

Islamic University of Gaza  
Deanery of Graduate Studies  
**Faculty of Commerce**  
Business Administration Division



الجامعة الإسلامية - غزة  
عمادة الدراسات العليا  
كلية التجارة  
ماجستير إدارة أعمال

**The Availability Of Talent Management Components  
From Employees Perspectives  
(Al aqsa voice Radio Station Case Study)**

By

Mohammad Othman El nakhala

Supervisor

Prof. Dr. Majed Mohammed El Farra

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مدى توافر مكونات إدارة الموهبة من وجهة نظر  
العاملين  
(إذاعة صوت الأقصى دراسة حالة)

إعداد الباحث

محمد عثمان النخالة

إشراف

أ.د. ماجد محمد الفراء

قدم هذا البحث استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة

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## **Dedication**

To the soul of my mother.

To my father

To my dear wife Dr. Heba, who did her best to help me and presented patiently to achieve my ambition

To my lovely daughter Janna.

To my mother in law Mrs : Afaf El mashrawy

To my family, brothers, and my sister.

To my uncles and aunts

To my colleges in alaqsa voice

To all friends.

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## **Abstract**

This study aims at exploring the availability of talent management component at al aqsa voice radio station from its employees perspectives .the study depends on a comprehensive survey that consists of all employees at al Aqsa voice radio station. A questionnaire was distributed to measure the variables , their availability from all of the employees perspectives ,and to determine the difference between their levels due to some of personal & organizational factors . Such variables are the talent recruitment , talent development, and talent retention .

Through exploring the variables, the results showed that the level of talent management at al aqsa voice radio station are available with 63.75%, the level of talent recruitment is 64.39%, the level talent development is 6.46%, and the level of talent retention is 69.78%.

The study has many recommendations for researchers ,companies and radio staions. The researcher recommends that companies should pay attention to Talent management and its components . They should also concern to be an employer of choice and have an attractiveness brand to attract the skilled talent .

The recommendations can be fulfilled through spending more efforts in determining the training needs of the companies employees with a special budget for it.

Moreover, it is important for companies to retain talent employees by enhancing a good conditions for work and give more attention on work-life balance.

## ملخص الرسالة

هدفت هذه الدراسة الى فحص مدى توافر مكونات إدارة الموهبة من وجهة نظر العاملين في اذاعة صوت الأقصى كحالة تطبيقية من خلال استطلاع آراء العاملين حول كل مكون من مكونات ادارة الموهبة

اعتمدت الدراسة على المسح الشامل لجميع موظفي الإذاعة ,حيث تم استخدام الاستبيان كأداة رئيسة لجمع البيانات الأساسية للدراسة من خلال توزيعها لقياس المتغيرات, وفحص مدى توافرها من وجهة نظر العاملين , وقياس مدى التباين فيما بينها بإيعازها لبعض العوامل الشخصية والمؤسسية. هذه المتغيرات هي استقطاب الموهوبين ,تطوير الموهوبين, والحفاظ على الموهوبين. وقد أظهرت النتائج التي كشفت عنها الدراسة من خلال تحليل المتغيرات أن مكونات ادارة الموهبة متوافرة في إذاعة الأقصى بنسبة 63.75 % بينما مستوى استقطاب الموهوبين 64.39% ,ومستوى تطوير الموهوبين 56.46% , ومستوى الحفاظ على الموهوبين 69.78% . خرجت هذه الدراسة بالعديد من التوصيات للشركات والمؤسسات والباحثين والاذاعات .حيث أوصى الباحث ان تولي الشركات اهتماما كبيرا لموضوع ادارة الموهبة ومكوناتها. وأن تركز على جذب الموهوبين وأن تصبح محل اختيارهم يمكن تحقيق هذه التوصيات من خلال بذل المزيد من الجهد في تحديد الاحتياجات التدريبية للعاملين وتخصيص ميزانية خاصة لهم كما انه من المهم للمؤسسات لكي تحافظ على الموهوبين أن توفر ظروف عمل خاصة وأن تهتم بتحقيق التوازن بين العمل ومتطلبات الحياة..

**Chapter one**  
**Background context**

## 1.1 Introduction

Today's markets have become global and highly competitive. And, therefore, it has become essential for the survival of the firms they become adaptive and responsive to change around them. In essence, the talented people are an asset for any organization and behind the success of the organizations.(Abbasi etal ,2013) .

Organizations have to attract, develop and retain their talented employees, and, as long as possible, especially those who are extraordinary talented (Horváthová ,2011) . Talent has become the key differentiator for human capital management, and the management of talent seems to be one of the key functions that human resources management is playing strategically in organizations (Bhatnagar, 2004) .

Communication is increasingly recognized by many agencies as a development tool- with the ever- evolving world of information technologies (i.e. radio, internet, mobile phones) being used to mobilize social change.

Radio can be regarded as most appropriate medium of mass communication in developing countries with very low literacy rates, poor transportation systems and very low purchasing power(tavhiso,2009).

To address challenges associated with human resource fluidity and skills shortage in radio stations, there is need to conduct a regular skills audit to create a skills resource data base to facilitate the establishment of a skills plan .(tavhiso,2009) .

Radio stations play vital role in developing the social, political and economical situation of the Palestinian People, radio stations build Palestinian People awareness about different issues. (El shareef ,2010) .

Therefore, identifying the availability of talent management components at Al aqsa voice radio station is very important to help it in determining weakness and shortage skills of its staff to develop them .

## 1.2 Problem statement

The researcher selected Al aqsa voice radio station for this study due to the shortage of skilled human capital and their need to develop effective training and staff retention strategies such as staff development courses, on-the-job training, staff bonding and motivational incentives as remedial action against skills shortage and staff attrition.

it will be possible to uphold quality programming, consistency and predictability all of which are pivotal in the station image (tavhiso,2009) .

This research is a trial to explore the availability of talent management and its components from employee perspective. Therefore, this research attempts to answer the following main question:

**“To what extent are talent management and its components available from employee perspective?”**

### 1.3 Hypotheses:

#### **Hypothesis (1):**

**H1:** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of the components of talent management at Al aqsa voice radio station.

#### **Sub Hypothesis :**

**H1 (a):** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of talent recruitment at Al aqsa voice radio station .

**H1 (b):** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of talent development at Al aqsa voice radio station .

**H1 (c):** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of talent retention at Al aqsa voice radio station .

#### **Hypothesis (2):**

**H2 :** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of talent management and its components in Al aqsa voice radio station attributed to some of personal & organizational factors .

#### 1.4 Research variables:

##### The independent variable:

- Recruitment of talent .
- Development of talent .
- Retention of talent .

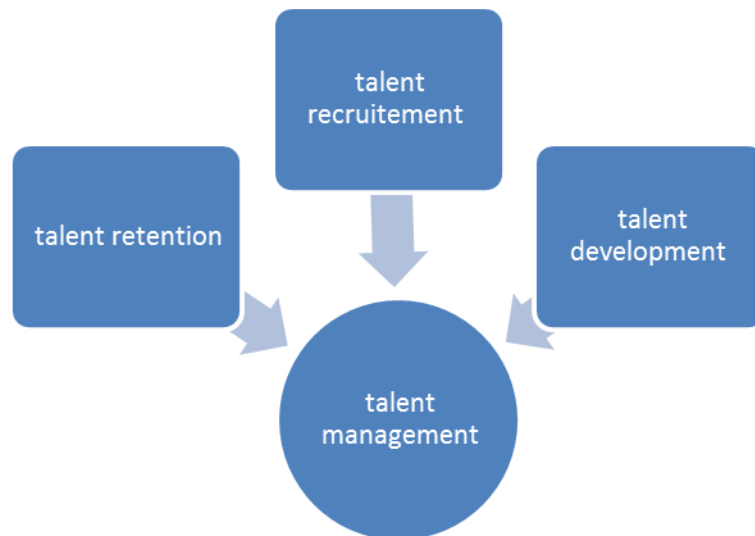
##### The dependent variables:

- The level of talent management .

There are three elements that shape the talent Management; they are the recruiting, the development, which include the nurturing, and the retention, which is about motivation and commitment. the following figure (1.1) shows the conceptual map of talent management.

•

**Figure (1.1): Conceptual Map**



**(Sources: Adapted by Researcher, according to Tarakji 2010 )**



### **1.5 Research objectives:**

The main objective of the study is to explore the availability of talent management in media field specially in al Aqsa voice radio station .

#### **Sub objectives :**

- To explore the availability of recruitment of talent in Al aqsa voice radio station.
- To explore the availability of development of talent in Al aqsa voice radio station.
- To explore the availability of retention of talent in Al aqsa voice radio station.
- Increase awareness of the concept of talent management and its importance in the workplace.
- To suggest recommendations that may improve the talent management process at radio stations.

### **1.6 Importance of the research:**

#### **• Study Importance to the Researcher**

The study provides the researcher with good knowledge and new zones of researching in the field where he works. Moreover, the study is a good chance of a career development for the researcher . according to the researcher and his knowledge :

- This is the first study (all over the world) that concern with talent management at local radio station.
- This is the first academic study locally that engages talent management and its components .
- There are a rare in studies at the university that focus on Employer of brandings ,employees value proposition (EVP) ,employer of choice (EOC),work-life balance ,and retention management .

Therefore the study provides the academic libraries in Gaza with a significant new researching topic.

Al aqsa voice radio station will gain through the current study the following benefits:

- An explanation of the essence of talent and talent management .
- Identification of the employee perspectives about the level talent management process at Al aqsa voice radio station.

### **1.7 Research Limitations**

- The researcher has recognized the following limitations:

There has been a shortage in the Arabic references since the talent management has been rarely studied in the Arabic literature. There are no study focus in radio stations management.

### **1.8 Previous studies**

#### **1.8.1 Hejase, et al, 2012. “Talent Management: An Assessment of Lebanese Employees’ Knowledge”.**

##### **Purpose of the study**

This paper is an exploratory in nature and aims at assessing a sample of Lebanese employees’ knowledge, attitude and performance within the context of talent management .

##### **Research methodology**

The research has an exploratory and uses an Internet survey questionnaire as the research tool in addition to an interview to validate some of the results.

an interview was conducted with human resources managers of SETS Company. SETS is a Lebanese market leader in information technology established in Beirut in 1990; it covers a wide range of customers in the Middle East.

##### **Research results and recommendations :**

The majority of the survey participants know the benefits of talent Management although they don’t know much of its process. Currently in Lebanon, not many companies adopt this concept in its management.

Management’s efforts need to be concentrated on achieving an integrated approach to guarantee a successful acquisition of talent management .

Efforts must be done to retain talented employees, the fact that People don’t leave companies; they leave bosses.

Retention depends on really giving employees their opportunities in life which will also draw other talented people's attention to the organization.

New strategies will allow the companies incorporate and involve into the economic advances globally.

companies should invest more time in what employees are interested in learning, and in what is essential for their skills, job and for the betterment of the company .

- **1.8.2 Stan , 2012. “Talent Management and the Cultural Influences on Human Resource Management Processes A comparison on human resources management practices between companies from Sweden and Romania)”**.

#### **Purposes of the study :**

The purpose of the present paper is to identify if there are any differences or similarities in talent management practices in companies from Sweden and Romania. Since previous researches argue that organizational and national cultures have an impact on talents.

- **Research Methodology:**

The research is based on a survey conducted on four international Swedish companies and four Romanian ones, where data was collected through a self-completion questionnaire.

#### **Research Findings and Recommendation:**

It has been confirmed that companies from both countries are familiar with talent management on the three main processes of human resource management (recruitment, selection and retention), but some differences and similarities in their practices were found.

it seems that companies from Romania have not developed human resource management so far as have the Swedish firms.

A talent management mindset is also perceived as being more common in the Swedish companies than in the Romanian ones.

### **1.8.3 AHMADI ,et al 2012. “Talent Management And Succession Planning”.**

#### **Study Purpose:**

The present research intended to investigate the talent management as well as succession planning (SP) processes for talent absorption, retention and development .

- **Research Methodology:**

Using of descriptive and inferential statistics and its statistical community included managers and experts of the Iranian Refahe Kargaran Bank branches within Tehran province.

- **Research Findings and Recommendation:**

The present research implied that the talent management and succession planning within government organizations, presently, do not meet the requirements .

- To promote the existing talent absorption policies and systems by providing talented individuals with financial and non-financial incentives.
- To create an educational and scientific training environment within the Bank.
- To use the outcome of the performance assessment reports as well as the performance experiences and views of the relevant field directors and managers.
- To promote the talent development system .
- To implement plans and programs including cycling coach job, job mentoring and 360 degrees assessment.
- To preserve the talents retention system by giving rewards .
- To promote communication between the senior managers and directors on one side and talented individuals on the other side.
- To promote succession planning system and create a strategic approach in this respect in the managers .

- **1.8.5 Uusi-Autti, 2011. “The effect of talent pool inclusion and development program participation on talent engagement and organizational commitment ”.**

### **Study Purposes:**

The objective of this study are to:

- Explore the talent management process of forming talent pools in the context of a single company.
- Find out if talent pool inclusion and participation in a talent development program can affect the work engagement and organizational commitment of talents.

- **Research Methodology:**

This research takes a qualitative approach to the research question. Semi-structured interviews were conducted with employees who have been included in the talent pool of the company.

### **Research Findings and Recommendation:**

- Talent pool inclusion and participation in the talent development program can have a positive effect on organizational commitment of those employees who have been included in the talent pool.
- Findings related to work engagement are two-fold talent pool inclusion shows to have a positive effect on the overall engagement, but at the same time its impact on daily work is limited .
- Talent management processes can be utilized to enhance positive employee related outcomes, such as engagement and organisational commitment.
- The study has provided valuable feedback from the participants in the program especially for the HR of the company.

### **1.8.6 Verhoeven,2011 “Perceptions about Retention Management? ”.**

#### **Study Purpose:**

This study investigates the perceptions of employees in a medium size, creative organization in Sydney, Australia, on retention management and furthermore investigates the human resource factors which do influence their intention to stay or to leave.

- **Research Methodology:**

This study has been accomplished through the eyes of the employees using a qualitative approach with observations made in the work environment and narrative interviews. For the purpose of the study, 14 of the employees were interviewed during work time in separate rooms.

- **Research Findings and Recommendation:**

The results of the study indicated that the human resource practices pointed out as important in the existing literature are not in line with the agreements with the human resource practices mentioned by the employees. While the literature noted the importance of all the human resource practices mentioned above, the employees of Mass Media Studios mentioned only the importance of organization culture and work environment, remuneration and recognition, teamwork relationships and challenging opportunities and moreover two extra dimensions, which are the product the organization is selling and the financial crisis.

### **1.8.7 Horváthová, Mikušová, 2011 “Talent Management And Its Use By Organization In The Moravian-Silesian Region ”.**

#### **Study purposes :**

The article is aimed at describing the nature, significance, benefits and particular processes of talents management (their recruitment , development and retention)

And at bringing information on the scope and the level of use of talent management by organizations in one of the Czech Republic regions, in the Moravian-Silesian Region.

**Research Methodology:** On the basis of data acquired by a questionnaire survey .

### **Research results and recommendations:**

The organizations are implementing the system of talent management on a small scale: this approach is used by 3.8 % of organizations only that is 9 from 237 (100 %) of the approached respondents.

The main reasons why this approach is not used is either that organizations have no knowledge of it or there is lack of financial and personnel resources.

The authors recommended talent management must be wider application in the Czech practice.

### **1.8.7 Roman, 2011. “Assessing talent management within the Western Cape Provincial Treasury (WCPT)”.**

#### **Study Purposes:**

The objectives of this thesis are :

- Obtaining an understanding for why talented employees left or are leaving WCPT.
- Exploring the concept of talent management in organizations globally.
- Exploring the legislative context for talent management in the South African public service e.
- Determining what WCPT’s approach to talent management is by using WCPT as a case study.
- To draw inferences between the practice and theory in the literature review to understand why talented employees left and are leaving WCPT and what WCPT’s approach to talent management is .
- **Research Methodology:**

A qualitative case study research design with unstructured interviews, a survey questionnaire and documentation were used to conduct this study. The case study of WCPT was used . The survey questionnaires were e-mailed to all current WCPT

employees (255 employees) of which 86 responded. This constitutes a sample of 33 percent out of a sampling frame (the whole WCPT) of 255.

**Research Findings and Recommendation:**

- Job dissatisfaction was the broad reason why talented employees left WCPT.
- Job dissatisfaction includes dissatisfaction about competitive salaries, sufficient training and development, a career planning programme, work-life balance, and so on.
- A draft talent management strategy has been formulated for WCPT .
- The draft talent management strategy be implemented, despite the absence of the Human Resources department, as part of a broader strategy to establish WCPT as an employer of choice.
- **1.8.8Yaqub&Aslam Khan , 2011. “The role of Employer branding and Talent Management for Organizational Attractiveness”.**
- **Study purpose**
- The purpose of this study is to know about the perception of the university students about employer branding and different ways through which employers hire and manage the future talent. This study will also help to know about the importance of talent management and student’s approach for the potential employer.
- **Research Methodology:**
- The sample size of this research study consists of 100 respondents from three universities of Rawalpindi and Islamabad.
- **Research Findings and Recommendation:**



- The findings of the study show that students are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth.

### **1.8.9 Piti, 2010. “The Influence Of Talent Management On Strategy ”.**

#### **Study Purpose:**

This study focused on investigating Volkswagen South Africa VWSA Group Service division’s employee talent management process as seen or perceived by employees.

The employee attitude and understanding of the 2010 strategy was also evaluated.

#### **Research Methodology:**

In achieving this objective a literature review on talent management was conducted and questions formulated which formed part of the survey.

The questionnaire was self-administered and sent to the stratified random sample of individuals who were eligible for survey.

#### **Research Findings and Recommendation:**

- Effective talent management is essential in achieving organizational excellence and is a driving force for business success.
- Seventy seven percent of the respondents understand the 2010 strategy and what it is all about.
- Employees were uncertain that compensation and leadership style are variables that influence or promote talent management.
- For talent management to be effective it must be aligned to organizational strategy.
- The formation of talent pools from which to recruit high talented staff and whose skills will be required to meet the objectives of the organizational strategy.
- Companies need to be aware of brand profiles most desired by highly talented individuals.

- Companies also need to be aware of various recruiting strategies as well as acknowledge that different employees are at different levels of the motivational hierarchy.

#### **1.8.10 Tarakji, 2010. “How do the best employers in Kuwait understand and apply Talent Management? ”.**

##### **Study Purpose:**

To answer the following questions:

- How is talent management explored and capitalized in the Kuwaiti firms?
- What has researchers found within the talent management area ?
- How well do this correlate with the companies in the Kuwait market of today?
- **Research Methodology:**

Direct observations and interviews were selected with semi-structured interview due time limitation given by some organizations. personal interviews with 15 human resources managers, out of which, 3 are Training & Development Managers., the interviews were prearranged with them and tape- recorded.

##### **Research Findings and Recommendation:**

- The most of the investigated firms are familiar with the concept of talent management and its theories and are aware about it .
- Locating talents in Kuwaiti firms is mostly done internally .
- Some recruitment needs to outsource providers due difficulty or confidentiality of the post.
- Competencies of talents are more essential than their qualifications.
- The development plans are mostly job rotation, on-the-job training and coaching.
- The retention process focuses on career management, relocation and recognition.

- Special training and development for high potentials should be in place to be able to fill the pivotal positions when required.
- Finally, a comprehensive human resources structure should be in place in order to support all the stages from attracting to retaining talents.

### **1.8.11 Kollrud, 2010. “The Perception Of talent Management From The Perspective Of A Middle Manger In A Five Star Hotel Company ”.**

#### **Study Purpose:**

To answer the research question is how middle managers in a five star hotel company perceive talent management.

- **Research Methodology:**

A qualitative study was used and unit of analysis was by question.

#### **Research Findings and Recommendation:**

- Middle managers perceive talent management as a process of developing individuals using appraisals, development plans and mentoring .
- . They believe talent management promotes retention and differentiation and that they have an important role in the talent management process.

### **1.8.12 AL Garaawi, 2010. “Talent Management Infrastructure & its Dimensions & Their Effect on Organizations High Performance Achievement”.**

#### **Study Purpose:**

To answer the following questions:

- What are the main effective dimensions of talent management in Universities?
- What are the critical success factors and the components of the main infrastructure talent management ?
- How does talent management participate in improving the signs of high performance ? .
- **Research Methodology:**

The research was implemented a questionnaire consists of 8 dimensions and 43 items. The sample consisted of 123 leadership development candidates within this organization.

**Research Findings and Recommendation:**

- Talent is the most important resource for achieving competitiveness and sustainability of organization.
- There is no significant differences in talent management in both universities on the level of dimensions and infrastructure .
- Developing the strategic awareness of the Universities leadership in the field of talent management role in improving the competitiveness of the Universities and its performance .
- Conducting more studies and researches in the future concerning the field of talent management and its role in improving the resources of competitive advantage .

**1.8.13 OLangenegger et al 2010 “Effectiveness of Talent Management Strategies in Swiss Companies”.**

**Study Purpose:**

to investigate how talent management strategies affect organizational performance in Swiss companies.

- **Research Methodology:**

This paper draws on a survey of 138 organizations

**Research Findings and Recommendation:**

- It appears that the choice of talent management strategy massively affects organizational performance.
- Analyzing the sample from financial and nonfinancial perspectives, the researchers identified higher corporate profit and increased corporate attractiveness as statistically highly significant main effects of pursuing a talent management strategy.
- the researchers also highlight the motivational character and impact on talent’s trust in leaders of talent management practices in Switzerland.

- Talent management practices with a strong focus on business strategy have a statistically highly significant impact on corporate profit, more than any other focus of talent management has.

**1.8.14 Timisjarvi, 2009. “Attracting Future Talent Through Graduate Trainee Programs-Preliminary Empirical Findings From Six Finnish and Swedish Multinationals ”.**

**Study Purposes:**

The main purposes of this master’s thesis are to:

- Research how Finnish and Swedish multinational companies (MNCs) are tackling the “war for talent”.
- Study MNCs’ international graduate trainee programs that were launched recently.
- Illustrate multinationals’ activities in the field of talent management describing the characteristics and aims of trainee programs .

**Research Methodology:**

The research was implemented using a qualitative, and more specifically inductive research method, which was chosen in order to be able to conduct a multiple case study that draws from in-depth interviewees and develops new theories by generalizing the findings so that they can be applied to a bigger setting of companies.

The data was gathered by interviewing seven (7) human resources professionals who have been involved in launching or managing of the trainee program in their company.

**Research Findings and Recommendation:**

- The international graduate trainee programs of Finnish and Swedish multinationals are rather similar, even when provided at very diverse companies.
- Most of the studied programs were launched in order to attract recent, inexperienced, yet, talented graduates while others aim at hiring experienced, top talent.

### **1.8.15 Al-Awamleh2009 “Developing Future Leaders: The contribution of Talent Management”.**

**Study purpose:** To identify how the most desirable leaders work with talent management, and implications following its practices.

#### **Research Methodology:**

Drawing on a series of in-depth case studies into the talent management processes of 7 complex, multinational organizations

#### **Research results and recommendations :**

The amount of work experience an individual had correlated with levels of ethical behavior, such that the more experienced an individual is, the more ethical their behavior is likely to be.

The seniority within the company hierarchy seems to lower the levels of ethical decision making, such that the more senior within the organization a person becomes, the less ethical their decisions become. Taking these two findings in parallel suggests that some talent management ideas might actually lead to the development of less ethical leaders in the future.

### **1.8.16 Oehley, 2007. “The Development And Evaluation Of A Partial Talent Management Competency Model ”.**

#### **Study Purposes:**

The study set about to :

- Identify the talent management competencies required by line managers in order to successfully implement the organization’s talent management strategy.
- Formulate these competencies within a model.

#### **Research Methodology:**

The research was implemented a questionnaire consists of 8 dimensions and 43 items. The sample consisted of 123 leadership development candidates within this organization. A total of 357 questionnaires were obtained. A comprehensive talent management competency model was developed that defines and describes the line manager behaviors

required in order to successfully carry out the talent management strategies within an organization.

### **1.9 Comments on the previous studies:**

The review of previous studies that are directly related to the subject facilitate the preparation of the study's theoretical framework, also the findings and frameworks of the previous studies enrich the researcher study .unfortunately , the Arabic studies that deal with talent management are rare, so these research focused mainly on explore the availability of talent management components and the managers perspectives about talent management and their awareness about it .

This study is the first one according the knowledge of the researcher which is done on talent management and its components in the Gaza Strip in particularly in radio station.

Since talent management is relatively new topic, the previous studies seek to explore its nature and to assess the organization knowledge, attitude and awareness about it .

From the researcher point of view, the most shared areas of research from the previous studies are:

This study shares all over previous studies in presenting the definition of talent management and its components , while some of those studies focused on the perception of talent management as it represent a new field of research by (Hejase, et al, 2012; Tarakji, 2010; AL Garaawi, 2010(which are of them searched about Arabic population , while (Verhoeven,2011; Kollrud, 2010; Roman, 2011) are foreign. The studies also paid more attention to have talent management as a mindset perspectives .Many studies aimed at describing particular processes of talent management namely recruitment , development and retention .

Others researchers namely (AHMADI ,et al 2012; , Mikušová, 2011 ) found that the availability of talent management and its components , presently do not meet the requirements and the researchers attributed the results due to small awareness of the concept and its strategies.

The researcher shared (Yaqub&Aslam Khan , 2011; Roman, 2011; Tarakji, 2010; Langenegger et al 2010; Al-Awamleh2009) in trying to seek and suggest a proper strategies and practices that develop and rise talent management and its components

Talent management components have many strategies to implement , ie. Recruitment strategies such as being an employer of choice , by having a reasonable degree of job security , interesting work and other strategies . Talent development strategies like job rotation, on-the-job training and coaching are considered at studies that focused on talent management components. Further more talent retention strategies as compensation ,work-life balance .

From the researcher point of view, the most different areas of research from the previous studies that this study focused on exploring the availability of talent management and its components , while the previous studies focused on measuring talent management effect on specific terms as strategy, organizational commitment, Job dissatisfaction, and etc (Uusi-Autti, 2011; Roman, 2011; Piti, 2010).

- The researcher noticed the diversity of methodology used in the previous studies between descriptive approach, analytical approach and a case study, also the varied method of population determination as most of the studies defined the population,while others depends on theory-based literature , case studies frameworks and empirical studies.

In line with the previous studies, this research is exploring the availability of talent management and its components from the employees perspectives at Al aqsa voice radio station. It also aims at shedding the lights on the talent management concept and its components .

The main distinction of this research from other researches is that it is conducted in a radio station . The radio stations are known to have a special work place and staff .This research will provide conclusions and recommendations based on the findings and results for Al aqsa voice radio station managers and radio stations in general.

- This study is the first study in the local environment, to the knowledge of the researcher, dealing with talent management and the availability for each components of talent management .



- It highlights the new concepts of talent management, to increase the interest in it, and to create the right climate to increase the effectiveness of performance, and to issue the necessary recommendations to fill the gaps that hinder the effective implementation of the talent management.
- Based on the previous studies, there is a need for more effective studies regarding talent management at public service organization.

### **1.10 Conclusion:**

This Chapter tackles the items of research problem and the research question; in addition to, the research hypothesis, objectives, importance, variables, structure, and limitations. It also handles the previous studies and the literature of talent management in previous studies.

# **Chapter 2**

## **Literature Review**

## **2. 1 Introduction**

This chapter will provide a review of talent and talent management definitions, The Importance of talent management, talent management perspectives ,The elements of talent management, Effective talent management conditions, Implementation of talent management, talent management components, talent attraction strategies, talent development, and retention of employees. Throughout this chapter an extensive review of the literature and arguments will be presented to provide the reader with a comprehensive view of the topic.

The growing effects of the information economy, globalization and changing demographics are coinciding to create a new era in business, the era of talent (Gubman, 1998). Whether it is called people, labor, intellectual capital, human resources, talent or some other term, the resource that lies within employees and how they are organized is increasingly recognized as critical to strategic success and competitive advantage (Boudreau & Ramstad, 2007).

Talent Management is a new terminology rose in the space of Human Resources Management. talent management is not only about leadership development or succession plan. It is an integrated approach of recruiting, developing and retaining talents within the firm for its future benefit. It expands beyond the elements listed above to include modifying management, strategy and organizational culture. (Tarakji,2010) .

## **2.2 What is talent**

The Chartered Institute of Personnel and Development (CIPD) (2006c) raises the challenge that human recourses professionals and their clients need to understand how they define talent and who they regard as talented in their organizations. Therefore, for this study, definitions of talent and talent management are of considerable importance.

There are several definitions of the term talent according to the field of work and in dictionaries ; the following are taken from two English dictionaries: (Kabwe, 2011)

(i) endowment: natural abilities or qualities (Longman Dictionary of Contemporary English, 2006)

(ii) a special aptitude or faculty; high mental ability, a person or persons of talent (Concise Oxford Dictionary, 1990).

### **2.2.1 Talent , creativity and innovation :**

In his book “Outliers” Malcolm Gladwell (2008) offers an account on the importance of context and environment which set the opportunities for the expression of talents. He shows why some people achieve more than others and “the secret of their success”. Talent is as much as consequence of the date of birth, hard work, emotional intelligence, historical circumstances, demographics or social contexts as analytical intelligence .

For Gladwell creative people are more the result of the world in which they grew up, the circumstances which provide the opportunity to shine (birth date, location, family values, etc.) and hard work (10,000 hours of practice in a chosen field) – rather than raw talent alone – in the emergence of extraordinary accomplishment.

Research on innovation in workplaces stresses that the majority of workers, given supportive conditions, can think out of the box, generating inventions that streamline, improve, and even innovate.

### **2.2.2 Talent in business world**

The commonest way to define talent is by making reference to an individual's performance , authors note that most managers have a tendency to define talent in terms of outcomes. (Kabwe, 2011) .

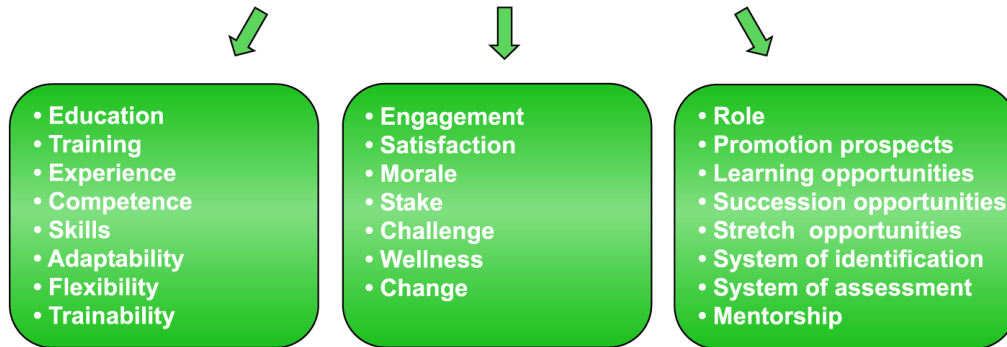
Talents in the organization refer to core employees and leaders that drive the business forward. They are the top achievers and the ones inspiring others to superior performance. Talents are the core competencies of the organization and represent a small percentage of the employees (Berger & Berger, 2004).

| Talent refers to unique characteristics, qualities, traits or abilities of people who utilize this to reach the objectives of organizations. Below is a graphic illustration of an equation for talent as suggested by Glen (2007) .

**Figure (2.1)**

**An equation for talent**

$$\text{Talent} = \text{Ability} + \text{Motivation} + \text{Opportunity}$$



(Source: Glen 2007:4)

## **2.3 Talent management**

### **2.3.1 Introduction:**

Since a group of McKinsey consultants coined the phrase the War for Talent in 1997, the topic of talent management has received a remarkable degree of practitioner and academic interest. (Collings & Mellahi, 2009).

Talent Management has recently received most attention, it is not just a new fancy word for finding and developing employees. talent management is an ongoing, proactive activity it is about attracting, identifying, recruiting, developing, motivating, promoting and retaining people that has a strong potential to succeed within an organization (Al-Awamleh, 2009).

Companies in a wide variety of businesses are finding that people can be their number one source of competitive advantage. But it's not enough for leaders to say that people are important, or to put issues high on their mental to-do list. What is needed are organizations that are designed and managed in ways that optimize talent attraction, retention.(Hejase et al,2012) .

### **2.3.2 Definitions of talent management:**

One of the key challenges that scholars have experienced over the past decade has been the unanswered questions regarding the definition and goals of talent management, there is “a disturbing lack of clarity regarding the definition, scope and overall goals of talent management”.( Lewis& Heckman, 2006).

Many researchers defines Talent Management around different concepts and dimensions. This research will, however, distinguish and be built upon the three parts of the process; recruiting , developing and retaining talent .

Kumari & Bahuguna (2012) argues that talent management point out three set of approaches regarding the scope and objectives of talent management. The first approach is general in nature, It seems that there is hardly any difference between human resource management and talent management. Like human resource management, talent management is concerned about everybody in the organization. The advocates of this approach are of the view that every person is important for an organization. Armstrong (2006) believes that talent management seeks to achieve the extraordinary results with the ordinary people.

The second approach examines talent management as the exclusive concept which is just concerned about a particular set of people. It focuses only on talent or high potentials rather than the entire work force. According to the proponents of the exclusive approach, talent management is a set or a bundle of practices designed to meet the demands for talent in the organizations,

Besides these two extreme views ( inclusive and exclusive) on talent there is one very specific approach to talent that believes that the people who occupy the key positions or key roles should be considered as talented employees. This approach is position oriented. It calls for identification of the key roles first then identifying those players who can fulfill the requirements of those jobs (Huselid et al, 2005)  
Several definition of talent management are listed in (table 2.1) from different sources and the researcher try to arrange them according to their dates .

**Table (2.1) Definitions Of Talent Management .**

	<b>Definition</b>	<b>Source</b>
1	a systematic approach of human resource management that formalizes the mechanism of sourcing, screening, selection, on boarding, deploying, and retention; through motivation, career progression and succession planning .	Abbasi et al (2013)
2	The process of developing and integrating new workers, developed and retaining current workers and attracting highly skilled workers to work for a company.	Jain (2012)
3	A conscious, deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs	Ibrahim (2011)
4	<i>Additional management processes and opportunities</i> that are made available to people in organizations who are considered to be talent.	Blass (2009)
5	<i>A matter of anticipating the need for human capital</i> and then setting out to plan to meet it.	Cappelli (2008a, 2008b)
6	It is about <i>attracting, identifying, recruiting, developing, motivating, promoting and retaining employees</i> with strong potential to succeed within the organization.	Baron and Armstrong (2006); Berger and Berger (2004); Laff (2006)
7	<i>Recruitment, development, measurement and management</i> of high-potential employees.	Stahl <i>et al.</i> (2007)
8	The <i>identification, development, engagement, retention and deployment of those individuals with high potential</i> who are of particular value to an organizational context	CIPD (2006c)
9	Involves integrated <i>human resources practices charged with attracting and retaining the right people</i> in the right jobs at the right time	Heinen and O'Neill (2004)
10	<b>talent management</b> represents an integrated process of ensuring the organisation has a continuous supply of highly productive individuals in the right job, at the right time.	Sullivan (2004)
11	The process of attracting, recruiting and retain talented employees”	Creelman (2004)

In summation talent management is about sourcing, recognizing, recruiting, developing, promoting and retaining people that are high potentials and can grow within the organization (tarkji,2010).

In this research we will distinguish and concentrate in the main three parts of Talent Management process; recruitment, development, and retention of talent .

### **2.3.3 The problems of talent & talent managements definitions:-**

After having defined talent and talent management, we will look at the problems that arise concerning the definition of talent management. One of the problems is that it might be difficult to formulate one universal definition, appropriate for all organizations.

How talent is defined, is dependent on several factors including the type of industry an organization is operating in and the dynamics of the organization i.e. its likelihood to change over time. For organizations, it seems more valuable to develop their own definition of talent rather than applying a universal one (Kabwe,2011).

In the researcher opinion, this is because it gives organizations the chance to focus on specific groups that are important for the success of that organization.

The term ‘high potential’ is sometimes used, but this should not be seen as a synonym for ‘talent’. A high potential is a “rating based on assessment of the employee’s capability to perform at some higher level of responsibility in the organization .This assessment focuses on the future, but looks at performance in the past and current performance (Heinen & O’Neill, 2004).

In the researcher opinion, it is important to distinguish between the two terms, since they are not the same. talent goes deeper than being assessed as capable of moving to a higher level in the organization.



## **2.4 Importance of talent management:**

The growing worldwide demand for talent, along with the shrinking availability of exceptional talent, has made talent acquisition, development and retention a major strategic challenge in many companies. The business world is changing in many ways and there are a number of factors that have contributed to the critical significance of talent:

- An increasing worldwide demand for talented leaders and executives with the growth of emerging markets in Asia and Latin America
- A shrinking pool of experienced and talented leaders in the Americas, Europe, and Japan.
- The complexity and faster pace of global business and the need to have talent available to adapt quickly to changing business conditions.
- The realization that within an industry there are specific organizational capabilities necessary to achieve competitive advantage and a need to recruit and retain the leading talent with specialized competence to build that capability.
- The difficulty of retaining critical talent due to a shift to self-managed professional careers where talented individuals aggressively pursue their careers and actively seek advancement by moving across different companies and geographic boundaries.

Nowadays, talent management requires a high degree of attention from three internal stakeholders: top management, the human resources functions and line managers. The notion of talent management transformed the agenda of CEOs from different types of corporations, since they spend approximately 30-50 percent of their time in talent management, according to The Economist Intelligence Unit report. (Stan,2012).

Parry (2008) argues that failure to make investment in employees mean that the organization will lose people – the wrong people - and lose along with them much of the richness and diversity of its future talent.

**Table (2.2) : Benefit Of Talent Management**

<b>From an Employer’s Perspective Talent management can bring significant business benefits:</b>	<b>From an Employee’s Perspective When organization invest in talented people they are more likely to:</b>
Ensure work force diversity	Engage with their work and be more effective
Build a high performance workplace	Leads to job satisfaction
Encourage a culture of learning and development	Increases employee referral
Ensures values for money	Have a good opinion of their managers
Employee engagement.	Leads to high morale
Retain talented people .	Accomplishment of personal and professional growth
Enhance company image and position in the employment market	

**(Source: Saxena 2013 p: 53)**

## **2.5 Talent management perspectives through human resources practices**

As a concept in itself, talent management is actually quite difficult to define. It can be viewed from a number of perspectives, all of which give a different interpretation to the same activities within different organizations as the following organization (Al-Awamleh, 2009).

- The process perspective in which talented individuals are expected to find the best opportunities for themselves within the organization. they can succeed depend on their performance .
- The cultural perspective, where talent is believed to be critical for success , and the talent is the king ,talented people can succeed or fail according to their own merit.
- The competitive perspective where talent management is concerned with identifying talented people, finding out what they want, and giving it to them – if not, your competitors will (organization have to be an employer of choice .
- In the developmental perspective, talent management is about accelerated development paths for the highest potential employees and maximizing opportunities for high potentials. Increments based on development as well as performance.

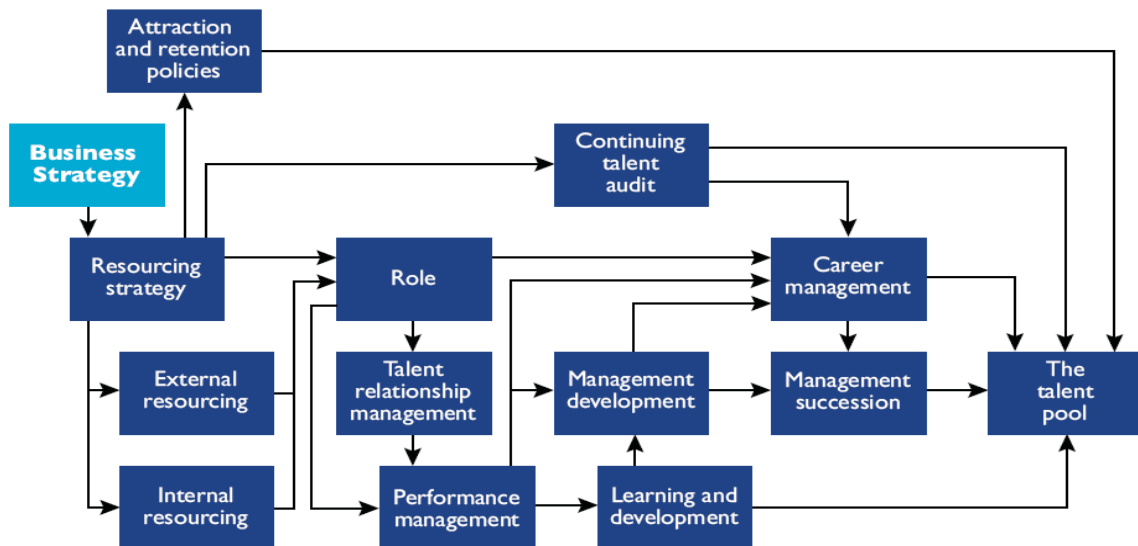
- Finally human resources planning perspective mean that talent management is about having the right people matched to the right jobs at the right time, and doing the right things .

## 2.6 The elements of talent management

For talent-management initiatives to be effective, organizations need formal processes, with many stakeholders involved and strong links between leadership and talent to translate into specific organizational value-based behavior talent management takes the form of a ‘bundle’ of interrelated processes, as shown in Figure (2.2)

**Figure (2.2)**

**The elements of talent management**



**(Source: Armstrong ,2006)**

The key elements of a complete talent-management system will include an employer brand, a recruitment and selection process, a training and development process, a performance management system that is tied effectively to a reward system and an information system that includes data on satisfaction, motivation, talent development, talent utilization and performance.

### **2.6.1 The resourcing strategy**

The business plan provides the basis for human resource planning, which defines human capital requirements and leads to attraction and retention policies and programmes for internal resourcing.

### **2.6.2 Attraction and retention policies and programmes**

These policies and programmes describe the approach to ensuring that the organization both gets and keeps the talent it needs. The outcome of these policies is a talent flow that creates and maintains the talent pool (Armstrong ,2006).

### **2.6.3 Talent audit**

Talent audits can be used to indicate the possible danger of talented people leaving and what action may need to be taken to retain them.

Every journey starts with a single step. Obtaining meaningful understanding of your organization's strengths, weaknesses and potential requires an honest assessment of your workforce. An effective way to start a journey towards relevant workforce data and better business decisions is to start with a talent audit (Hall Group, 2012).

According to Association of European Businesses Conference (2013).Talent audit allows an organisation to get a current understanding of its talent at a single point in time, it is often driven by a specific and current issue or organizational objective/strategy.

### **2.6.4 Role design**

talent management is concerned with the roles people carry out. This involves role design –ensuring that roles provide the responsibility, challenge and autonomy required to create role engagement and motivation (Armstrong ,2006).

Role design and development policies should aim to place talented people in roles that will give them scope to use and develop their skills, and provide them with autonomy and challenging work. Talent management policies should also focus on role flexibility — giving people the chance to develop their roles by making better and extended use of their talents (Kravtsova,2012).

### **2.6.5 Talent relationship management**

There is no clear cut definition of talent relationship management. Even though many of the parameters used within the concept have been around for a long time, they have been part of more general human resource management rather than having their own special focus. Furthermore, as still more top managers start caring about it and believing in the concept, it needs to be defined from this perspective rather than a pure human resources management perspective.

According to Armstrong (2006) talent relationship management is the process of building effective relationships with people in their roles. It is concerned generally with creating a great place to work, but in particular it is about treating individual employees fairly, recognizing their value, giving them a voice and providing opportunities for growth (Mortensen,2010).

### **2.6.6 Performance management**

Performance management (the ability of the organization to measure its results to improve its business),everyone in the organization must be aligned before adopting the most common organizational capability cited by top performers, which is holding line of business leaders accountable for recruiting, development, performance management, and / or other aspects of talent management within their teams. (Aberdeen Group ,2005) .

Performance management processes provide a means of building relationships with people, identifying talent and potential, planning learning and development activities, and making the most of the talent possessed by the organization. performance management is a means of increasing the engagement and motivation of people by providing positive feedback and recognition. This is part of a total reward system (Armstrong,2006)

### **2.6.7 Learning and development**

Organizations today are looking to create a culture around learning and development As a result, both formal and informal learning are deeply ingrained in any successful (Aberdeen Group ,2013). are essential components in the process of talent management – ensuring that people acquire and enhance the skills and competencies they need (Armstrong ,2006).

### **2.6.8 Management succession planning**

Succession planning is the first apparent fruit of talent management. The succession planning is to check the existing human resources strengths, and linking these to anticipate for future needs. It focuses on developmental processes of the individual workers to prepare an heir for the key positions. Its main goal, at the end, is create strong leadership teams and diminish uncertainty in terms turnover (Abbasi,2013).

### **2.6.9 Career management**

Career management, is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs and to satisfy their own aspirations

## **2.7 Effective talent management conditions**

Talent must be viewed by senior management as a strategic asset, and its importance for the company must be regularly communicated to everyone in the organization.

- Sufficient resources (funds) should be made available to support all the talent management efforts.
- An effective talent-management plan and programme must be aligned with the company's vision, culture and overall strategy.
- People and positions must be tracked through a technology-based talent management system.
- It is not the talented individual that is important, but the processes that create, manage and organizes talent. These include having the right structures, systems, processes and practices fitting together in a consistent whole. For example, organizations may have talented personnel but may not manage to support them correctly.

The key elements of a complete talent-management system will include an employer brand, a recruitment and selection process, a training and development process, a performance management system that is tied effectively to a reward system and an information system that includes data on satisfaction, motivation, talent development, talent utilization and performance. There should also be a process to assess an organization's competencies and capabilities (Roman , 2011).

## **2.8 Implementation and constrains of talent management:**

### **2.8.1 Implementation of talent management:**

Literature provides multiple reasons why an organization should implement talent management.

talent management should be able to help the organization to seize opportunities and the employees to perform at their best.

Most companies agreed that the implementation of talent management positively influenced competitive advantage, Heinen and O'Neill (2004) argued that talent management is the most effective approach in constructing a durable competitive advantage.

Talent management is most effective when thoughts and actions become so embedded in an organization, they become part of the organizational culture. While it is often seen as something to *do*, it should become something to *be*, namely a way of working through which an organization tries to accomplish short and long-term success (Al-Awamleh, 2009).

The first step the organization has to take is to identify key roles. In connection with that the organization has to assess whether there are available employees with key competencies who will be needed in the future in dependency with business strategy. Organization may identify its talents among its present employees, from the internal resources or obtain them from the external resources.

The identification of talents is made on the basis of assessment of their current performance and a forecast of their potential. Performance appraisal is the measurement of actually achieved results within those areas for which the specified individual is responsible .

For a certain type of employee it is always necessary to choose such kinds and combinations that would lead both to performance appraisal and a forecast of potential.

After performance appraisal and a potential forecast, the very group of talented employees is specified a talent-pool is formed. Individuals meeting in advance determined criteria can be jointly indicated as talents or this group of talented individuals

can be furthermore divided into three groups - top talents, talents and potential talents (Fig. 2.3).

**Figure 2.3: Talent Management -9 Box Matrix Potential**

Future Potential	High	7 Enigma Role Mismatch/ New to Role	8 Growth Employee	9 Next Generation Leader
	Medium	4 Dilemma Role Dilemma/ New to Role	5 Core Employee	6 High Impact Performer
	Low	1 Under performer	2 Effective	3 Trusted Professional
		Does not meet/ Partially Meets Expectations	Meets Expectations	Exceeds Expectations
Current Performance				

(Source : Horváthová,2011)

The identification of high-potentials is increasingly becoming a problem for most organizations and was the force behind studies such as the „War for talent“ by the McKinsey consultants (Michaels et al., 2001).

### 2.8.2 Constraints of implementation of talent management

Human Capital Institute & Hewitt Associates (2008) asserted that companies still lack the ability to integrate talent management programs and assess the return on their talent investments. The most important reasons are the following:

- Human Capital is not Adequately Associated with Business Strategy .
- Lack of Accountability and Capability for Talent Development .
- Inconsistent Execution and Integration of Talent Programs .



- Limited Use of Meaningful Talent Analytics .

## **2.9 Talent Management Components :**

There is some emerging agreement on which human resources activities should be included under the umbrella of talent management, and includes activities that benefit or focus on individuals such as recruiting, staffing, development, performance management and retention.

## **2.10 Talent Attraction Strategies :**

Talent attraction is considered as one of the elements of talent management and includes systems that are implemented by organizations to ensure that they attract and recruit talented employees of a high quality.

Talent attraction strategies includes employer branding, employee value proposition and employer of choice (Armstrong, 2006) .

### **2.10.1 Recruitment and selection**

Any organization can employ various techniques to ensure that it selects the right candidates to match the culture and values of this organization .

According to Armstrong (2006) an organization must identify what sort of people it needs in terms of qualifications and experience in order to ensure a cultural fit.

When we are talking about recruitment within the concept of talent management we have to primarily deal with high-potential employees. High-potential employees enjoy the following traits:

1- Result guidance 2- Individual skill 3- Mental ability 4- Lifelong learning 5- Mental cohesion 6- Flexibility 7- Energy (AHMADI et al ,2012)

### **2.10.2 Employee value proposition:**

An employee value proposition is a marketing-orientated strategy detailing the qualities of the organization which allow it to be considered an employer of choice.

An organization's employee value proposition consists of what an organization has to offer that prospective or existing employees would value and which would help to persuade them to join or remain with the business.

It will include remuneration and non-financial factors which may be vital in attracting and retaining people, the degree to which it acts responsibly, respect –, work–life balance and opportunities for personal and professional growth. (Armstrong ,2006).Candidates also rate higher value on challenging jobs, flexibility, training opportunities, work environment, and the reputation of an organization and its management (roman, 2011) .

### 2.10.3 Employer branding

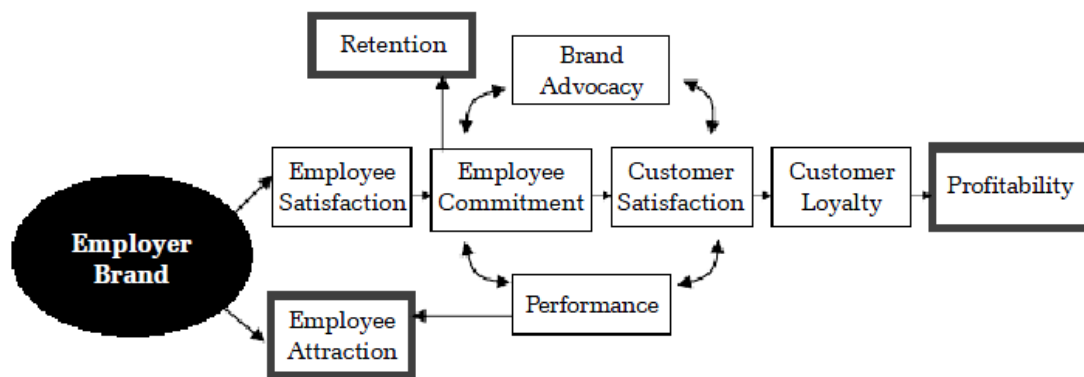
Armstrong (2006) suggests that “employer branding is the creation of a brand image of the organization for prospective employees”.

Employer branding entails a marketing strategy of an organization to attract talented employees and is influenced by its reputation as a good employer, a great place to work and the way people are treated

Gaddam(2008) argues that Employer Branding is a “concept where the demand is for skills and competence” and continues “by creating brand images, employers are struggling to differentiate themselves in both internal and external environment”. The main message here is also that Employer Branding is about branding a company to current and potential employees.

The employer brand has an indirect influence on the profitability through increased performance and commitment as well as increased customer satisfaction. (Gaddam, 2008).

**Figure 2.4 .How employer branding create value for organizations**



(Source : Adapted from Gaddam, 2008)

#### 2.10.4 Employer of choice

There are different views found in literature regarding a definition for the notion of an employer of choice. An employer of choice is defined as a company or organization that, because of its status and reputation, is always the first choice (or at least on the short list) of high quality candidates (Ahlrichs, 2000).

According to Ahlrichs, (2000). an employer of choice is characterized by “comparative high compensation based on performance, sensitivity to work, health and family needs, good growth opportunities, job security, high level of delight in work and company, openness, good communication, fairness, reduced status distinctions and barriers, friendship and as well as talented staff members”.

To become and remain an employer of choice presents a major challenge for organizations as it involves acquiring the best talent for the organization, motivating employees to improve performance, keeping them satisfied and loyal, developing them so they can grow and contribute skills.

Table (2.2) demonstrates the shift that must take place in an organization to become an employer of choice (roman ,2011) .

**Table (2.3) : The shift from normal employer to employer of choice.**

Now	Then
“Hire people who can learn”	“No time to train”
“Career development is the responsibility of the organization and the employee”.	“Career development is the employee’s responsibility”
“If you don’t like it here, why”.	“If you don’t like it here, leave”
“Thank you, your contribution matters”.	“You should be grateful just to have a job”
“Only you will do”.	“Anyone off the street could do your job”.
“It’s all personal”.	“It’s not personal, it’s just business”.

**(Source: Ahlrichs, 2000p.228)**

It is important to recognize that there is a difference in perceptions between managers and employees of what are the most important things in working environment.

## **2.11 Talent Development:**

Talent Development is the process of changing an organization, its employees, its stakeholders, and groups of people within it, using planned and unplanned learning, in order to achieve and maintain a competitive advantage for the organization (Rothwell et al., 2005).

Talent development includes career management, performance management, succession planning as well as training and development processes within the organization (Armstrong, 2006).

### **2.11.1 Talent Development Strategies**

#### **2.11.1.1 Performance management systems:**

performance management is: ‘A process for establishing a shared understanding about what is to be achieved and how it is to be achieved, and an approach to managing people that increases the probability of achieving success. (Armstrong, 2006).

Performance management processes provide a means of building relationships with people identifying talent and potential, planning learning and development activities, and making the most of the talent possessed by the organization (Armstrong, 2006).

It is recommended that talented employees should be managed according to their performance levels. Highly competent performers are sought, hired and differentially rewarded in order to retain their abilities. One such approach classifies employees by performance level as “A”, “B”, and “C Players”) to indicate top, competent and bottom performers, respectively) and encourages the development of A players, the retention of B players and the development or termination of C players. (Oehley, 2007).

Michaels, et al. (2001) propose the differentiation of employees into A, B and C players: “A players define the standard for exceptional performance; B players are solid performers who meet expectations, but who may have limited upward mobility; and C players deliver just acceptable results”.

In order to maximize employee retention, it is necessary to prioritize the development of A players and compensate them on a higher level; develop the B players, so that they can contribute their best; and act decisively on the C players, as this will help them to improve their performance, except where it is necessary to remove them from critical positions (Oehley, 2007).

### **2.11.1.2 Succession Planning:**

succession planning is an evolving, strategic process that focuses on ensuring that there are suitable candidates available to fill key positions within an organization as they become available|| ( Michael, 2009).

Succession plan gives a clear vision about the talents needed in the future and how talents should be developed within the organization, in order to satisfy the talent demands in talents in long perspective .

### **2.11.1.3 Career planning**

Career development is an approach of an organization ensuring that people with the qualifications and experience are available when needed (Cai & Klyushina, 2009).

. Using career development approach employers can coach the employee in his individual career planning, and by realizing the plans of employees can plan the allocation of human resources.

Career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs and to satisfy their own aspirations. It is about integrating the needs of the organization with the needs of the individual.

Herman (2005) states that advancement is not only achieved by getting more promotions because nowadays, the corporate world does not necessarily go by these traditional concepts. However, Herman's research could be a big turnover by many employees who believe in promotions as the only way of achieving advancement. In this case, providing more guidance and support for younger employees enhances the communication within the organization. (Tarakji,2010).

One of the systems called to align is the integrated model of succession planning and career development . The research of highly successful companies shows that company can overcome problems in shortage of talents and other challenges —by marrying the leadership development and succession planning processes|| ( Cai & Klyushina, 2009).

#### **2.11.1.4 Training and development:**

this part of talent management plays a significant role in the retention of talented employees eventually and is highly rated by talented employees (Oehley, 2007).

The learning and development programmes are essential components in the process of developing talent. Talented individuals are allowed to develop in their current positions and can proceed to new positions through training and development (Armstrong, 2006).

#### **2.11.2 Other Talent development strategies:**

The following —typical development strategies can be used for narrowing gaps between the current competencies of employee and desirable in future: (Cai & Klyushina, 2009)

- Mentoring .
- Coaching .
- Job rotation .

##### **2.11.2.1 Mentoring**

Mentoring refers to intensive developmental relationship between the mentor - the one who implements mentoring, and the protégé -the one who receives direct benefits from mentoring processes.(Cai & Klyushina, 2009) .

Mentoring can be formal and informal. The formal mentoring is organized by the company, which want to develop certain capabilities and skills. The informal mentoring can evolve spontaneously and is not regulated by the organization

A firm can only harvest the benefits of the mentoring process only if it became a rooted part of the talent management organizations tactic, mentoring is valuable for developing talents (Michaels et al. 2001) .

##### **2.11.2.2 coaching**

The coaching aims to empower people to create and help them to discover their potential abilities and talents, instead of focusing on what they can't do.

Coachers believe that in this way the overall mental health and quality of personal and professional life are improved dramatically. Staff should be aware of their strengths and the areas where they can excel in order to develop in the best manner. (Michaels et al., 2001).

### 2.11.2. 3 Job rotation

Job rotation is associated with providing an opportunity for employees to change their jobs in order to develop additional competencies and develop themselves. The job rotation can support better relations between managers and employees, also is less costly, than recruitment the person from outside.

Thus company can retain and motivate personnel their by organizing processes for job rotation and making accessible new careers opportunities for existing employees (Cai & Klyushina, 2009)

### 2.12 perceptions of why employees leave companies

There is a difference between perceptions of why employees leave companies. According to employees the main reasons are base pay, stress and career development opportunities, whereas employers think that base pay, career development and promotion opportunities are most important.

According to employees the main reasons are base pay, stress and career development opportunities, whereas employers think that base pay, career development and promotion opportunities are most important.

**Table 2.4 perceptions of why employees leave companies**

Company view		Employee view	
All employees	Critical skill employees	All employees	Top performers
Base pay	Career development opportunities	Base pay	Base pay
Career development opportunities	Promotion opportunity	Stress levels	Stress levels
Promotion opportunity	Base pay	Career development opportunity	Promotion opportunity
Work/life balance	Relationship with supervisor/manager	Promotion opportunity	Incentive pay opportunity
Relationship with supervisor/manager	Work/life balance	Incentive pay opportunity	Career development opportunity

(Source: Roman , 2011 )

This is very important information to know for talent management, since then managers are aware of areas to focus on for attraction and retention of employees.

## **2.13 Retention of employees**

Organizations are not always successful at retaining talented workers but can use tried and tested strategies to retain their best employees (Armstrong, 2006).

The retention is the final struggle of the talent war, aiming to take measures to encourage employees to remain in the organization for the maximum period of time. (Echols, 2007) talent retention by its nature tends to include succession planning. In the international organizations managers want to know who their top people are (talent identification) and how to develop them, getting them into the identified key positions and building succession cover for these positions. (Brewster *et al.*, 2007).

### **2.13.1 Retention strategies**

The most significant retention strategies discussed by researchers in the literature are as follows: Competitive pay, challenging work, work-life balance, (roman, 2011).

#### **2.13.1.1 Competitive pay**

Competitive pay packages are considered as one of the most popular and highly effective retention strategies that any organization can use. Organizations should deal with uncompetitive, inequitable and unfair pay systems and ensure that salary criteria are fair and consistent (Armstrong, 2006).

Organizations should therefore ensure that the salaries of top performers are considerably higher than average performers. A fair compensation alone does not, however, guarantee employee loyalty (roman, 2011).

CIPD (2010) reminds "people who feel they are treated unfairly or perceive distribution of rewards being unlogical will probably leave". The theoretical background is founded on the concept of distributive justice explaining under which conditions people become unsatisfied

Employees who are dissatisfied with their jobs would not stay much longer even if they received a pay increase. Pay can be important but it does not alone increase retention of staff, and companies should focus on benefits that could be adapted by employees and which are harder to imitate by competitors such as: training and support, promotion possibilities, flexible working hours and pleasant working environment (Samotyj, 2008).



### **2.13.1.2 Challenging work:**

The provision of exciting and challenging work is a leading factor for engaging and retaining talent. Challenging assignments are perceived to be attractive to talented employees if they require the achievement of results through influencing others, have increased responsibility, involve problem solving or taking on assignments that will stretch their abilities (roman ,2011) .

### **2.13.1.3 Work-Life Balance**

Work-life balance is defined as “a satisfactory level of involvement or ‘fit’ between the multiple roles in a person’s life,” and it linked with the concept of equilibrium, that “maintaining an overall sense of harmony in life” (Sukanya, 2010).

It is important to remember that commitment is an emotional bond that is based largely on intangibles, such as feelings of being valued and appreciated. For this reason, the inclusion of non-financial rewards, such as giving employees more control over their work and their schedule can add quality to their work life .Reducing stress by means of having a good balance between work and home.( Oehley, 2007) .

Work-life balance policies can assist employees achieve a balance between their work and personal commitments. Our work and personal lives change across the life span with associated responsibilities, and thus the need for work-life balance policies, change all the time (Sukanya, 2010).

Control over the factors that can improve work-life-balance is considered to be within the domain of line managers. Work-life balance policies are an important way for employers to identify their commitment to quality of life and social responsibility (Samotyj,2008).

## **2.14 Al aqsa voice: back ground :**

Al-Aqsa Voice radio station is a public and realistic radio station .Which care particularly about Issues of the Palestinian people and the issues of the Islamic nation Al-Aqsa voice is not limited to a particular color it is a religious, political, Social, educational, cultural station. It had been established in June 2003.

Al aqsa voice radio station Covers all the Gaza Strip and some parts of the occupied West Bank, including Hebron, Bethlehem and parties from Ramallah, Jenin and other areas, on frequency: 106.7 FM. It also covers parts of the Egyptian territories such parties Arish and Rafah in Egypt, and Sheikh Zuwaid city

The station has a satellite frequency: 12053 on Arab sat with horizontal coding 27500, and its and with a web site [WWW.ALAQSAVOICE.PS](http://WWW.ALAQSAVOICE.PS) Al aqsa voice radio station is able to broadcast all over the world .

### **2.14.1Al aqsa voice radio station objectives:**

- Fulfill the Audience listening needs of the Palestinian people specially in Gaza strip
- Expand broadcast coverage and market share outside of Gaza strip
- The Call to Allah
- .Media and News and get right the message to the public
- Communication, Education and Public Awareness committed to the spirit of Islamic law.
- Support the Palestinian education in all its stages.
- Dissemination of political terminology and Islamic.
- Outstanding radio advertising complying with Islamic law.
- Strengthen the national affiliation of the Palestinian people.

### 2.14.2 Al aqsa voice radio station staff

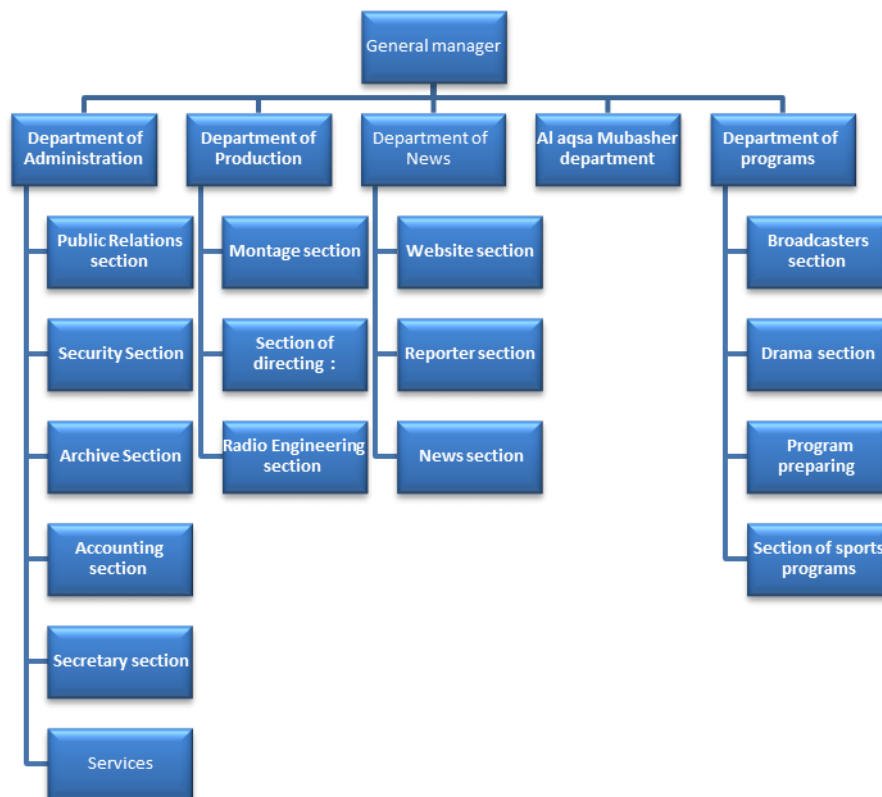
People who work at radio generally fall into one of four categories:

- Management/administrative .
- Sales/Sales support/Underwriting .
- Engineering/Technical/Computer .
- Production/Programming/News .

Each station is unique in its staff structure, and no two stations are organized in the same fashion. The size of a station and of the market it serves often dictate the number and types of jobs available.

As Al aqsa voice radio station broadcast around the clock to serve its audiences , it have a variety staff distributed in 5 departments and 15 sections , with a total number of 94 employees.

**Figure (2.5) Al aqsa voice radio station hierarchy**



(Source: al aqsa voice report , 2004)

#### **2.14.2.1 Department of programs include:**

- **Broadcasters section** : In terms of delivering the news and various programs as well as to monitor broadcast the programs offered hand on the air.
- **Program preparing section**: Where the preparation of various programs and proofreading to facilitate the work of broadcasters through specialized staff.
- **Drama section** : this section produce all dramas of Series, and make breaks sketches dramatic, in addition to produce ads representative, There are a special studio equipped with all the necessary tools.
- **Section of sports programs**: This dealing with sports news and editing the Web site sports news .

#### **2.14.2.2 Department of News include:**

- **News section** :News editors follow the local, Arab and international news communicate with reporters who cover all governorates of the Gaza Strip and some parts of the occupied West Bank.
- **Reporter section** : They are distributed to all governorates of the Gaza Strip, as well as two reporters in the occupied West Bank, and most prominent reporters tasks in field radio news coverage, political and business news reports and human interest to the audience.
- **Website section** : where include technicians supervisors website radio, and news editors on the site who feed the site with news and different topics in addition to publishing programs recorded voice that broadcast on the air through the site, also contains the website of the radio special branch broadcast live over the time .

#### **2.14.2.3 Department of Production and include :**

**Radio Engineering section** : broadcast everything published materials on the air and that goes according to plan engineer daily.

**Montage section** : It functions producing reports and recorded programs and advertisements.

- **Section of directing** :

Radio program directors have a wide array of duties that vary based on the size of their station they aim to make sure every second of the broadcast, whether it be news shows or commercials, comes off without a problem.

#### **2.14.2.4 Department of Administration and include :**

**Secretary section:** follow-up administrative matters entrusted him by the Director General and the Executive Board, And preserving and archiving everything related to the work of the radio interior, and foreign affairs .

**Accounting section** : work monthly financial reports, and annual And cash management, manage the employees' salaries after handling all affairs accompanying the salary, such as discounts and bonuses.

**Archive Section:** audio archive material that has been in the air, on a special device, Department of Archive; not e for access to any audio material at any moment, and the archived on CDs, and saved. Authorizing and drivers section.

**Security Section:** functions are concentrated in Follow-up security for radio .

#### **Public Relations section .**

Which reflect the true image of the organization through communications with internal and external public and coordination with the institutions and the public. They channel of communication between visitors and between parts of the organization various news studio and editing and other ads .

**2.14.2.5 Alaqsa Mubasher department** : where radio maximum direct follow-up and cover all local events that reach the radio, in addition to as a substitute for sound maximum if a technical fault on the radio, in addition to overseeing the maintenance and this is interested in all things artistic and radio transmitters.

**Table: 2.5 Al aqsa voice radio station Staff**

Job Title		Number /section	Total number /department
Department of programs Head of department (1)	Broadcasters section Head of section 1	10	22
	•Program preparing section Head of section 1	5	
	Drama section	2	
	Section of sports programs	1	
Department of News Head of department (1)	News section Head of section (1)	10	26
	Reporter section Head of section (1)	6	
	Website section Head of section (1)	6	
Department of Production Head of department (1)	Radio Engineering Head of section (1)	5	23
	Montage section Head of section (1)	6	
	•Section of directing : Head of section (1)	8	
Department of Administration Head of department (1)	Secretary section	1	18
	Accounting section	1	
	Archive Section	1	
	Security Section Head of section (1)	8	
	Services & drivers	6	
Al aqsa Mubasher department Head of department I		6	7
Total number		96	

(Source: Al aqsa voice radio station, 2004.)

### 2.14.3 Conclusion:

This chapter presents theoretical basis reviewing the most important concepts of talent management and its components . It mainly focuses on three components "recruitment, development, and retention". Moreover, the chapter manifests an overview about Al aqsa voice radio station and its departments and sections and its staff.

## **Chapter three**

# **Research Methodology**

### **3.1. Introduction:**

This chapter aims at introducing a detailed presentation of methodology and procedures which were thoroughly adopted to conduct this research on talent management and its availability at Alaqsa voice radio station.

**This chapter therefore consists of :**

- Study methodology and data collection,
- research population,
- validity and reliability of questionnaire,
- analysis of population ,
- statistical methods.

### **3.2. Research Methodology and data collection:**

This research adopts the analytical descriptive method, as it is considered the most used in business and social studies. This section presents the methods used to carry out the research and answer the research questions. In order to collect the needed data for this research, the researcher uses two methods as follows:

#### **3.2.1. Secondary Data:**

The research uses the secondary data resource which may include: previous studies, books, academic magazines, periodicals, websites and electronic versions, articles related to the subject, this data is essential to gain understanding of the research area and what has already been done.

#### **3.2.2. Primary Data:**

In order to analyze the qualitative and quantitative data of the research, questionnaire is used as a tool for collecting primary data. Although questionnaires may be cheap to administer compared to other data collection methods, they are expensive in terms of design time and interpretation.

The questionnaire which is especially designed for this research consists of the following parts:

1. The first part contained general personal data .





questionnaire validity and reliability, the researcher had distributed the questionnaire to the residual (51) employees of the population .

### 3.6 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

#### 3.6.1 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire.

Table (3.1) clarifies the correlation coefficient for each paragraph of the " Talent recruitment " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table (3.1): Correlation coefficient of each paragraph of " Talent recruitment " and the total of this field**

No.	Paragraph	Spearman Coefficient	P-Value(Sig.)
1.	Al-aqsa voice can attract and recruit employee even though the limited supply of skilled and talented workers/ candidates	.709	0.000*
2.	Al-aqsa voice has a system to attract and recruit talented workers/	.867	0.000*
3.	The recruitment process at Al-aqsa voice succeeds in selecting the best talent	.839	0.000*
4.	Managers at Al-aqsa voice have the competencies to attract and recruit talented workers/ candidates	.843	0.000*
5.	Al-aqsa voice identifies its employees in terms of qualifications and experience	.749	0.000*
6.	Al-aqsa voice reputation attracts the talented workers/ candidates	.579	0.000*
7.	The work at Al-aqsa voice is interesting and rewarding	.461	0.000*
8.	There are opportunities for learning and development at Al-aqsa voice	.714	0.000*
9.	The talent prefer to work at Al-aqsa voice where opportunities for career progression are available	.738	0.000*
10.	Reasonable degree of security contributes to make Al-aqsa voice an employer of choice	.744	0.000*

\* Correlation is significant at the 0.05 level

Table (3.2) clarifies the correlation coefficient for each paragraph of the " Talent development " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table (3.2): Correlation coefficient of each paragraph of " Talent development " and the total of this field**

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	Al-aqsa voice develops a talent pool consisting of a skilled, engaged and committed workforce.	.740	0.000*
2.	encourages talented employees to develop their careers.Al-aqsa voice	.801	0.000*
3.	Al-aqsa voice identifies employees with high potential and formulates personal plans to develop them	.844	0.000*
4.	Al-aqsa voice has learning and development programmes to develop talent	.840	0.000*
5.	Al aqsa voice radio station Allocate a special budget for training and development of talented employees.	.776	0.000*
6.	Al-aqsa voice identify training needs objectively	.762	0.000*
7.	The administration monitors the performance of employees and advise them to improve performance	.821	0.000*
8.	Al aqsa voice radio station provide an opportunity to change the employee's job to develop himself	.806	0.000*
9.	Al aqsa voice radio station seeks to transfer expertise from highly skilled staff for the less experienced	.844	0.000*
10.	Al aqsa voice radio station Provides honest feedback about the performance of employees	.848	0.000*

\* Correlation is significant at the 0.05 level

Table (3.3) clarifies the correlation coefficient for each paragraph of the "Talent retention" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

**Table (3.3) : Correlation coefficient of each paragraph of "Talent retention" and the total of this field**

No.	Paragraph	Spearman Correlation Coefficient	P-Value (Sig.)
1.	The salaries and benefits at Al-aqsa voice are competitive enough	.703	0.000*
2.	The salaries and benefits at Al-aqsa voice are fair and consistent	.760	0.000*
3.	The salaries and benefits at Al-aqsa voice guarantees employee loyalty	.771	0.000*
4.	Al-aqsa voice actively creates opportunities for employee to participate in challenging assignments	.735	0.000*
5.	The work at Al-aqsa voice matches the employees abilities and skills.	.617	0.000*
6.	The employment conditions at Al-aqsa voice satisfy work-life balance	.624	0.000*
7.	Al aqsa voice radio station avoids to over the working load more than the employees ability	.644	0.000*
8.	There are flexible working hours, at Al-aqsa voice	.657	0.000*
9.	Al aqsa voice radio station allow the employee to work from home	.395	0.000*
10.	The employees at Al aqsa voice radio station are satisfied with their work	.743	0.000*
11.	There is an engagement between workers and their jobs at Al aqsa voice	.744	0.000*

\* Correlation is significant at the 0.05 level

### 3.6.2 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (3.4) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

**Table (3.4): Correlation coefficient of each field and the whole of questionnaire**

No.	Field	Spearman Correlation Coefficient	P-Value (Sig.)
1.	Talent recruitment	.920	0.000*
2.	Talent development	.938	0.000*
3.	Talent retention	.849	0.000*

\* Correlation is significant at the 0.05 level

### 3.7 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (Polit & Hunger, 1985). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

### 3.7.1 Cranach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (3.5) shows the values of Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.877 and 0.939. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.958 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

**Table (3.5) : Cronbach's Alpha for each filed of the questionnaire**

No.	Field	Cronbach's Alpha
1.	Talent recruitment	0.907
2.	Talent development	0.939
3.	Talent retention	0.877
	<b>All paragraphs of the questionnaire</b>	0.958

The Thereby, it can be said that the researcher proved that the questionnaire was valid and reliable.

### 3.8 Conclusion:

This chapter presents a description of the research methodology that is followed in the implementation of the field study through identifying different ways and tools used in the completion of this study. It also contains a description of the study population and sampling that is considered a comprehensive survey of the all population.

Finally, the chapter addresses the questionnaire preparation and testing its validity besides; it presents the statistical methods used in the analysis of results. All this is to explore .the availability of talent management and its component from employee perspective .

# **Chapter Four**

## *Data Analysis and Discussion*

#### 4.1 Introduction:

This chapter analyzes the questionnaire; the analysis starting point analyzes the normality of the distribution. After this part, the research hypotheses are tested and discussed to investigate the availability of talent management component.

#### 4.2 Test of Normality for each field:

Table (4.1) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.1), the p-value is less than 0.05 level of significance, then the distribution is not normally distributed. Consequently, nonparametric tests will be used to perform the statistical data analysis.

**Table (4.1): Kolmogorov-Smirnov test**

	Kolmogorov-Smirnov	
	Statistic	P-value
Talent recruitment	0.143	0.001
Talent development	0.117	0.014
Talent retention	0.093	0.018
All paragraphs of the questionnaire	0.136	0.002

#### 4.3 Personal data

##### a) Educational Qualification

Table No.(4.1) shows that 4.1 % of the sample are " Secondary school and less " holders ,24.3% of the sample are " Diploma" holders, 63.5% of the sample are Bachelor holders and that 8.1% of the sample are Master holder . This indicates that the majority (71.6 %) of the respondents qualifications are bachelor and more



This reflects the level of education that the respondents have which reflects on their skills and abilities to deal with questionnaire sections .

**Table (4.2): Educational Qualification**

Qualification	Frequency	Percent
Secondary school and less	3	4.1
Diploma	18	24.3
Bachelor	47	63.5
Master	6	8.1
Total	74	100.0

**b) Age**

Table No.(4.2) shows that 9.5% of the sample are " Less than 25 years " , 54.1% of the sample are of "25 – Less than 30 years " , 33.8% of the sample are of "30 – Less than 35 years " and 2.7% of the sample are of "35 years and Older ".This indicates that majority (63.6%) of the respondents age 30 or less. This properly shows that youth was the dominant in Palestinian community population and in the station structure .

**Table (4.3 ): Age**

Age	Frequency	Percent
Less than 25 years	7	9.5
25 – Less than 30 years	40	54.1
30 – Less than 35 years	25	33.8
35 years and Older	2	2.7
Total	74	100.0

**c) Job Title**

Table No.(4.3) shows that 83.8% of the sample are " Employees " , 9.5% of the sample are " Head of section " , and 6.8% of the sample are " Head of department " .

This study indicates that majority (83.8%) of the research sample are employees . This reflects the structure of the station .

**Table (4.4 ): Job Title**

<b>Job Title</b>	<b>Frequency</b>	<b>Percent</b>
Employee	62	83.8
Head of section	7	9.5
Head of Department	5	6.8
Total	74	100.0

**c) Years of Experience**

Table No.(4.4) shows that 8.1% of the sample have experience " Less than 3 years," 35.1 %of the sample have experience "3 – Less than 6 year ",47.3% of the sample have experience "6- less than 9 years " and 9.5% of the sample have experience " 9 years and more " This clearly shows that most of the respondents have enough experience to successfully included in the talent management strategies.

**Table (4.5): Years of Experience**

<b>Years of Experience</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 year	6	8.1
3 – Less than 6 years	26	35.1
6- less than 9 years	35	47.3
9 years and more	7	9.5
Total	74	100.0

**4.4 Discussion and Interpretation of the Research and Hypothesis Testing**

The one sample t-test is used in the following tables to test if the opinion of the respondent in the content of the sentences are positive (weight mean greater than "60%" and the p-value less than 0.05) or the opinion of the respondent in the content of the sentences are neutral (p-value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (weight mean less than "60%" and the p-value less than 0.05).

In this chapter, the researcher sheds light on the level of talent management and its components . Also, the hypotheses test will be examined as followings:

#### **4.4.1 Level talent management :**

To measure the level of talent management at Al aqsa voice radio station. Three components will be analyzed as follows:

##### **4.4.1.1 Talent recruitment**

The one sample t-test is used to test the opinion of the respondent about the level of talent recruitment and the results are shown in table (4.6) as followings:

1. The mean of paragraph No.6 , equals 8.12 (81.22%), , and P-value = 0.000 which mean that Al-aqsa voice reputation attracts the talented workers/ candidates”
2. The mean of paragraph No.2 ,equals 4.46 (44.59%), and P-value=0.000 which mean that the respondents disagreed that al Aqsa voice has a system to attract and recruit talented workers/ candidates .
3. In general the mean value of field “talent recruitment ”equal to "6.44", the weight mean equal to "64.39", and the p-value equal to "0.010", smaller than the level of significance  $\alpha= 0.05$ .

This means that the respondents indicated that the talent recruitment level is accepted ,and this may be attributed to the interesting work , reputation , and the opportunities for learning and development . However it needs further development specially in the area of the mangers competencies and the station recruitment system to attract talented employees .

A research study of 137 leading US organizations by the Conference Board, entitled “Engaging employees through your brand”, found that human resources executives felt that their corporate brand was a highly important tool in recruiting, retaining and organizing employees:

- 61% helping employees .
- internalize the organization’s values .
- 45% achieving reputation as an employer of choice .
- 38% recruiting employees.

According to AHMADI ,et al ( 2012)the talent management and succession planning systems within the Refah Bank do not produce desirable results. the existing methods and mechanisms used in the Refah Bank in absorbing and recruiting talented workforce do not produce desirable results and are not in line with the employees' growth and development .

A relative situation arises when we look at the study of Roman (2011);she argue that the Western Cape Provincial Treasury (WCPT) adopted a short-term strategy to attract young students to the organization by offering internships after they completed their studies. The talent management strategy addresses recruitment, remuneration, learning and development, coaching & mentoring, performance appraisal, delegating and assigning work, career management and competency audits.

Yaqub&Aslam Khan (2011), argue that, The 100 students from three universities of Islamabad are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth, The respondents at Al aqsa voice radio station agreed that there are opportunities for learning and development at the station.

Born & Heers (2009) perceives reputation as key by organizations and managing this reputation has become a strategic issue. Especially in the knowledge society, where organizations depend on intangible assets such as creativity, high levels of service, intellectual capital, and innovation, this has become crucial.

,” (Fombrun, 2005) defines Reputation... is a powerful form of economic control because it affects the likelihood that investors, customers, and potential employees want to be involved with your company – and so affects the bottom-line .

**Table ( 4.6): Means and Test values for “Talent recruitment”.**

	<b>Item</b>	<b>Mean</b>	<b>weight mean</b>	<b>T value</b>	<b>P-value</b>	<b>Rank</b>
1.	Al-aqsa voice can attract and recruit employee even though the limited supply of skilled and talented workers/ candidates	5.31	53.11	-0.90	0.183	8
2.	Al-aqsa voice has a system to attract and recruit talented workers/ candidates	4.46	44.59	-3.63	0.000*	10
3.	The recruitment process at Al-aqsa voice succeeds in selecting the best talent	5.43	54.32	-0.00	0.500	7
4.	Managers at Al-aqsa voice have the competencies to attract and recruit talented workers/ candidates	5.30	52.97	-0.24	0.403	9
5.	Al-aqsa voice identifies its employees in terms of qualifications and experience	6.78	67.84	3.08	0.001*	4
6.	Al-aqsa voice reputation attracts the talented workers/ candidates	8.12	81.22	6.48	0.000*	2
7.	The work at Al-aqsa voice is interesting and rewarding	8.14	81.35	6.81	0.000*	1
8.	There are opportunities for learning and development at Al-aqsa voice	6.97	69.73	3.88	0.000*	3
9.	The talent prefer to work at Al-aqsa voice where opportunities for career progression are available	5.96	59.59	-1.24	0.107	5
10.	Reasonable degree of security contributes to make Al-aqsa voice an employer of choice	5.85	58.51	-0.00	0.500	6
	<b>All paragraphs of the filed</b>	6.44	64.39	2.34	0.010*	

\* The mean is significantly different from 6

#### 4.4.1.2. Talent development

The one sample t-test is used to test the opinion of the respondent about the level of talent development at Al aqsa voice radio station and the results shown in table (4.7) as follows :

- 1- The mean of paragraph No.1 , equals 6.85 (68.51%), and P-value = 0.000 which mean that the “Al-aqsa voice develops a talent pool consisting of a skilled, engaged and committed workforce” .
- 2- The mean of paragraph No.5 , equals 4.14 (41.37%), and P-value =0.000 which mean does not that Al aqsa voice radio station Allocate a special budget for training and development of talented employees.
- 3- In general the mean value of field “talent development ” equal to "56.46", but the p-value equal to "0.5 which is greater than 0.05 , and that means that the level of talent development at Al aqsa voice radio station is neutral .

This means that the respondents do not know the talent development level at al aqsa voice radio station , and this may be due to the weak encouragement systems and strategies .

**According to Tarakji(2010)**, Five companies of the fifteen do not have succession plan and that explains why they have normal training for their staff without segmenting between employee levels. Most of the companies that implement succession plan do inform their key competencies that they are possible successors, which mean that the Kuwaiti firms did not develop a proper plan for successors which is the similar situation at al aqsa voice.

The findings are consistent with study **of Barlow (2006)\_which\_** finds that talent development is a more complex activity than many in human resources recognize, and that standardized approaches that assume that talented people are very similar do not work effectively. Talented people need and want to take charge of their own development but with the right support from the organization. and that it should be

personalized for each individual. In Al aqsa voice radio station the employees need special training programs, with special budgets.

**The findings are consistent with study of Forman, (2005). Which shows that Talent development is the use of formal and informal training, employee improvement and communication structures to improve talent resources throughout the different levels of the organisation**

The analysis results are relevant to the study of Roper (2009) which argues that organization aligns its valuable employees (talent) with new plans through using formal and informal training, employee development and communication structures to improve talent resources throughout the different levels of the organisation.

According to Horváthová, (2011) only 9 from 237 (100 %) of the approached respondents, the Moravian-Silesian in Czech Republic regions using the approach of talent management, and having a special development plan that shape the integral program for the exactly specified group of talents supplemented by particular participants' individual needs.

There are similarity in some results of this study and study of Hejase (2012)

- Just 5% of the companies say their managers have the right skills to help advance/ enrich people at their jobs or to provide the constructive feedback that supports and encourages constant employees' development across the company .
- 63.4 % of the respondents are not satisfied with their training. This result shows that the respondents' corresponding organizations lack training and development programs.

**Table (4.7): Means and Test values for “Talent development”**

	<b>Item</b>	<b>Mean</b>	<b>Weight mean</b>	<b>T-value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	Al-aqsa voice develops a talent pool consisting of a skilled, engaged and committed workforce.	6.85	68.51	3.57	0.000*	1
2.	Al-aqsa voice encourages talented employees to develop their careers.	6.32	63.24	2.65	0.004*	3
3.	Al-aqsa voice identifies employees with high potential and formulates personal plans to develop them	5.72	57.16	-1.33	0.091	6
4.	Al-aqsa voice has learning and development programmes to develop talent	4.64	46.35	-2.88	0.002*	9
5.	Al aqsa voice radio station Allocate a special budget for training and development of talented employees.	4.14	41.37	-3.88	0.000*	10
6.	Al-aqsa voice identify training needs objectively	4.82	48.22	-2.09	0.018*	8
7.	The administration monitors the performance of employees and advise them to improve performance	6.73	67.30	3.13	0.001*	2
8.	Al aqsa voice radio station provide an opportunity to change the employee's job to develop himself	5.19	51.89	-1.33	0.091	7
9.	Al aqsa voice radio station seeks to transfer expertise from highly skilled staff for the less experienced	5.88	58.78	-0.74	0.228	5
10.	Al aqsa voice radio station Provides honest feedback about the performance of employees	6.18	61.76	1.74	0.041*	4
	<b>All paragraphs of the filed</b>	5.65	56.46	0.00	0.500	

\* The mean is significantly different from 6



#### 4.4.1.3.Talent retention

The one sample t-test is used to test the opinion of the respondent about the level of talent development at Al aqsa voice radio station and the results shown in table (4.8) as follows .

- 1- The mean of paragraph No.7 , equals 7.74 (77.43%), and P-value = 0.000 which mean that “Al aqsa voice radio station avoids to over the working load and working stress more than the employees ability” .
- 2- The mean of paragraph No.4 , equals 6.36 (63.65%), and P-value=0.018,which mean that the employees creates opportunities for employee to participate in challenging assignments.
- 3- In general the mean value of field "talent retention " equal to "69.78", and the p-value equal to "0.000", which is smaller than 0.05 .

This means that the respondents perceived the talent retention level at Al aqsa voice radio station is relatively high , and this may be due to the working load and working stress ,flexible working hours, and matching the employees abilities and skills. However it needs further development specially in creating a challenging jobs, and on job satisfaction factors.

According to The CIPD (2005) survey, Flexible Working: Impact and implementation, found that :

- 47% of the 585 human recourses respondents offered flexible working to help retain staff, with 43% offering flexible working to meet employee needs .
- and over 30% to aid recruitment.

According Roman (2011) a negative factor for employee retention is the absence of work-life balance in WCPT; managers are compelled to work at least 60 hours per week .

The WCPT Talent Management Strategy is not clear about competitive pay, work-life balance and challenging work which are top attraction and retention issues.

According to Tarakji (2010) the major strategies for retaining employees adopted by most best employers were recognizing employees, giving unambiguous feedback and development.

This study match Verhoeven (2011) the employees perceived that , the organization culture and work environment, remuneration and recognition, teamwork relationships and challenging opportunities were the most important to them with regard to retention.

-In summary Level of Talent recruitment is "64.39", the Level of Talent development is "56.46, and the Level of Talent retention is 69.78. see figure (4.9).

The level of talent management is 63.75, and this level need more improvement specially in the field of talent development .

**Table ( 4.8 ): Means and Test values for “Talent retention”**

	Item	Mean	weight mean	Test value	P-value (Sig.)	Rank
1.	The salaries and benefits at Al aqsa voice radio station are competitive enough	7.12	71.22	4.57	0.000*	5
2.	The salaries and benefits at Al aqsa voice radio station are fair and consistent	7.04	70.41	4.47	0.000*	8
3.	The salaries and benefits Al aqsa voice radio station guarantees employee loyalty	6.80	67.97	3.71	0.000*	9
4.	Al-aqsa voice actively creates opportunities for employee to participate in challenging assignments	6.36	63.65	2.09	0.018*	10
5.	The work at Al-aqsa voice matches the employees abilities and skills.	7.30	72.97	5.79	0.000*	3
6.	The employment conditions at Al-aqsa voice satisfy work-life balance	7.27	72.70	4.28	0.000*	4
7.	Al aqsa voice radio station avoids to over the working load and working stress more than the employees ability	7.74	77.43	6.11	0.000*	1
8.	There are flexible working hours, at Al-aqsa voice	7.57	75.68	5.30	0.000*	2
9.	Al aqsa voice radio station allow the employee to work from home	5.38	53.78	-0.62	0.269	11
10.	The employees at Al aqsa voice radio station are satisfied with their work	7.05	70.54	4.09	0.000*	7
11.	There is an engagement between workers and their jobs at Al aqsa voice	7.12	71.22	4.55	0.000*	5
	<b>All paragraphs of the filed</b>	6.98	69.78	4.21	0.000*	

**4.5 Research Hypothesis tests:**

**First hypothesis: there is a statistical significant difference at  $\alpha \leq 0.05$  in the level of the components of talent management at al aqsa voice.**

From the hypothesis above a sub-hypothesis can be derived as the following :

**H1 (a):** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of Talent recruitment at Al aqsa voice radio station .

**H1 (b):** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of Talent development at Al aqsa voice radio station .

**H1 (c):** There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of Talent retention at Al aqsa voice radio station .

The one the one sample t-test was used and the results are illustrated in table (4.9), which shows that there is difference among the respondents as a result of the particular discussion toward talent recruitment , talent development ,talent retention, and all field together and the difference comes in favor to talent retention and talent recruitment as illustrated in table (4.9).

Table (4.9) shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the fields “Talent recruitment, and Talent retention”, then there is significant difference in respondents' answers toward these fields. This may be attributed to the light working load , flexible working hours for the level of talent retention, and due to interesting work , reputation ,and opportunities for learning and development at Al-aqsa voice for talent recruitment .

Table (4.9) also shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the other components, namely " talent development ,all paragraphs of the filed" then there is insignificant difference in respondents' answers toward the level of these components .

**Table (4.9): Means and Test values for each field**

	<b>Item</b>	<b>Mean</b>	<b>Proportional mean (%)</b>	<b>Test value</b>	<b>P-value (Sig.)</b>	<b>Rank</b>
1.	Talent recruitment	6.44	64.39	2.34	0.010*	2
2.	Talent development	5.65	56.46	0.00	0.500	3
3.	Talent retention	6.98	69.78	4.21	0.000*	1
	<b>All paragraphs of the filed</b>	6.38	63.75	1.28	0.100	

\* The mean is significantly different from 6

**Second hypothesis: There is a statistical significant difference at  $\alpha \leq 0.05$  in the level of talent management and its components in Al aqsa voice radio station attributed to some of personal & organizational factors .**

**The Mann-Whitney Test** : is used to examine if there is a statistical significant difference between **two means among the respondents toward** the availability of talent management and its components in Al aqsa voice radio station from employee Perspective due to (Qualification, Age, Job Title and Years of Experience).

Table (4.10) shows that the p-value (Sig.) is greater than the level of significance  $\alpha=0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to (Qualification, Age, and Years of Experience).

In India, different age groups surveyed reflected different preferences specifically in relation to compensation increases. For the workforce less than 30 years of age, lack of compensation increase is the first reason for looking for a new employment opportunity. However, for experienced employees, over 30 years of age, it is the lack of career options within the organization that propels them to look for other opportunities

We conclude that the respondents(Qualification, Age, and Years of Experience) have no effect on each field. This is due to the fact that all employees have the same culture ,and the same work environment. So it is reasonable and logic that the three factors have no effect talent management .

Table (4.10) shows that the p-value (Sig.) is greater than the level of significance  $\alpha=0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to job title

**Table (4.10):Mann-Whitney Test of the Factors for personal & organizational factors**

Field		Talent recruitment		Talent development		Talent retention		All factors together	
		Test Value	Sig.	Test Value	Sig.	Test Value	Sig.	Test Value	Sig.
Qualification	Diploma and less	0.204	0.84	0.324	0.75	0.67	0.49	0.12	0.91
	Bachelor and High study								
Age	Less than 30 years	1.264	0.21	0.034	0.97	0.70	0.49	0.68	0.5
	30 years and Older								
Job Title	Employee	2.399	0.016*	3.14	.002*	2.74	.006*	3.014	.003*
	Head of section & Head of Department								
Years of Experience	Less than 6 years	0.349	0.727	0.235	0.82	1.22	0.22	0.300	0.764
	6 years and more								

The analysis results shows that the perceptions of the Heads of section and Heads of Department For each field are higher than employees. This is due to the fact that the

perceptions depends on personal tendencies and that the position may be affect the views and perceptions .

This result agreed with Saxena (2013) which shows that there are different perception between employees and employer about the benefit of talent management see table (2.2).

#### **4.6 Conclusion:**

This chapter presents a description of the data type and the discussion and testing of the study hypotheses. The scientific study tries to shed light on the availability of talent management components at Al aqsa voice radio station, and to identify the level of each component, and to identify personal& organizational factors that affect these levels.

## **Chapter five**

### **Conclusions and recommendations**



## **5.1 Introduction:**

Being the final chapter in this thesis, this chapter outlines the research conclusions, recommendations to radio stations, organizations, and finally recommendations to future researchers will be outlined.

## **5.2 Conclusion:**

In this review, attempts have been made to conclude the current research fields of the level of availability of talent management and its components from the employees perspectives at al aqsa , voice and the findings are illustrated as follows:

### **-5.2.1 Level of Talent recruitment:**

This field has a weight mean equal to "64.39", and the p-value equal to "0.010", which means that the level of talent recruitment at Al aqsa voice radio station is accepted

### **5.2.2 Level of Talent development:**

this field has a weight mean equal to "56.46", and the p-value equal to "0.5", which means that the level of talent development at Al aqsa voice radio station is neutral; and the employees perceptions are not clear .

### **5.2.3-Level of Talent retention:**

this field has a weight mean equal to 69.78", and the p-value equal to "0.000", which means that the level of talent retention at Al aqsa voice radio station is relatively high and it is the highest component of talent management at al aqsa voice.

### **5.2.4 Other important research conclusions :**

- The study concluded that Talent management and its components are available at a statistical significant effect at Al aqsa voice radio station from employee Perspective ·

- The study also concluded that there are no differences in the level of talent management and its components in Al aqsa voice radio station attributed to (Qualification, Age, and Years of Experience ).
- The study concluded that there are differences in the level of talent management and its components in Al aqsa voice radio station due to the respondents job title attributed to heads of sections and heads of departments.

### **5.3 Recommendations**

In light of the aforementioned results the researcher recommends the following, wishing from radio stations . management, companies either at government or NGOS and researchers to take them into account and put them into action:

- Radio stations employees need Special training and development systems with special budgets to prepare employees to be able to fill the pivotal positions when required.
- A comprehensive structure should be in place in order to support all the stages from attracting to retaining talents in al aqsa voice radio station .
- Al aqsa Radio station is advised to give more concern to be an employer of choice by enhancing a good reputation .
- Al aqsa voice radio station is advised to offer a suitable opportunities for promotion and development for their employees with a clear path of career .
- Al aqsa voice Radio station is advised to enhance a good conditions for work and give more attention on work-life balance.
- In general radio stations are advised to give more concern to talent management and its component by recognizing the strategic importance of adapting talent management , developing their internal talents, and using systematic processes to

identify firstly their talents and even to identify positions within the organization that the potential can have a positive impact on performance.

- University library manager is advised to enrich the library with references related to the topic of research.
- Arabs researchers are encouraged to take procedures in applying such research to their areas companies.

#### **5.4 Future Work**

1. Researchers are advised to apply further researches on companies in Palestine by Studying talent management and its components in more details.
2. Researchers are advised to apply this field of research on others sectors such as: governmental ministries, NGOS , and higher education institutes.
3. Talent management and its effects on strategy, engagement , job satisfaction, ,and on performance need to be studied .
4. New topic need to concern that are rare in Arabic libraries such as employer of branding ,employer of choice (EOC), work to life balance , retention management , and succession planning.

#### **5.5 Proposed Future Studies titles:**

"The implementation of Talent Management in major NGOs working in the Gaza Strip ."

" Evaluation for talent management strategies which are presented in all local radio stations in the Gaza Strip."

"The Development And Evaluation Of A Partial Talent Management Competency Model at the Higher Education Sector in the Gaza Strip ".

" Talent Management and the Cultural Influences on Human Resource Management Processes, at Islamic Banks in The Gaza Strip."

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# Appendices

## Appendix ( A ): Questionnaire in Arabic



الجامعة الإسلامية-غزة  
الدراسات العليا -كلية التجارة

### صحيفة استبيان

"مدى توافر مكونات إدارة الموهبة من وجهة نظر العاملين"  
دراسة حالة (إذاعة صوت الأقصى)

السادة الكرام  
السلام عليكم ورحمة الله وبركاته ،،

يقوم الباحث بتنفيذ دراسة كبحث تكميلي لنيل درجة الماجستير في إدارة الأعمال.  
جميع البيانات التي ستجمع من خلال هذا الاستبيان ستعامل بسرية تامة ، وستقدم في شكل  
موجز دون الكشف عن الاسم أو أي معلومات شخصية، وسيتم استخدامها لغرض البحث  
العلمي فقط.

شاكرين لكم حسن تعاونكم

الباحث

محمد عثمان النخالة

## الجزء الأول: بيانات شخصية::

الرجاء اختيار البديل المناسب لكل من الفقرات التالية

1. المؤهل العلمي:

ثانوية عامة فأقل  دبلوم  بكالوريوس  دراسات عليا

2. الفئة العمرية:

25-20  30-26  35-31  
 40-36

3. المستوى الوظيفي:

موظف  رئيس قسم  مدير دائرة

4. عدد سنوات الخبرة:

أقل من 3  6-3  9-6  9 فأكثر

الجزء الثاني : مدى توافر مكونات إدارة الموهبة في إذاعة صوت الأقصى ء

أرجو اختيار درجة من 1-10 أمام كل عبارة من العبارات الواردة في الاستبانة حيث تعبر الدرجة واحد عن عدم الموافقة الشديدة والدرجة 10 عن الموافقة الشديدة

10-1	أولاً : استقطاب الموهوبين
	1. يمكن للإذاعة استقطاب العاملين الموهوبين بالرغم من عددهم المحدود.
	2. يوجد لدى الإذاعة نظام خاص لجذب واستقطاب العاملين /الخريجين الموهوبين.
	3. تتجح عمليات الاستقطاب في الإذاعة في اختيار أفضل الموهوبين.
	4. يمتلك المدراء في الإذاعة الكفاءات التي تؤهلهم لاستقطاب وجذب العاملين/الخريجين الموهوبين
	5. تختار الإذاعة عاملها بناءً على الخبرة والمؤهلات.
	6. تجذب سمعة الإذاعة الموهوبين للعمل فيها.
	7. يعد العمل في الإذاعة ممتعاً.
	8. هناك فرص للتعليم والتطوير في الإذاعة.
	9. يفضل الموهوبون العمل في الإذاعة حيث تتوفر فرص تطور المسار الوظيفي.
	10. درجة الأمان الوظيفي تساهم في جعل الإذاعة محل اختيار الموظفين.
10-1	ثانياً: تطوير الموهوبين
	-1 تطور إذاعة صوت الأقصى بيئة مناسبة للعاملين الذين يتمتعون بالمهارة و الولاء والالتزام.
	-2 تشجع الإذاعة العاملين الموهوبين على تطوير مسارهم الوظيفي.
	-3 تحدد الإذاعة الموظفين عاليي الأداء وتصيغ خططا خاصة لتطويرهم.
	-4 يوجد لدى الإذاعة برامج تعليم وتدريب خاصة لتطوير الموهوبين.
	-5 تخصص الإذاعة ميزانية خاصة لتدريب وتطوير الموهوبين.
	-6 تحدد الإذاعة للاحتياجات التدريبية بشكل موضوعي .

	-7	تقوم الإدارة بمتابعة أداء العاملين وتقديم النصيحة لهم لتحسين الأداء.
	-8	تتيح الإذاعة فرصة تغيير الموظف لوظيفته بهدف تطوير نفسه.
	-9	تسعى الإذاعة إلى نقل الخبرات من الموظفين ذوي الخبرات العالية للأقل خبرة.
	-10	تقدم الإذاعة تغذية راجعة صادقة حول أداء العاملين.
<b>10-1</b>		<b>ثالثاً: المحافظة على المهنيين</b>
	-1	الرواتب والمزايا الوظيفية في إذاعة صوت الأقصى منافسة بشكل كاف.
	-2	الرواتب والمزايا الوظيفية في الإذاعة عادلة ومتناسبة مع العمل.
	-3	الرواتب والمزايا الوظيفية في الإذاعة تضمن ولاء العاملين.
	-4	توفر الإذاعة فرص للعمل تتصف بالتحدي.
	-5	العمل في الإذاعة يتناسب مع قدرات ومهارات الموظفين.
	-6	ظروف العمل في الإذاعة تحقق الموازنة بين العمل ومتطلبات الحياة.
	-7	تحرص الإذاعة على ألا يكون هناك ضغط عمل أكبر من طاقة الموظف.
	-8	هناك مرونة في ساعات العمل في الإذاعة.
	-9	تسمح الإذاعة للعاملين بالعمل من المنزل أو عن بعد أحياناً.
	-10	الموظفون في الإذاعة راضون عن عملهم.
	-11	هناك اندماج بين العاملين ووظائفهم في الإذاعة.

**Appendix (B): Questionnaire in English**  
**The Islamic University of Gaza**  
**Higher Studies- Faculty of Commerce**



**Questionnaire**

**"The Availability Of Talent Management Components From Employees Perspectives**

**(Al aqsa voice radio station Case Study)"**

**Dear All.....**

The researcher is conducting an academic research. The research is a requirement for the fulfillment of the Master of Business Administration degree.

Data collected with this questionnaire will be treated confidentially and presented only in summary form without disclosing the name or any personal information of the respondent. It will be only used for the purpose of academic research.

Thanks a lot for your cooperation

**Researcher :**

**Mohammed Othman El nakhala**



**First: General Information:**

<b>Qualification</b>	
Secondary school and less	
Diploma	
Bachelor	
Master	
<b>Job Title</b>	
Employee	
Head of section\	
Head of Department	
<b>Years of Experience</b>	
Less than 3 year	
3 Less than 6 years	
6- less than 9 years	
9 years and more	

- **Second: Questionnaire Items:**

**Please, put the grade that you see appropriate form 1 to 10. Wherever the degree was close to 10, this indicates high approval on what was stated in each item and vice versa**

NO	Items	Grade (1-10)
<b>The first Section: (Talent recruitment )</b>		
1.	Al-aqsa voice can attract and recruit employee even though the limited supply of skilled and talented workers/ candidates	
2.	Al-aqsa voice has a system to attract and recruit talented workers/ candidates	
3.	The recruitment process at Al-aqsa voice succeeds in selecting the best talent	
4.	Managers at Al-aqsa voice have the competencies to attract and recruit talented workers/ candidates	
5.	Al-aqsa voice identifies its employees in terms of qualifications and experience	
6.	Al-aqsa voice reputation attracts the talented workers/ candidates	
7.	The work at Al-aqsa voice is interesting and rewarding	
8.	There are opportunities for learning and development at Al-aqsa voice	
9.	The talent prefer to work at Al-aqsa voice where opportunities for career progression are available	
10.	Reasonable degree of security contributes to make Al-aqsa voice an employer of choice	
<b>The Second Section: (Talent development )</b>		
1.	Al-aqsa voice develops a talent pool consisting of a skilled, engaged and committed workforce.	
2.	Al-aqsa voice encourages talented employees to develop their careers.	
3.	Al-aqsa voice identifies employees with high potential and formulates personal plans to develop them	
4.	Al-aqsa voice has learning and development programmes to develop talent	
5.	Al aqsa voice radio station Allocate a special budget for training and development of talented employees.	
6.	Al-aqsa voice identify training needs objectively	
7.	The administration monitors the performance of employees and advise them to improve	

	performance	
8.	Al aqsa voice radio station provide an opportunity to change the employee's job to develop himself	
9.	Al aqsa voice radio station seeks to transfer expertise from highly skilled staff for the less experienced	
10.	Al aqsa voice radio station Provides honest feedback about the performance of employees	
<b>The Third Section: (Talent retention)</b>		
1.	The salaries and benefits at Al aqsa voice radio station are competitive enough	
2.	The salaries and benefits at Al aqsa voice radio station are fair and consistent	
3.	The salaries and benefits at Al aqsa voice radio station guarantees employee loyalty	
4.	Al-aqsa voice actively creates opportunities for employee to participate in challenging assignments	
5.	The work at Al-aqsa voice matches the employees abilities and skills.	
6.	The employment conditions at Al-aqsa voice satisfy work-life balance	
7.	Al aqsa voice radio station avoids to over the working load and working stress more than the employees ability	
8.	There are flexible working hours, at Al-aqsa voice	
9.	Al aqsa voice radio station allow the employee to work from home	
10.	The employees at Al aqsa voice radio station are satisfied with their work	
11.	There is an engagement between workers and their jobs at Al aqsa voice	

### Appendix (C): List of referees

No	Referee's name
1	Dr. Rushdi Wadi
2	Dr. Sami Abu El-Rous
3	Dr. AkramSammour
4	Dr. Wasim El-Habil.
5	Dr. Yaser AL shorafa
6	Dr. Samir Safi
7	Dr. Hani El bassous
8	IsmailQassem
9	Ibrahim Zaher