customer Satisfaction, Company ROI should be investigated.

Keywords: talent management, Talent Acquisition, Talent Retention, Employee engagement.

Track: Management

JEL Codes: F34, G21 and G24

1. Introduction

Markets are increasingly recognizing human capital as a source of value for firms and shareholders as talent is rare, valuable, difficult and hard to substitute and organizations that better attract, select and retain this talent outperform those that do not (Barney and Wright, 1998). In addition to market gap in terms of talent availability, In today's rapidly moving, dynamic, uncertain and highly competitive global market, organizations worldwide have recognized that the knowledge, skills and abilities of their employees represent a major source of competitive advantage and realize organization Profitability (Schuler et al., 2011; Scullion et al., 2010; Tarique and Schuler, 2010; Vaiman, Scullion and Collings, 2012; Colling and Mellahi, 2009; Lewis and Heckman, 2006, Tucker, Kao, & Verma, 2005, cited in Krauss, 2007). As a result, Competition and the lack of availability of highly talented and skilled employees make finding and retaining talented employees a major priority for organizations (Flegley, 2006). Also the uniqueness of the Service Industry, especially Logistics industry in emergent markets such as Egypt. The service sector is heterogeneous, which made talent sourcing is more challenging. Today a

service driven organization, an organization's success is directly linked to the talent it can recruit. Recruitment is critical not only for sustained competitive advantage but also for basic organizational survival (Taylor and Collins, 2000). Moreover, the costs associated with losing key employees, or retaining less productive ones in depressed economic conditions, have long been recognized by organizational leaders. Undesired turnover and underproductive employees have a negative impact on firm profitability. , Turnover of talented professionals increases a firm's costs and hinders the company's overall competitiveness. . And it has been defined largely in ways that have not contributed to our understanding of managing talent in organizations. (Lewis and Heckman 2006).

That led to recognize the emergency to study the impact of talent acquisition, development and retention on employee engagement. As demonstrated in the Literature Review section.

So this research aims to present the Talent Management Concept importance and the emergency call for research intervention due to research gaps in terms of concept definition and framework.

The rest of the paper is organized as follows: Section two discusses the relevant literature. Section three presents research methodology, model, and data collection. Section four examines the results and analysis of this investigation. Finally, section five concludes this paper by outlining the limitations of the study and recommendations for future research.

2. Literature Review

2.1 Employee Engagement

"Employee engagement" is a term that lacks a precise definition. (Hughes and Rog, 2008) According to Gibbons (2006) "employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that in turn influences him/her to apply additional discretionary effort to his/her work. Moreover Hewitt and Associates (2004) view engagement as A measure of the energy and passion that employees have for their organizations. The Gallup Management consultants ("Gallup study: Engaged employees inspire company innovation," 2006) express engagement as employees who work with passion and feel a profound connection to their company. They drive innovation and move the organization forward. (Sweem, 2009) Watson Wyatt views engagement as a combination of commitment and line of sight (Debunking the Myths of Employee Engagement, 2006; cited in Sween , 2009). Engagement as employees committed to the success of the business strategy.' (Sweem, 2009) According to Blessing White (Employee Engagement Report 2006), employee engagement represents an alignment of maximum job satisfaction with maximum job contribution. Towers Perrin (Global Workforce Study, 2005) views it as the employees' willingness and ability to help their companies succeed by freely and consistently delivering discretionary effort on the job. (Sweem, 2009) Employee engagement can make or break a bottom line (Lockwood, 2006). Engaged employees exhibit a willingness to make an extra effort for the success of the company. (Sweem, 2009).

2.2 Talent Management Definition

The terms “talent management”, “talent strategy”, “succession management”, and “human resource planning” are often used interchangeably. (Lewis and Heckman, 2006). Some researchers see talent management from a primarily human capital perspective (Cappelli, 2008) while others see it as essentially a mindset with talent as the key to organizational success (Creelman, 2004). Others see the alignment of talent management closely to the business strategy and the corporate culture as a key feature of talent management (Farndale, et al., 2010; Kim and Scullion, 2011). Lewis and Heckman (2006, p. 140) uncovered three distinct strains of thought regarding TM. The First Perspective defines talent management as a collection of typical human resource department practices, functions, activities or specialist areas such as recruiting, selection, development, and career and succession management (Byham, 2001; Chowanec & Newstrom, 1991; Heinen & O'Neill, 2004; Hilton, 2000; Mercer, 2005; Olsen, 2000) IT is criticized on the basis that it is “superfluous” or little more than the “rebranding” of HRM.. A second perspective on talent management focuses primarily on the concept of talent pools. Talent Management is a set of processes designed to ensure an adequate flow of Talents into jobs throughout the organization."Talent management is an architecture where a set of processes is designed to ensure an adequate flow of employees into jobs throughout the organization" (Jackson & Schuler, 1990).it is having the right people at the right time in the right job (Kesler, 2002). "A key component to effective succession Planning" Cheloha & Swain (2005), "Managing the supply, demand, and flow of talent through the human capital engine" (Pascal, 2004)it is based on such factors as workforce skills, supply and demand, and growth and attrition. (Hughes and Rog, 2008) This perspective provides no incremental understanding and is therefore unnecessary. 'A third perspective on Talent Management focuses on talent generically; that is, without regard for organizational boundaries or specific positions, organizations are encouraged to manage performance pools of talent generally rather than succession pools for specific jobs. It offers no guidance to determine how many resources should be allocated to uncovering each employee's talent and seems to assume that all employees are equally valuable to the firm from an economic and developmental perspective (Axelrod, Handfield-Jones, & Michaels, 2002; Michaels, Handfield-Jones, & Axelrod, 2001) or “top grading” the organization via exclusively hiring “A” players (Smart, 1999). Buckingham and Vosburgh (2001) define talent management in terms of managing talent, according to performance and as an undifferentiated good that emerges from both humans and demographic perceptions. Talent is critical because it is the role of a strong HR function to manage everyone to high performance (Buckingham & Vosburgh, 2001; Walker & Larocco, 2002) or because demographic and business trends make talent in general more valuable (Gandossy & Kao, 2004; Romans & Lardner, 2005; Tucker, Kao, & Verma, 2005) All Talent Management Definitions of This Perspective are "generic". It does not focus on just specific positions or boundaries.

	Perspectives	Distinctive Features	Criticisms	Citation
1	<u>First Perspective</u> Talent Management = HR	Managing Talent; Through Internet / Out Sourcing Across the Enterprise	*No Framework *Adds nothing to our Understanding to HR *Doesn't advance our understanding of the TM Strategies *Described as Superfluous / Rebranding of HRM * TM not more than trendy term	(Byham,2001; Heinen & O'Neill, 2004; Olsen, 2000; Chowanec & Newstrom, 1991; Hilton, 2000; Mercer, 2005).
2	<u>Second Perspective</u> *Talent Pool * Talent Management = Succession Management / HR Planning	* Focus Internally * Needs to Position is based on Supply and Demand	* Repeat what is said in Succession Management * No theory or Practice to Talent management *No Increment Understanding , Therefore unnecessary	(Cheloha & Swain, 2005; Jackson & Schuler, 1990; Kesler, 2002; Pascal 2004)
3	<u>Third Perspective</u> * All Employee are Equal in Value *Generic/ Boundaries less (All Jobs are weighted equally)	Criteria of A performer (High Potential * High Performance)	* The Most Problematic * Not Strategic *No Constraints *Not Goal Oriented/ Not Focused *Generic/ No Specific Position *No Framework * Cost of Uncovering all employees needs is not measurable and cant be evaluated * Some called for differentiated strategy and others called for undifferentiated Strategy (Buckingham & Vosburg.,2001)	(Buckingham & Vosburg.,2001; McCauley & Wakefield, 2006; Redford, 2005;)

Basing on such Strategic approach, strategic talent management is defined as:"Activities and processes that involve the systematic identification of key positions which differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high potential and high performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization". Talent management enables an organization to "grow" the future from a holistic perspective. Basing on such holistic approach, Talent management is defined by combining many of the attributes into a "whole" model.

2.3 Talent Management Practices

Talent Acquisition and Employee Engagement

Talent Acquisition includes; External Recruitment "Staffing " and Internal Succession Management. Recruitment, is Staffing .It is defined as the process of attracting, selecting, and retaining competent individuals to achieve organizational goals (Ployhart,2006).Staffing includes employment planning and forecasting, recruiting, and selecting employees. Successful staffing starts with accurate employment planning and forecasting. (Cho, 2004)Employment planning and forecasting involve determining future human resources supply and demand. Employment planning and forecasting are also key in the decision- making process of determining a standard of core talents that need to be hired. "The old adage 'people are your most important asset' is wrong. People are not your most important asset. The right people are." (Collins, 2001, p. 120). If a company hires the right person in the first place, the company can save much of managers' training effort and

time. Furthermore staffing practice leads to financial success and therefore, results in increases in organizational performance (Terpstra & Rozell, 1993).

Talent has become the key differentiator for human capital management and for leveraging competitive advantage (Bhatnagar, 2005). With the better talent acquisition, employee engagement improves and so does the productivity.

Maximizing team engagement, motivation, and retention through due diligence in talent acquisition is vital. In today's highly competitive environment. (Srivastava and Bhatnagar, 2007).Barrick and Zimmerman (2005) identified that better selection to ensure "fit" between individuals and organizations would reduce turnover rate.

In a study conducted by Gill (2007), More than 250 employees of a telecommunications company were surveyed to assess their level of work engagement and the impact that the selection method used to hire them had on engagement. 175 employees who responded to the survey were retained for analyses. Such study served as an investigation of how human resources recruiting and selection methodologies and practices factor into the engagement model. It has empirically been linked to employee well-being, organizational citizenship behaviors, and positive work outcomes.

H1-There is a significant relationship between talent acquisition and employee engagement.

2.4 Talent Development

Talent Development includes; Training, Performance Management and Coaching. Training and development is the process of systematically developing expertise in individuals for the purpose of improving employees' job performance of their current jobs and of preparing employees for future jobs (Swanson, 1995). Training and development start with a training needs assessment and complete with measuring outcomes. (Cho, 2004). The developmental areas or skill gaps require constant monitoring by the leadership to ensure that the areas were identified correctly. (GILL, 2007). A training needs assessment is "the process of determining the organization's training needs and seeks to answer the question of whether the organization's needs, objectives, and problems can be met or addressed by training" (Arthur & Bennett, 2003, p.237).Thus, needs assessment is a process of identifying "the gap(s) between optimal performance and actual performance" (Breiter & Woods, 1997, p. 88). Also is the critical initial step to train (Breiter & Woods, 1997), and can significantly affect the success o f tofning and development (Goldstein & Ford, 2002; Zemke, 1994). Performance Management Blumberg and Pringle (1992) posited that performance is a function of capacity (ability, health, intelligence, education ect.), willingness (motivation, job satisfaction, status ect.) and opportunity to perform (tools, equipment, working conditions, co-worker and leader behavior ect. Colling and Melahi (2009) view performance as a set of behaviors that are relevant to the goals of the organization. Mathis and Jackson (2003) stated that performance appraisals are the managerial processes of evaluating employees' performance against a set o f standards. Denisi (2000) holds that performance management refers to the range of activities engaged in by the organization to enhance the performance of a target person or group, with the ultimate purpose of improving organizational effectiveness. While(Mondy, Noe, & Premeaux, 2002)state that it is the potential for individual accountability and achievement (Mondy, Noe, & Premeaux, 2002).Performance management tools and techniques are effective ways to establish a

common understanding of roles and responsibilities. They also build commitment and accountability at all levels of an organization.

Coaching; is a training or development process via which individual is supported while achieving a specific competence result. It is often processed as a one to one training, Manager mentors his Subordinate who in a need of a specific Competency. In conclusion, Assessing and developing talent is the ability to hire and develop individuals who "fit" the culture and achieve results (Collins, 2001).

High performers are more satisfied by constant learning opportunities. Employee development efforts build on this strategy. Learning begins on the first day of hire with a comprehensive on-boarding process. On Boarding, or Employee Orientation, is an effective and impressive way to welcome new employees and to introduce them to the company in a consistent format. (McGuire, 2007).

Saks (1996) found that training was significantly related to newcomers' job attitudes such as intention to quit, commitment, and job satisfaction. (Cho, 2004)

Training and development have significant direct effects on employee retention (Panitz, 1999) and significant indirect effects on organizational commitment (Roehl & Swerdlow, 1999).

The number of hours of training also had a significant effect on turnover rates for employees and managers (Cho et al., 2001). One study found that companies spending \$218 per employee on training and development had a 16% turnover rate, whereas companies spending \$273 per employee had less than a 7% turnover rate ("Training proves," n.a., 2001; cited in Cho, 2004).

Schaufeli and Salanova (2005) indicated that providing an employee with a development plan, which includes structuring how and what competencies and skills an employee can develop, would lead to increased work engagement. Additionally, providing extensive worker training and career planning enables employees to continue to develop new skills and abilities.

Schaufeli and Salanova indicated that continuous career development increases the likelihood that an employee will remain engaged.

H2: There is a significant relationship between talent development and employee engagement.

2.5 Talent Retention

"Talent management is integral to engaging employees in the organization". The ability to effectively address both of these issues has become a primary determinant of organizational success and in some cases, even survival. (Hughes and Rog, 2008)"Labor shortages as a result of an aging workforce and the growing scarcity of highly skilled workers, will clearly establish employee retention as the major talent management concern that organizations must confront in the next decade. (Fegley, 2006, January, 14)"Hence, recruitment and retention of employees becomes a critical business issue.

Employee engagement has been shown to be a contributing factor in organization effectiveness and strategy and therefore, plays an important role in how an organization best utilizes its human capital {Employee Engagement Underpins Business Transformation, 2008; cited in Sweem, 2009}.

Employee Value Proposition...."Why would a talented person want to work here?"(Michaels et al., 2001)A winning employee value proposition means tailoring a company's "brand" and "products"—the jobs it has to offer—to appeal to the specific people it wants to find and keep. Dell and Hickey (2002)state that The employee value proposition makes clear to the employee “what’s in it for them” or what extrinsic and intrinsic benefits will they receive in exchange of their labor, both now and in the future According to Morton (2005)while (Hughes and Rog, 2008)view that an employee value proposition "are those organizations that are able to successfully recruit and retain valued employees are committed to showing “potential employees they are valued and that opportunities exist for them” Michaels et al.,(2001) In the war for Talent , they Summarized values that motivate talents into 3 Main values ; Company , Job and Compensation and life style.

Rewards Consist of all the economic benefits supplied by the organization, as pay, promotion, and other benefits, but also verbal recognition and responsibilities. Accordingly, Author Concluded a classification for Value Proposition that tried to cover all Proposed Values it is as follows:

A. Compensation and Benefit

Watson and Seidman (1941), Mohanty (1981) have implied that salary is not an important cause of job satisfaction. the employer and the management who consider the pay to be the important cause of job satisfaction. This is definitely due to the gap in communication between the workers and the management.

B. Company (Brand)

Creating a positive employer image radiates to the community at large and attracts potential job applicants. Improving the external and internal communication, signals to the potential talent about the total employee experience there. Employer branding has become a key strategy (Brewster et al., 2005) to attract and retain the right kind of talent as people want to work for great brands. , the development of an employer brand is now becoming recognized as being equally important.). In addition to helping attract external job candidates and position an organization as an “employer of choice” positive employer brands have been found to help employees internalize the organization’s mission, vision and values. (Hughes and Rog, 2008)

C. Job Characteristics

Hackman and Oldham first outlined this view in1975; their model has inspired thousands of research papers The job characteristics model proposes that three psychological states of a jobholder result in improved work performance, internal motivation, and lower absenteeism and turnover. The motivated, satisfied, and productive employee Achieving these three psychological states serves as reinforcement to the employee and as a source

of internal motivation to continue doing the job well. According to Hackman and Oldham five core dimensions of job characteristics are as follows:

- **Skill Variety:** The degree to which a job entails a variety of different activities, which demand the use of number of different skills and talents by the jobholder.
- **Task Identity:** The degree of which the job requires completion of a whole and identifiable piece of work that is doing a job from beginning to end with a visible outcome.
- **Task Significance:** The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment.
- **Autonomy:** Autonomy deals with the amount of freedom that employees can exercise in their job.
- **Task Feedback:** The degree to which carrying out the work activities required by the job results in the individual being given direct and clear information about the effectiveness of his or her performance. employees will experience the greatest motivation when all five characteristics are present, since the job characteristics combine to produce the three psychological states.

D. Communication

Is an important element in bringing transparency in the organization, Settling Employees expectations and guarantee effective Performance management according to Organization directions

□ **Realistic Job Previews** are mainly utilized to provide the candidate with information about the job. These previews help the candidate make an appropriate job choice and reduce the negative impact of incongruence between the candidate, the position and the organization (Phillips, 1998). outcomes are perceptions of organizational climate, organizational commitment, improved coping ability, initial expectations, job satisfaction, job performance, self-selection, and job survival (Phillips, 1998; Premack & Wanous, 1985).The employee's perception of an organization's climate includes the organization's trustworthiness, supportiveness, honesty and candidness. Also, information presented in RJPs can provide expectations about the workload, the control, and the values of the job. (Premack & Wanous, 1985) found individuals who received RJPs were able to cope with the unexpected aspects of a new job more effectively than newcomers who were not provided RJPs.

□ The career orientations of employees can have important implications for their job satisfaction, commitment, and retention within organizations. A job is compatible with a career orientation when it involves duties and assignments that the employee finds interesting, when it requires abilities that the employee possesses values, and when it provides rewards that the employee finds desirable. (Igbaria et al., 1991; Cited in Rani, Kamalana;2bhanb & Selvarania, 2011)Organizational values are a set of beliefs or behaviors that every employee is expected to demonstrate on the job. The risks of the lack of a clear and common purpose are that uncertainty among co-workers promotes unhealthy conflict and lack of teamwork. Moreover, by documenting procedures manual, the different policies and processes the employees come to know what is expected of them and how they should do it. Similarly organizations consciously make an effort to meet the expectations of their talent pool. (Srivastava, and Bhatnagar, 2007)

secured. More training opportunities to hone their skills and a clearly defined career path, also lead to engagement and retention of the employees. (Srivastava, and Bhatnagar, 2007)

Job satisfaction has identified a number of factors like reward system in work, perceived quality of supervision, working conditions, and individual determinates such as status and seniority, age group, marital status, and years of experience that cause people to become satisfied or dissatisfied with their job (Mosadeghrad et al., 2008; cited in Rani, Kamalanabhanb & Selvarania, 2011) the key factors affecting job satisfaction are career opportunities, job influence, teamwork and job challenge. (Armstrong 2006, 264) There should not be a gap between what worker say what they want from the organization and what they actually get. This leads to disengagement. (Bhatnagar, 2008)

E. The Role of Managers (Leadership)

The role of the manager is a key component, if not one of the most important. It is the manager who enables employee commitment to the job and organization. (Sweem, 2009) Effective leadership is necessary to foster engagement. In a 2005 study investigating how to obtain the full potential of employees, the Corporate Leadership Council concluded that organizations with high levels of engagement had leaders who were committed to developmental plans, could successfully identify development opportunities, and assign employees enjoyable developmental tasks. (GILL, 2007)

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H3: There is a significant relationship between talent retention and employee engagement.

3. The Methodology and Model

The Study was based on Quantitative Approach where the research data is usually in the form of precise numbers that have been collected in clear defined steps. characterized by a methodology of formulating hypotheses that are tested through controlled statistical analysis. In this Study, we used Survey as a form of Quantitative Approach type. Confirmatory study approach was used to measure the Impact of Talent Management Practices on Employee Engagement which allows a researcher more control to results. It does not allow for the investigation of new factors or values and does not address how factors are established and utilized. It only tests whether a model is true or not.

Research Model & Study Variables:

There are 4 variables in the present study: The Independent variables of this research were developed from the extensive literature review. They are; Talent Acquisition, Talent Development & talent retention. The dependent variables used were measures of employee engagement.

Questionnaire

The study instrument is a questionnaire that consists of four parts. First part contains questions of Talent Management practices. Second & Third part contains questions of Employee engagement. The fourth part contains personal information. The statements are assessed by using Likert scale of five points scale ranging from 1 - "highly agree" to 5 - "highly disagree". The questionnaire it was mainly inspired by (Cho, 2004). In order to assess the reliability, the reliability coefficient was calculated by using Cronbach's alpha, as seen in table (1) that the values of Cronbach's alpha for the variables under study exceed 0.7, which is an acceptable level for the reliability of the variables

Study Variables	Cronbach's alpha
Talent Acquisition Evaluation	0.825
Talent Development Evaluation	0.862
Talent Retention	0.795
Employee Engagement	0.798

Sample

Independent convenient- samples working in logistics sector are as follows. First, Division Category group sample regarding Gender (5.8% warehousing, 94.2% freight. Second, sample regarding Department consists of 269 employees (Ocean Operation 26.10%, Air Operation 2.9%, Custom Clearance 11.6%, Commercial 1.4%, Transportation 11.6%, Human Resources 11.5%, Projects 8.7%, Finance 8.7%, Process & Audit 5.8%, Management 11.6%), third sample regarding Position Level consists of 269 employees (Senior Manager 2.9%, Manager 21.7%, Assistant Manager 11.6%, Supervisor 43.4%, Executive 20.3%) fourth sample regarding Gender consists of 269 employees (79.7% male, 20.3% female) Fifth, Experience group (less than 2 years experience 26.1%, from 2-5 years 37.7%, from 5-10 years 27.5%, more than 10 years 8.7%) sixth group regarding Age group (37.7% are aged less than 30 years, 50.7% are aged from 30-39 years, 11.6% are aged more than 40 years).

4. The Findings

Table 4.1: Correlation between Talent Management Practices and General Employee Engagement

Independent Variables	Measures	Employee Engagement
Talent Acquisition	Pearson Correlation	0.526
	Sig. (2-tailed)	0
Talent Development	Pearson Correlation	0.675
	Sig. (2-tailed)	0
Talent retention	Pearson Correlation	0.7095
	Sig. (2-tailed)	0
	Sig. (2-tailed)	0

As mentioned in the table above (4.1), it shows the relationship between the nine Independent Variables and the dependent variable (Employee Engagement) as follows:

- All relations are Positive relation: the better status of any of talent Management Practices the more the employee engagement will be.
- The most strong and Significant relations are represented in Talent retention followed by Talent Development ($r= 0.7095$, $p<0.05$), ($r= 0.675$, $p<0.05$) respectively.

Multiple Regressions

1.1.1. Regression Analysis using Multi Regression Analysis (Model Summary)

Table 4.2: Regression analysis of the satisfaction items regarding Talent Management Practices

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
Dimension 01	.970 ^a	0.941	0.932	0.99874

Predictors: (Constant), Talent Acquisition, Talent Development, Talent retention
Dependent Variable: Employee Engagement

Adjusted R Square (the adjusted Coefficient of determination) is an indicator of how well the model fit the data. In the table above, it means the coordination Talent Management Practices predicted the employee engagement by 93%. i.e., we have accounted for almost all of the variability with the variables specified in the model. However, Adjusted R² doesn't show the significance of the prediction of the independent variables.

Also it can't predict which of the independent variable the best to predict the Dependent variable are. These two points will be covered in the two following tables

ANOVA					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	938.975	9	104.331	104.594	.000 ^a
Residual	58.851	59	0.997		
Total	997.826	68			

Predictors: (Constant), Talent Acquisition, Talent Development , Talent retention
Dependent Variable: Employee Engagement

ANOVA is measured by F which represents the Variations between all Variables.
In the table above, F Value predict the significance of the variant prediction of the independent variables.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	72.389	8.317		8.704	0
Talent Acquisition	0.21	0.079	0.174	2.659	0.01
Talent Development	0.16	0.095	0.32	1.692	0.096
Talent Retention	0.092	0.115	0.123	0.799	0.428

Dependent Variable: Employee Engagement

Multi Variation and Regression Analysis:

The Unstandardized Coefficients show how much the change of 1 unit of independent variable will predict the dependent variable.

Multi Variation analysis can be explained in the equation below :

$$Y = b_0 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + b_8x_8 + b_9x_9$$

Here Y means the dependent variable " the Unknown variable, and can be expressed by;

- (b₀) the constant/ Intercept.
- b₁... b₉ , the slope in linear regression, the marginal effect of Xs on Y " beta coefficient "
- X₁ X₉ , the Dependant variables/ the predicting variables/ The exploratory variables.

In the table above our Equation is as follows:

$$EE = 72.389 + (0.21 * TA) + (0.16 * TD) + (0.092 * TR)$$

EE means employee Engagement, TA means talent acquisition, TD means Talent Development .

Here is b₁ =0.21, it indicates that "Employee engagement " would increase by 0.21 units if Talent Acquisition increased by 1 unit and so on. i.e. the beta coefficient represent the independent contribution of each independent variable to the prediction of the dependent variable Thus the equation shows that when all variables Work together, Talent acquisition is the best predictor of employee engagement as

The study model is valid; it was proved that talent management predicted employee engagement by around 93% significantly.

If we have a deeper look, we could conclude that although there was no relation for different experience area " department " regarding employee engagement, However, Employee engagement differs among Job levels, especially senior manager's level was found more satisfied significantly than the other levels. This can be illustrated by the fact that reaching to senior levels has an intrinsic impact on one self esteem regardless which area of experience he is specialized in.

Similarly, although there was no relation for different ages groups regarding employee engagement, but employee engagement differs with different experience years groups in the company. It was found that the maximum level of engagement was found the experience group less than 2 years, and decrease significantly in the different duration of experience till the employ had more than 10 years experience was unsatisfied. This can be explained that the newer employee can freshly perceive the current company more promising than old employees.

5. Summary and Conclusions

The study model is valid; it was proved that talent management predicted employee engagement by around 93% significantly.

Although talent retention and talent development are considered as the strongest variables in relation with employee engagement.

If we have a deeper look, we could conclude that although there was no relation for different experience area " department " regarding employee engagement, However, Employee engagement differs among Job levels, especially senior manager's level was found more satisfied significantly than the other levels. This can be illustrated by the fact that reaching to senior levels has an intrinsic impact on one self esteem regardless which area of experience he is specialized in.

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Although this study made several contributions in Talent Management research, it has many limitations. First, although the sample size of this study has met the minimum required sample size, the sample size of 69 is not sufficient to apply the findings to similar company.

Second, Adding to Sampling Limitations, Our Model can be easily generalized to other Problems with some modifications. However, due to the fact that it is a case study, the

results may not be applicable to be generalized to the whole industry either inside or outside Egypt.

Third, this study employed one outcome related to Human resources Outcomes which is General Employee engagement. However, this indicator is not sufficient to reflect overall organizational performance, since Human Resources Outcomes indicators is considered as one part of four Parts of Organization performance, this according to Dyer, L., & Reeves, T. (1995). This is because it was not feasible to gather data on organizational performance from a third party or archival databases for private companies future research should elaborate on the indicators of organization's performance that do or do not have direct effects. Such as Indicators of Productivity, Quality Service, Customer Satisfaction, Company ROI should be investigated.

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