Islamic University of Gaza
Deanship of Postgraduate Studies - Faculty of Commerce
Business Administration Department

Talent Management Practices as Drivers of Intention to Stay Case Study (IT Companies in the Gaza Strip)

ممارسات إدارة المواهب كمحفز للرغبة للبقاء في العمل
دراسة حالة (شركات تكنولوجيا المعلومات في قطاع غزة)

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أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Talent Management Practices as Drivers of Intention to Stay
Case Study (IT Companies in the Gaza Strip)

أقر بأن ما اشتملت عليه هذه الرسالة إنما هو نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أي مؤسسة تعليمية أو بحثية أخرى.

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification

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بِسْمِ اللَّهِ الرَّحْمَٰنِ الرَّحِيمِ

الجامعة الإسلامية – غزة
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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ اسراء رمضان عبدالرحمن البطريخي لنيل درجة الماجستير في كلية *التجارة/ قسم إدارة الأعمال* وموضوعها:

Talent Management Practices as Drivers of Intention to Stay
Case Study IT Companies in Gaza Strip

وبعد المناقشة العلنية التي تمت اليوم السبت 28 شعبان 1437هـ، الموافق 2016/06/04م الساعة الثالثة والنصف مساءً بمبنى طيبة، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية *التجارة/قسم إدارة الأعمال*.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤوف على المناعمة

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

﴿وَقُلِ اعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ﴾

التوبة: [آية: 105]

صدق الله العظيم

In the Name of Allah the Merciful

[And say (unto them): Work! Allah will see your work, and (so will) His messenger and the believers]

Al-Tawba [No: 105]

Great truth of God

I

Dedication

To my parents for their endless love, support and encouragement;

To my beloved sisters and brothers, who stand by me when things looking dark;

To all my family, the symbol of love and giving;

To my friends who encourage and support me;

To all the people in my life who touch my heart.

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Finally, my appreciation is presented to all who provide me an advice, support, information, or encouragement in order to complete my master study.

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List of Acronyms/Abbreviations

ANOVA	Analysis of Variance
ASA	Attraction-Selection-Attrition Theory
CIPD	Chartered Institute of Personnel & Development
DDI	Development Dimensions International Company
HR	Human Resources
HRM	Human Resources Management
HW	Hardware
ICT	Information and Communication Technology
ISPs	Internet Service Providers
IT	Information Technology
ITAA	Information Technology Association of America
ITS	Intention to Stay
KSAs	Knowledge, Skills, Abilities
PCBS	Palestinian Central Bureau of Statistics
PITA	Palestinian IT Association of Companies
PTO	Paid time off
SPSS	Statistical Package for the Social Sciences
SW	Software
TA	Talent Attraction
TD	Talent Development
TE	Talent Engagement
TELECOM	Telecommunications
TM	Talent Management
TPB	Theory of Planned Behavior
TR	Talent Retention
TS	Talent Selection
WWW	World Wide Web

Abstract

This study aims to identify the reality of applying talent management practices namely talent attraction, talent selection, talent engagement, talent development, and talent retention and its impact on the employees' intention to stay at work. The study targets the employees of the private sector in the Gaza Strip case study the information technology sector; to explore the most important drivers of intention to stay at work of talented employees in the IT companies. The research follows the analytical descriptive approach. A questionnaire was designed by the researcher. The population of the research consists of (132) employees of the (administrative, programmer, analyst, designer and technician) employees of (17) IT companies in the Gaza Strip. The sample consists of (100) employees, while the retrieved questionnaires are (80) which presents (76.2%) response rate of distributed questionnaires.

Correlation and regression analysis were used to examine the relationship between the talent management practices and employees' intention to stay, in addition to assess the impact of talent management practices on intention to stay. The following are the most important findings of the current study:

1. The findings of the research revealed that talent management practices excluding talent attraction and talent selection are significant predictors of intention to stay.
2. Also, the results show that there is a positive correlation between talent management practices & the intention to stay.
3. Moreover, the research indicates that most of talent management practices carried out by the IT companies in the Gaza Strip where results show that talent engagement is the first ranked, followed by talent attraction, talent development, talent retention and talent selection, respectively.
4. The integration between talent management practices is apparent, such as total rewards that can be used as attraction, engagement, and retention strategies.
5. The study concluded that there are differences in the level of talent management in two practices (talent engagement & talent development) in the IT companies attributed to sex characteristics. Moreover, the study concluded that there are differences in the level of talent management in three practices (talent attraction, talent engagement & talent development) in the IT companies attributed to job title.

Finally the study suggest recommendations for the IT companies that contributes on enhancing talent management practices, increasing talented employees' intention to stay, and enhancing companies effectiveness such as:

1. Establishing a proper talent management system that focuses on talent attraction, and talent selection to increase the employees' intention to stay at work.
2. IT companies should ensure the integration of attraction, selection, engagement, development and retention practices, ex. by conveying career and development opportunities in their employer brands and ensuring that the talents in fact develop when they work at the company, which also impacts their subsequent engagement and retention.
3. TE is of high importance in determining levels of ITS Accordingly, implementing TE strategies needs effort from inside IT companies.

Abstract in Arabic Language
ملخص الدراسة

تهدف الدراسة إلى التعرف على واقع ممارسات إدارة المواهب : جذب الموهوبين، اختيار الموهوبين، ادماج الموهوبين، تطوير الموهوبين، و الحفاظ على الموهوبين، و أثر ذلك على الرغبة بالبقاء في العمل لموظفي القطاع الخاص في قطاع غزة، دراسة حالة قطاع تكنولوجيا المعلومات، وذلك لاستكشاف أهم المحفزات للرغبة بالبقاء في العمل للموظفين الموهوبين. ولتحقيق أهداف الدارسة تستخدم الدراسة المنهج الوصفي التحليلي لإجراء الدارسة، وقد تم تصميم الاستبانة من قبل الباحثة كأداة رئيسة لجمع المعلومات وقد تكون مجتمع الدارسة من (132) موظف ضمن المسميات الوظيفية التالية (إداري، مبرمج، محلل، مصمم، و فني)، تم إستهدافهم في 17 شركة تكنولوجيا في قطاع غزة. وقد بلغت عينة الدراسة (100) موظف، حيث تم توزيع (105) استبانة، وتم استرداد (80) استبانة والتي تعتبر بنسبة 76.2% من الاستبانات الموزعة.

ولتحليل العلاقة والأثر بين ممارسات إدارة المواهب والرغبة بالبقاء في العمل تم استخدام تحليلي الارتباط و الانحدار . حيث تمثلت أهم النتائج فيما يلي:

1. أنه يمكن استخدام ممارسات (إدماج الموهوبين، تطوير الموهوبين، و الحفاظ على الموهوبين) كمحفز للبقاء في العمل.

2. وأيضا أظهرت النتائج أن هناك علاقة إيجابية بين ممارسات إدارة المواهب و الرغبة بالبقاء في العمل.

3. وقد أظهر البحث أن قطاع التكنولوجيا في قطاع غزة يمتلك الخمس ممارسات، حيث تبين أن إدماج الموهوبين هو الأعلى ثم جذب الموهوبين، ثم تطوير الموهوبين، ثم الحفاظ على الموهوبين، وأخيرا اختيار الموهوبين.

4. هناك تكامل واضح بين ممارسات إدارة المواهب، مثل الحوافز المادية التي تعتبر من استراتيجيات كل من جذب و إدماج و الحفاظ على الموهوبين.

5. كما وأظهرت الدراسة أنه يوجد فروق ذات دلالة إحصائية حول إدماج الموهوبين وتطوير الموهوبين تعزو الى متغير الجنس. وأيضا أظهرت الدراسة أنه يوجد فروق ذات دلالة إحصائية حول جذب الموهوبين، إدماج الموهوبين و تطوير الموهوبين تعزو الى متغير المسمى الوظيفي.

وأخيرا، خلصت الدراسة لمجموعة من التوصيات التي تساعد على تحسين ممارسات إدارة المواهب والذي بدوره يزيد من رغبة الموظفين بالبقاء في العمل وبالتالي يعزز فعالية الشركة مثل:

1. تطوير نظام مناسب لإدارة الموهوبين يركز على ممارسات الجذب والتطوير و الحفاظ على الموهوبين.

2. على الشركات ضمان التكامل بين ممارسات إدارة المواهب مثلا من خلال استخدام فرص التطور الوظيفي كعلامة تجارية للشركة، و التأكد من تطور الموظفين بعد عملهم بالشركة وهذا بدوره سيؤثر على ادماجهم و بقائهم في الشركة.

3. عملية إدماج الموهوبين ذات أهمية عالية في تحديد مستويات الرغبة بالبقاء في العمل، و بالتالي هذه العملية تحتاج إلى جهد من داخل شركات تكنولوجيا المعلومات.

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Chapter One
Research General Framework

Introduction:

Nowadays, human capital is considered one of the most important resources at any organization, where most successes and welfare depend mainly on this capital. Therefore every successful organization is seeking to invest in this aspect to the fullest by exploiting all existing suitable characteristics and skills. However, this investment should be done according to a strategy, in which the needed characteristics and skills clarified. Therefore, organizations should focus on talent, where the right person should be recruited in the right job and in the right time leading to more success and profit which is the main goals of any organization. But, to reach these goals, talented employees should be satisfied in their jobs where the organization should use different tools to encourage them stay energetic and stay within the organization and not intended to leave.

Acquiring the right talent in the right place is more critical than ever before **(Strack et al., 2008).** And that, in turn, means companies will have to work harder to win and retain the talent they need to prosper **(Michaels et al., 2001).** It's worth mentioning that, The 'war for talent' was initiated by McKinsey in 1997 through a survey which brought into light the notion that 'Better talent is worth fighting for' due to the rising need for the requirement for highly skilled employees at the workplace among the organizations **(Invosights, 2011).**

Talent has become the key differentiator for human recourses management (HRM), and the management of talent seems to be one of the key functions that HRM is playing strategically in organizations **(Bhatnagar, 2007).** A Talent Management (TM) consists of a set of procedures, systems, and processes that translate an organization's talent creed and strategy into a diagnostic and implementation program for investing in the people who exemplify the culture that will achieve organization excellence **(Berger and Berger, 2011).** These TM strategies focus on five primary practices: attracting, selecting, engaging, developing and retaining employees **(Lockwood, 2006).** The researcher will depend the terms of TMP which are: Talent Attraction (TA), Talent Selection (TS), Talent Engagement (TE), Talent Development (TD), and Talent Retention (TR). All these practices have a great impact on the intention to stay (ITS) of employees in their jobs.

On the other hand, one of the top areas in need of improvement regarding TMP and strategies is creating a culture that makes employees want to stay with the organization. Further, it is important that HRM educate top management on the link between the TM cycle and the cost of turnover. For example, an employee's decision to stay or leave is related to career possibilities in the company as well as how he or she can become better prepared to move to other opportunities. To keep a valued employee, the easy answer is not merely compensation. Employee loyalty tends to be more directed to his or her professional skills rather than to the organization. Thus, to best attract, engage, develop and retain talent, those who have responsibility **(Lockwood, 2006).**

People today don't choose whether to "reup" their employment contract once every few years, or only when a life event unfolds. In the emerging open talent economy, employees— particularly those with highly relevant and contemporary skills—make

that decision every day. Any workplace that lags in inspiring passion and purpose will suffer by losing key employees—and at an increasing rate as the global economy picks up momentum **(Deloitte, 2014).**

In the long term, the effective management of people has to take place within the context of an organization's strategic vision in addition to the ongoing demographic, social, environmental, technological and political changes. It is the careful planning and implementation of strategy that lays the foundation for an organization to which talented people will be attracted and in which they will thrive and contribute to the organization's continued growth. Moreover, providing an interactive process to continually assess and retain the organization's key performers and make the organization more attractive to multicultural job seekers from outside **(Berger and Berger, 2004)**. Therefore it is necessary for the TMP to become institutionalized in both private and public sectors.

In highly skilled intensive and knowledge intensive industries like information technology (IT) industry, human capital plays a vital role. This industry is highly competitive, dynamic and technical industry, whose growth and development depends upon its human resource (HR) much more strongly than other resources. This industry needs highly skilled, talented and well-learned HR. Thus, to attain such HR, there must be emphasis on developing and nurturing a strategy-based on HR development practices in the information technology organizations, also it is necessary that right person must be placed at right job and his potential must be enhanced through multiple and continuous training **(Gupta, 2012)**. Also, the researcher sees that the importance of this sector increases within time, where most of other businesses depend on the applications developed by this sector, so it should has the most talented people. The Information Technology Association of America (ITAA) explains the IT as encompassing all possible aspects of information systems based on computers. It incorporates "the study, design, development, implementation, support or management of computer-based information systems, particularly software applications and computer hardware" **("UKEssays", 2015c)**.

Based on the previous, this research need to measure the impact of the five practices of TM (TA – TS – TE – TE – TR) on the ITS of employees at the private sector in the Gaza Strip specifically the IT sector which is one of the most sectors need for talented people.

Research Problem Statement:
Whereas the interest of TM approach is growing globally, there is still a rare interest and knowledge around it in the Gaza Strip, either in the academic field or in the real application on the ground where there are few studies addressed this issue by Gazen researchers. Moreover, most of these studies recommend to adopt TM approach in management systems which confirm on the little usage and spread of TM approach on the ground. But, the rapidly evolving world requires both public and private institutions in the Gaza Strip to be ready and updated with the latest knowledge and development especially in the TMP. Also, based on the results of an interview with Mohammed Al-Agha - Executive Manager of Vision Plus Company – IT Company at Gaza Strip, there is around 25-40% turnover of talented persons yearly at the IT Company around Gaza Strip especially in the programming sector **(AlAgha, M., personal interview, July 15, 2015)**.

So, this research will target the private sector only, specifically IT companies in Gaza Strip, by assessing TMP (TA – TS – TE – TE – TR) on drivers of ITS for talented employees, where this sector is the most sector needing this approach as it depends mainly in talent, intelligence, creativity, and innovation.

This research will be as a trial to explore the TMP in the IT companies as drivers of ITS from employees' perspective in the Gaza Strip.

This research attempts to answer the following main research question:
"**What is the impact of the Talent Management practices as drivers of intention to stay in the Information Technology companies in the Gaza Strip?**"

Research Variables:
The research includes one dependent variable and five independent variables as the following (See Figure 1):
1- Dependent Variable: Intention to Stay
2- Independent Variables: Based on TM: Driver for Organizational Success, Lockwood (2006), this research will depend the following TMP:
    a. Talent Attraction;
    b. Talent Selection;
    c. Talent Engagement;
    d. Talent Development;
    e. Talent Retention.

Figure 1: Talent Management Practices
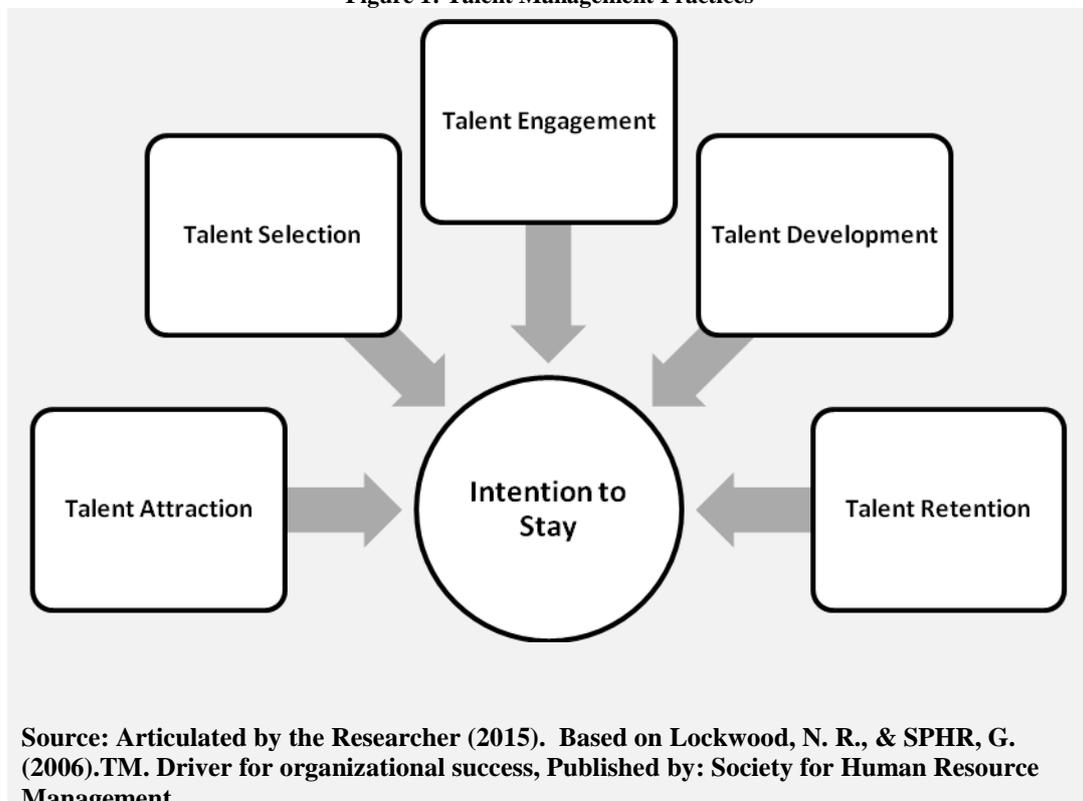
Source: Articulated by the Researcher (2015). Based on Lockwood, N. R., & SPHR, G. (2006).TM. Driver for organizational success, Published by: Society for Human Resource Management.

Research Hypotheses:
The research includes two main hypotheses, and the first hypothesis has five sub-hypotheses.

a) There is a significant correlation at $\alpha \leq 0.05$ level between Talent Management Practices & the Intention To Stay, and derived from H1 are the following sub-hypotheses:
   a. There is a significant correlation at a $\alpha \leq 0.05$ level between TA & the ITS.
   b. There is a significant correlation at a $\alpha \leq 0.05$ level between TS & the ITS.
   c. There is a significant correlation at a $\alpha \leq 0.05$ level between TE & the ITS.
   d. There is a significant correlation at a $\alpha \leq 0.05$ level between TD & the ITS.
   e. There is a significant correlation at a $\alpha \leq 0.05$ level between TR & the ITS.
b) There is a significant impact at a 0.05 level of TMP on ITS.
c) There is a significant difference in the responses of the research sample due to the following demographic characteristics (age, sex, educational qualification, job title, and years of service).

Research Objectives:
The purpose of this study is to identify the TMP in IT companies as drivers of ITS in the Gaza Strip; following are the objectives behind this study.

1. To explore and describe TMP required for IT companies to be successful now and in the future.
2. To investigate the employees' perspectives in the IT companies around TMP, and identify the similarities and differences in their views.
3. To explore the most important drivers of ITS for the talented employees at the IT companies.
4. To suggest recommendations for IT companies which contribute on enhancing TMP and retaining talented employees.

Research Significance:
The following are the most important factors encouraged the researcher to implement this study:

1. The researcher predicts that this study will raise the attention of IT companies toward TMP and its benefits.
2. The study may benefit the decision makers at IT companies to direct them toward the investment of talented employees and formulating TM system to attract, select, engage, develop and retain the right human capital.
3. The study may help decision makers at IT companies in how to reduce turnover of talented employees, then saving costs that are incurred through losing them.
4. The study will expand the researcher's knowledge and in-depth understanding of TMP.

Chapter Two
Literature Review

Section One: Talent Management
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Section One
Talent Management

Introduction:

Today all employees have to bring their best creativity, passion, and service to the job, no matter what their levels in the organization or their job titles; so talking about TM in the context of all of an organization's employees makes special sense **(Vaiman & Vance, 2008)**. It is sometimes assumed that TM is only concerned with key people – the high flyers. For example; Smilansky (2005) states that it is aimed at improving the caliber, availability and flexible utilization of high potential employees who can have a disproportionate impact on business performance. But everyone at any organization has talent, even if some have more talent than others. TM processes should not be limited to the favored few. This point was made by DeLong and Vijayaraghavan (2003) when they suggested that the unsung heroes of corporate performance are the capable, steady performers **(Armstrong, 2006)**. Organizations need them; the talent doesn't necessarily need the employer. From the talent point of view, it is a seller's market. Employees can pick and choose where and when to work and employers must do everything they can think of (and more) to attract, develop, manage, and retain that talent. It is their sole source of sustainable, non-reproducible, global, competitive advantage **(Vaiman &Vance, 2008)**. Hence, one of the most important issues faced by organizations is how to stay their talented employees; organizations should use the TMP to solve this issue. The researcher on this study will address five practices of TM which are: TA, TS, TD, TE, and TR as drivers of ITS.

Regarding attracting area, once the organization attracts the right cadre of skilled workers, it will be increasingly reluctant to jeopardize losing them. Managing the "can't lose" talent will be a main strategy for corporate survival. One study reached that tangible rewards—like pay and benefits—often attract talented employee to join an organization, while the intangible rewards encourage them to stay. From another side, enterprise usually doesn't want to make itself attractive to people who can't or don't want to add value to your specific business as you define it. You want a magnet brand for those people your company must have **(Berger and Berger, 2004).**

Concerning to selecting area, the degree that organizations are selective and valid in their decisions regarding who to hire and who to retain, the remaining group of employees will be unrepresentative in that, their average performance level should be high as selectivity and validity increase **(Storey et al., 2009)**. Moreover, how managers at any organization handle the selection process can also influence turnover **(Allen, 2008).**

Concerning to engaging area, Engaged employees are satisfied with their jobs, enjoy their work and the organization, believe that their job is important, take pride in the company, and believe that their employer values their contributions. So strengthening employee engagement in organization can also help retain talent **(Allen, 2008).**

Regarding development area, in order to gain employees trust, improve their commitment and motivation and prolong their stay in the organization, HR managers need to provide opportunities for them to develop their careers. Otherwise, it is very likely that employees will seek opportunities for development elsewhere **(Senyucel, 2009)**, taking with them the relationships, skills, expertise, and knowledge of the informal networks and systems that make their organizations work **(Deloitte, 2014).**

Finally with regard to retention area, Talent turnover and retention issues are considered as the most important, difficult and challenging ones. Where a survey conducted in U.S. and UK, eight in ten HR professionals felt their companies were really facing a real challenge retaining key talent, 60% of those leaders felt that their recruitment process and retention strategies were good enough in achieving this **(Brown et al., 2003)**. A company might discover that it excels at attracting talented employees yet struggles to retain them because employees report dissatisfaction with the process for managing talent **(Strack et al., 2008)**.

This section will address the main terms used in this study. The study will highlight different definitions of the term 'talent' according to different researchers then highlighting the different definitions of the term 'TM' and the five TMP with focus on the important issues related to each term.

Talent:
Before go deeper into TM and its definitions, the talent term should be defined firstly. According to the different online dictionaries, there is a little difference in the definitions of the term 'Talent', where Dictionary.com defines talent as a special nature ability or aptitude, or a capacity for achievement or success; ability **(Dictionary.com)**, while Vocabulary.com defines talent as natural abilities or equalities **(Vocabulary.com)**, also Cambridge Dictionaries Online defines it as a natural skill or ability **(Dictionary.Cambridge.Org)**. In spite of that there are different definitions and views of talent in the world of business according to the different academicians and HR experts.

The process of acquiring and nurturing talent, wherever it is and wherever it is needed, by using a number of interdependent HRM policies and practices in the fields of resourcing, learning and development **(Armstrong, 2006)**.

The Chartered Institute of Personnel & Development (CIPD) developed the following working definition of talent: Talent consists of those individuals who can make a difference to organizational performance, either through their immediate contribution or in the longer term by demonstrating the highest levels of potential **(Cipd.co.uk, 2015)**.

Talent means the potential and realized capacities of individuals and groups and how they are organized, including those within the organization and those who might join the organization **(Storey et al., 2009)**.

According to Gallardo-Gallardo study which addressed the definition of talent in the world of work, the talent can be subject or object and it can be defined according to this approaches. The object approach refers to the personal characteristics such as: talent as natural ability, talent as mastery, talent as commitment, and talent as fit, while the subject approach refers to a person or persons of talent. The subject approach divided into two types the inclusive subject approach which means talent as all people and the exclusive subject approach which means talent as some people **(Gallardo-Gallardo, Dries & González-Cruz, 2013)**.

Regarding the exclusive approach talent is about high performance and potential of a selected number of people to move up the organization into senior leadership or managerial positions. While regarding the inclusive approach talent refers to all employees. Increasingly, 'talent' is becoming a non- hierarchical concept. There is a

move towards inclusivity **(NHS Leadership Academy, 2014)** See Figure 2. That means organizations should consider the needs of all workers at the organization, the researcher on this study will adopt the inclusive approach.

The researcher defines the talent for the purpose of this thesis which adopted the inclusive approach. Talent is a character called for all employees in case of putting the right person in the right place at the right time.

Figure 2: Framework for the conceptualization of talent within the world of work
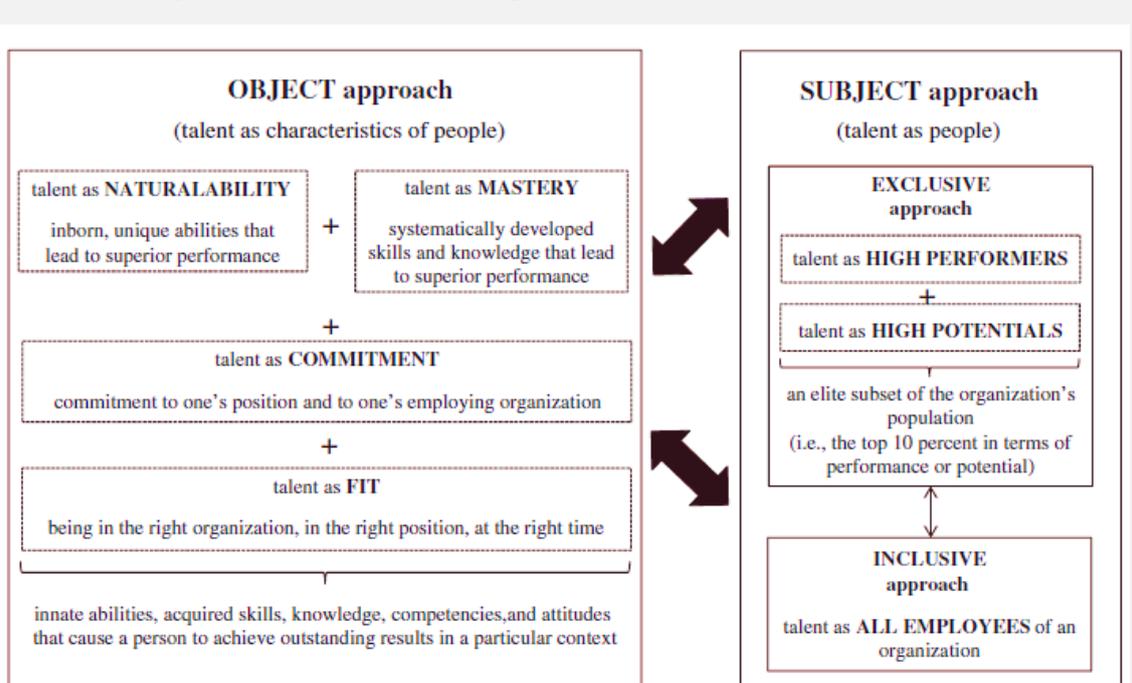
Source: Gallardo-Gallardo, Eva (2013).Disentangling the 'talent' concept as applied to the world of work, Doctoral Thesis

From the previous definitions, and after reviewing the literature reviews, confusion has been found regarding to the talent definitions as the following:

1. The lack of clarity for the definition of talent, some authors connects the talent definition with leadership term or organization performance, while others connects it with the capacities and abilities of talent. As a result, it becomes difficult to understand who or what we are actually hoping to identify.
2. A debate on whether talent is innate or if it can be developed.
3. If everyone is talented or if it is the reserve of the leadership successors and culminates in a reminder to everyone that the War for Talent has not abated **(Michaels et al., 2001)**.
4. Does talent refers to people (subject) or to the characteristics of people (object)?
5. Is talent more about performance, potential, competence, or commitment?
6. Is talent a natural ability or does it relates more to mastery through practice?
7. Is it better to take an inclusive or an exclusive approach to TM?
8. Implicit beliefs held by organizational decision makers about the degree to which individual characteristics are fixed as opposed to malleable, have repeatedly been demonstrated to have a very strong impact on their assessments of talent, however **(Gallardo-Gallardo, Dries & González-Cruz, 2013).**

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Talent Management:

While HR Transformation has typically focused on the more administrative aspects of HR — such as payroll, benefits, compensation, employee relations, and other high-volume transactions — organizations are now finding it is time to bring these same transformation principles to the realm of TM. Talent-led HR Transformation is the application of traditional HR Transformation principles beyond the administrative aspects of HR and into the critical realm of talent. The opportunities for doing so can be significant (**Deliotte, 2014**).

Track the path of evolution of TM needs firstly tracking the evolution of HRM. After revising the literature reviews, the researcher found that the documentation of the evolution and development of HRM practices can be traced back to the booming European economy of the 1900s. This economy created the necessary environment for more serious thought on the role of effective people management in the emerging labor market of the time. The economies were preparing for the First World War and its aftermath where industrial production required a mass of skilled, well organized and disciplined labor force **(Itika, 2011).**

For much of the twentieth century, personnel/HR managers focused on day-to-day transactional types of activities. For example in the earliest firms, they first took over hiring and firing from supervisors, ran the payroll department, and administered benefits plans. As expertise in areas like testing began to appear, the personnel department began to play an expanded role in employee selection and training. The emergence of union legislation in the 1930s added, helping the employer deal with unions to its list of duties. Then, as Congress passed new equal employment legislation in the 1960s and 1970s, employers began leaning on their HR managers' expertise for avoiding and managing discrimination claims (**Dessler, 2013**). In the 1980s and 1990s the traditional personnel management function was under heavy criticism both from the academic and commercial institutions. It was argued that the traditional personnel management functions were not adequate and sophisticated enough to cope with the uncertainties of the environment, people and changing nature of work. Thus, HRM was born out of the debate that a more sophisticated model of people management is needed to cope with these uncertainties, not only on the operational level but also on the strategic level to achieve competitive advantage (**Senyucel, 2009**). Since 1997, a groundbreaking McKinsey study exposed the "war for talent" as a strategic business challenge and a critical driver of corporate performance (**Micheals et al., 2001**). The term "TM" was born to be a major HR topic. HR organizations are now focused on a new set of strategic issues like, how can we make our recruiting process more efficient and effective by using "competency based" recruiting instead of sorting through resumes, one at a time? How do we quickly identify competency gaps so we can deliver training, e-learning, or development programs to fill these gaps? How can we use these gaps to hire just the right people? How do we identify high performers and successors to key positions throughout the organization to make sure we have a highly flexible, responsive organization? How do we provide learning that is relevant, flexible, convenient, and timely? (**Bersin, 2006**).

Identifying an exact meaning of TM is complicated owing to both the confusion regarding the definition of terms used and the various deviations in assumptions made by the writers who consider the issue (**"UKEssays", 2015a**). Also, finding a clear

definition of TM as the process may differ between organizations (**Mullins, 2011, Blass, 2009**). Then, following are different definitions of TM from different views.

CIPD defined TM as: The systematic attraction, identification, development, engagement/ retention and deployment of those individuals with high potential who are of particular value to an organization, either in view of their „high potential" for the future or because they are fulfilling business/ operation-critical roles (**Cipd.co.uk, 2015**). While SHRM defined it as: TM is a complex assortment of associated HR processes that deliver an easy elementary benefit for any business (**"UKEssays", 2015a**).

A holistic approach to optimizing human capital, which enables an organization to drive short- and long-term results by building culture, engagement, capability, and capacity through integrated talent acquisition, development, and deployment processes that are aligned to business goals. Another simpler definition from ASTD "the collection of things companies do that help employees do the best they can each and every day in support of their own and the company's goals and objectives". (**Israelite, 2010**).

TM comprises identifying a person's innate skills, traits, individuality and fitting him into the right work profile; every individual possesses unique talent that matches an exacting job profile and any other position will lead to discomfort (**"UKEssays", 2015b**). It therefore falls under the Management, specifically the HR Division, to situate candidates with discretion and prudence simply because a wrong fit can result in additional hiring, re-training and all such wasteful activities (**"UKEssays", 2015a**).

TM is the additional management, processes and opportunities that are made available to people in the organization who are considered to be 'high potential' or 'talent' (**Mullins, 2011, Blass,2009**).

A strategic approach for gaining competitive advantage through such indicators as improved retention and succession planning of high performers, and making the organization attractive to work in (**Mullins, 2011**).

The researcher defines the TM approach for the purpose of this thesis which adopted the Lockwood, 2006 TM model. TM is a strategic approach begin with talent planning at all organization levels, aiming to attract, select, engage, develop and retain right employees with the right skills in the right positions at the right time.

Although, the varied views on the importance of TM in the organizational success, all converge on a single theme that it is critical for the successful achievement of business goal and in the competitive times (**"UKEssays", 2015a**), next are the different importance issues related to TM:

1. The business world has rapid changes and its market is getting bigger, every time there are a larger number of companies in all the countries, which is the globalization. Then there is a highly competition that is why we can't be always efficient (**Ballesteros Rodriguez, 2010**).
2. The growing need that specific organizational capabilities are needed for developing a sustainable competitive advantage in a highly competitive market.

3. The increased difficulty in retention of crucial talent as a result of a shift to a self-managed professional careers where skilled personnel aggressively pursue their careers and advancement by switching over different companies and geographic boundaries (**"UKEssays", 2015a**).
4. The continuing growth in specialization in all disciplines. This results in a smaller pool of experts in anyone field, then increased competition for them.
5. Limited flexibility of organizations to train from scratch, which encourages a search in the labor market for experienced staff.
6. The talent shortage due to education and vocational training strategies that have failed to deliver what the changing economy requires, then increased competition for talents (**Cannon & McGee, 2011**).
7. The new generation that has begun to enter the labor force has different demands than their previous generations.
8. The HR department and the HR managers need to become involved in strategic issues (**Yllner & Brunila, 2013; Wikström & Martin, 2012**).
9. Reduced levels of employee commitment.
10. Realization of the high cost of the employee turnover.
11. Necessity of succession planning (**"UKEssays", 2015a**).

Talent Management Practices:
TMP vary widely from company to company (and even within the same company). This isn't necessarily a bad thing, because companies, and divisions within companies, have different strategies, philosophies, and goals, all of which influence how their employees are managed. And of course, what works in one place may not work in another. So differences are not necessarily a bad thing (**Israelite, 2010**). The researcher in this study adopted the five TMP of Lockwood study which they are: TA, TS, TD, TE, and TR.

It is important before implementing the TMP to develop Talent Planning and Deployment. The role of talent planning to identify future talent needs is important at all levels of the organization. The goal of talent planning is to have an optimal level of talent positioning, which refers to having the right talent at the right place at the right time with the needed competencies and motivation at all levels and all locations of the firms (**Tarique & Schuler, 2012**).

The following will address adopted TMP by this study which is considered the most suitable and comprehensive definition for each practice:

Talent Attraction:
Despite recent employment market trends have put more talent into the available workforce; companies are still challenged with attracting the "right" employees (**"SHRM Foundation", 2002**). Winning the war for talent; means more than simply attracting workers to your company. It means attracting the right workers—the ones who will be enthusiastic about their work. Enthusiasm for the job requires more than having a good attitude about receiving good pay and benefits—it means that an employee's goals and aspirations also match those of the company (**Carpenter et al., 2010**). The added benefit of hiring workers who match your organizational culture and are engaged in their work is that they will be less likely to leave your company just to get a higher salary (**Carpenter et al., 2010**).

After reading and revising the literature reviews, the researcher developed the next definition for the term TA: "The mechanisms followed by an organization to create an attractive working place by making a featured corporate image, and by offering competitive advantages with promoting them in the market to attract the highly skilled and qualified people - who are of particular value to an organization in the coming years - to the suitable profession".

According to Attraction-Selection-Attrition (ASA) theory Employees are attracted to organizations where they will fit in. In other words, different job applicants will find different cultures to be attractive. As a result, individuals will self-select the companies they work for and may stay away from companies that have core values that are radically different from their own. There may be other, more powerful attractions such as good benefits. Just as candidates are looking for places where they will fit in (**Saylor.org, 2009**).

Attracting talent concerns how potential applicants view the organization and whether they share enough of the values of that organization to wish to join. The use of social media is an increasingly important part of the attraction process and knowledge of how the potential of this approach can be maximized is part of the role of the talent professional (**NHS Leadership Academy, 2014**). Corporate image and reputation is the most important factor in attracting talented employees to the organization (**Çalışkan & Kıyat, 2013**).Good employer brand value can attract better candidates and there by contribute to successful talent acquisition by creating more aspirants and wider selection. The need to develop talent and become employer of choice occupies central position in organizational system (**Holland, Sheehan, & Cieri, 2007**). Based on that employer branding and employer of choice strategies are the most important strategies related to TA. Moreover, the compensation package plays a role in attracting talented employees.

TA strategies are: employer branding**,** employer of choice, and compensation package.
1. 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 (**Armstrong, 2006**). From the researcher's perspective, this marketing strategy should include a vision, mission and strategic goals that help to attract a privileged functional cadre. The employer branding term can be used as a talent oriented place branding. Place branding based on five dimensions (**Anderson, et al., 2014).**
   a) Visibility: To be known and recognized;
   b) Reputation: Building trust;
   c) Identity: Belonging and identification;
   d) Authenticity: To be unique, to be real;
   e) Purpose: A role to play in a global world.
2. Employer of choice means, a place where people prefer to work. This means developing what Sears (2003) calls 'a value proposition', which communicates what the organization can offer its employees as a 'great place to work'. Factors that contribute to being an employer of choice are: interesting and rewarding work; opportunities for learning, development and career progression; reasonable degree of security; enhanced future employability because of the reputation of the

organization as one that employs and develops high quality people, as well as the learning opportunities it provides; better facilities and scope for knowledge workers; employment conditions that satisfy work-life balance needs; and finally a reward system that recognizes and values contribution and provides competitive pay and benefits (**Armstrong, 2006**).

3. Compensation Package -The compensation package should be positive enough to attract the best people for the job. An organization that does not pay as well as others within the same industry will likely not be able to attract the best candidates, resulting in a poorer overall company performance (**Dias, 2012**).

This study will focus on the following TM strategies: adopting meaningful and attractive vision, mission and strategic goals, reputation, career development, working environment, compensation package, and finally perfect employment procedures.

Talent Selection:

Regardless of the current conditions of the labor market, you need to select the right people for the job to ensure continued success ("**Strategic HR**", **2014**). The selection process refers to the steps involved in choosing people who have the right qualifications to fill a current or future job opening (**Dias, 2012**). Once reviewing applicants' résumés, the next step is selecting the best candidates for the job. This usually means whittling down the applicant pool by using the screening tools: tests, assessment centers, and background and reference checks. Then the supervisor can interview likely candidates and decide whom to hire. Nothing you do at work is more important than hiring the right employees (**Dessler, 2013**).

The researcher adopted the next definition of the term TS: It is a process used to help employers decide which of their potential job candidates have the talent and skills necessary for the position they are trying to fill (**Talentmakers.in, 2015**).

According to Person and Job/Organization Fit theory, the main aim of employee selection is to achieve person-job fit. Person-job fit refers to matching (1) the knowledge, skills, abilities (KSAs), and competencies that are central to performing the job (as determined by job analysis) with (2) the prospective employee's knowledge, skills, abilities, and competencies. The aim is to achieve a match. However, a candidate might be right for a job, but wrong for the organization (**Dessler, 2013**).

According to the professional recruitment and selection model, selection is based on applicants' specialized knowledge and skill sets. While recruiting efforts are aimed at attracting specialized talent to apply, selection decisions consider which applicants' skill sets best complement and uniquely contribute to the skill base of existing employees in the firm. Therefore, organizations following the professional model are likely to invest substantially in the certification of applicants' skills. Additionally, organizations under this model may consider applicants' abilities to collaborate with colleagues, as collaboration is essential to the cross-fertilization of ideas and knowledge required for these organizations' success (**Storey et al., 2009**).

According to Itika, 2011, there cannot be any recruitment and selection of employees without going through a process of exploring the organization, the job to be filled, and the required person (**Itika, 2011**).

The following is the recruitment & selection process:

1. Organizational analysis. This is the process of evaluating the total organization, its objectives, HR, effectiveness and internal environment. The most useful data and information are obtained from the corporate strategic plan or HR strategy if available. Other sources are monthly or quarterly reports, management meetings decisions, government policies and laws, market trends and global patterns.

2. Job analysis. This is the process of analyzing and listing the tasks that are included in the job, all the steps taken to perform the different tasks and all the requirements the respective tasks put upon the jobholder. The data on the nature of the job and requirements can be obtained from the available HR manuals, job descriptions, making enquiries from departmental and section managers or supervisors, the person doing the job and moving around to observe how the job is done.

3. Individual analysis. This involves performance appraisal of individuals doing the job in order to compare individual knowledge, skills and competence requirements in relation to the job objectives and possible potential for development.

The main selection strategies are the application form, the interview, tests, and references.

1. Application form: As reservations grew about the validity of interviews for employment purposes, the more productive use of the application form was one of the avenues explored for improving the quality of decisions. Forms were considered to act as a useful preliminary to employment interviews and decisions, either to present more information that was relevant to such deliberations, or to arrange such information in a standard way. This made sorting of applications and short listing easier and enabled interviewers to use the form as the basis for the interview itself, with each piece of information on the form being taken and developed in the interview. Application forms are increasingly available electronically; this not only speeds up the process but also enables 'key word' searches of the data on the forms, but there are questions about the legality of this method when used alone **(Torrington et al., 2005).**

2. Interview: The purpose of the selection interview is to obtain and assess information about a candidate which will enable a valid prediction to be made of his or her future performance in the job in comparison with the predictions made for any other candidates. Interviewing therefore involves processing and evaluating evidence about the capabilities of a candidate in relation to the person specification. Some of the evidence will be on the application form, but the aim of the interview is to supplement this data with the more detailed or specific information about competencies, attitudes, experience and personal characteristics that can be obtained in a face-to-face meeting. Such a meeting also provides an opportunity for judgments by the interviewer on whether the individual will 'fit' the organization, and by both parties as to how they would get on together **(Armstrong, 2006).**

3. Selection Test: Selection tests are used to provide more valid and reliable evidence of levels of intelligence, personality characteristics, abilities, aptitudes and attainments than can be obtained from an interview **(Armstrong, 2006).** The use of tests in employment procedures is surrounded by strong feelings for and against. Those in favor of testing in general point to the unreliability of the interview as a predictor of performance and the greater potential accuracy and

objectivity of test data. Tests can be seen as giving credibility to selection decisions. Those against them either dislike the objectivity that testing implies or have difficulty in incorporating test evidence into the rest of the evidence that is collected. Tests are chosen on the basis that test scores relate to, or correlate with, subsequent job performance, so that a high test score would predict high job performance and a low test score would predict low job performance.

4. References: After the interviewing and testing k2procedure has been completed, one way of informing the judgment of managers who have to make employment offers to selected individuals is the use of references. Candidates provide the names of previous employers or others with appropriate credentials and then prospective employers request them to provide information. Reference checking is increasing as organizations react to scandals in the media and aim to protect themselves from rogue applicants (**Torrington et al., 2005**).

Talent Engagement:
In today's challenging environment, no employer can afford to have its employees physically present but checked out mentally. The Institute for Corporate Productivity defines engaged employees as those who are mentally and emotionally invested in their work and in contributing to an employer's success. Unfortunately, studies suggest that less than one-third of the U.S. workforce is engaged. One Gallup study estimated that $350 billion is lost annually in the United States alone on damage done by disengaged workers. Today s HR managers need the skills to foster and manage employee engagement (**Dessler, 2013**).

According to person-organization fit literature, individuals who perceive a closer fit to the organization to which they have been recruited are more likely to adjust quickly and feel most satisfied (**Chatman, 1991**).

TE suggests employees who are more engaged with their work and organization are likely to have greater job satisfaction, have a positive opinion of their employer, are less likely to voluntarily turnover, have greater customer loyalty, and have high levels of performance (**Lockwood, 2006**). Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages— including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces (**Vance, 2006**).

Commitment means that employees put in discretionary energy and are engaged to the firm. This shows up in commitment indices and productivity. Contribution, an emerging area for talent, means that employees find personal abundance at work. This means focusing on meaning, purpose, identity, and other disciplines that touch employees' hearts and souls (**Storey et al., 2009**).

Poor attendance, voluntary turnover, and psychological withdrawal often also reflect diminished employee engagement. Engagement refers to being psychologically involved in, connected to, and committed to getting one's jobs done.

Investors in People draw attention to the importance of employee engagement for building effective relationships between an organization and its people. Managed well, it can galvanize your people to make the contribution needed from them and keep them on track in tough times. But effective engagement doesn't happen by

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chance: it requires a structured, focused approach to aligning people with business goals. Every organization needs to ensure that its people understand the strategy, see how they fit in and know what they are expected to contribute. But employers must also realize that this can't be one-way traffic; gaining employee trust and commitment also means seeking their views and feedback, understanding any issues and seeking to address them (**Mullins, 2011**). The following are the main TE strategies:

1. 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 particularly it is about treating individual employees fairly, recognizing their value, giving them a voice and providing opportunities for growth. The aim is to achieve 'TE', ensuring that people are committed to their work and the organization. As Sears (2003) points out, it is 'better to build an existing relationship rather than try to create a new one when someone leaves' (**Armstrong, 2006).**

2. Onboarding new employees is a process in which an organization's values, norms, and behavioral patterns are transmitted to employees (also referred to as the organizational socialization process). Onboarding refers to the process through which new employees learn the attitudes, knowledge, skills, and behaviors required to function effectively within an organization. If an organization can successfully socialize new employees into becoming organizational insiders, new employees feel confident regarding their ability to perform, sense that they will feel accepted by their peers, and understand and share the assumptions, norms, and values that are part of the organization's culture. This understanding and confidence in turn translate into more effective new employees who perform better and have higher job satisfaction, stronger organizational commitment, and longer tenure within the company (**Saylor.org, 2009**). Also, onboarding create an environment where all employees feel welcome and respected regardless of their orientation is the key to maintaining a positive work environment (**Saylor.org, 2009**).

3. 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. Line managers can be asked to carry out separate 'risk analyses' for any key staff to assess the likelihood of their leaving. Properly carried out, performance management is a means of increasing the engagement and motivation of people by providing positive feedback and recognition (**Armstrong, 2006).**

4. Total reward strategies, which provide for both financial and non financial rewards, can contribute to the engagement and commitment of talented people by demonstrating that they are valued for their contribution and by operating fairly and consistently (**Armstrong, 2006**). The equity theory of motivation postulates that people are strongly motivated to maintain a balance between what they perceive as their contributions and their rewards. Equity theory states that if a person perceives an inequity, a tension or drive will develop in the person's mind, and the person will be motivated to reduce or eliminate the tension and perceived inequity (**Dessler, 2013**).

Talent Development:
Once talent has been defined and attracted by an organization as part of the TM process, the talent must developed, which will make it ultimately easier for an organization to retain the talent (**Armstrong, 2006**). The ultimate aim of organizations is

to develop and maintain a talent pool consisting of a skilled, engaged and committed workforce. (**Armstrong, 2006**)

The TD process can be defined a variety of ways but it is the process that includes four broad areas: Identification (who to develop?); Design (what competencies to develop, at what speed, and for how long?); Evaluation (what analytical tools to use to measure effectiveness?); and, Organizational Support (what support can top management provide?)(**SHRM, 2012**).

Human capital theory was initially well developed by Becker (1964) and it has grown in importance worldwide because it focuses on education and training as a source of capital. It is now widely acknowledged that one of the key explanations for the rapid development of Asian countries in the 1970s and 80s is high investment in human capital (**Barro, 1991**). Human capital theory changes the equation that training and development are 'costs the organization should try to minimize' into training and development as 'returnable investments' which should be part of the organizational investment capital. Therefore, HR training and development decisions and evaluations have to be done based on clearly developed capital investment models (**Itika, 2011**).

TD strategies are: orienting and onboarding new employee**,** mentoring, career management, performance management, and coaching.
1. Although orienting and onboarding new employees are TE strategies, they are also strategies of TD. Carefully selecting employees doesn't guarantee they will perform effectively. Even high potential employees can't do their jobs if they don't know what to do or how to do it. Making sure your employees do know what to do and how to do it is the purpose of orientation and training. The HR department usually designs the company's orientation and training programs, but the rubber hits the road with the supervisor. He or she does most of the day-to-day orienting and training. Every manager therefore needs to know how to orient and train employees.
2. A mentor is a trusted, experienced advisor who has direct investment in the development of an employee. A mentor may be a supervisor, but often a mentor is a colleague who has the experience and personality to help guide someone through processes. While mentoring may occur informally, a mentorship program can help ensure the new employee is paired up with someone who already knows the ropes and can help guide the new employee through any on-the-job challenges (**Dias, 2012**).
3. Career management is concerned with providing opportunities for people to progress and develop their careers and ensuring that the organization has the flow of talent it needs. The elements of career management are the provision of learning and development opportunities, career planning and management succession planning.
   a) Learning and development policies and programs are essential components in the process of developing talent – ensuring that people acquire and enhance the skills and competencies they need. Policies should be formulated by reference to 'employee success profiles', which are described in terms of competencies and define the qualities that need to be developed. Employee success profiles can be incorporated in role profiles. Learning and development activities are also important means of developing managers and gaining the engagement and commitment of talented staff by giving them

opportunities to grow in their present roles and to progress to higher level roles (**Armstrong, 2006**).

b) Career planning shapes the progression of individuals within an organization in accordance with assessments of organizational needs, defined employee success profiles and the performance, potential and preferences of individual members of the enterprise (**Armstrong, 2006**).

c) Management succession planning an organization ensures that it has enough talent with the appropriate skills and competencies to fill critical positions in the future (**Armstrong, 2006; Oehley, 2007**).

4. The performance management provides a means to identify talent and potential in organizations and utilizing it optimally (**Armstrong, 2006**).It is developed to coordinate several features, especially targets, training, appraisal and payment, in order to deliver effectiveness. Also included here is the management of absence or of attendance (**Torrington et al., 2005**).

5. Coaching strategy also one of the TD strategies, the Industrial Society (1999) defines coaching as: 'The art of facilitating the enhanced performance, learning and development of others.' It takes the form of a personal (usually one-to-one) on-the-job approach to helping people develop their skills and levels of competence. Hirsh and Carter (2002) state that coaching is aimed at the rapid improvement of skills, behavior and performance, usually for the present job. A structured and purposeful dialogue is at the heart of coaching. The coach uses feedback and brings an objective perspective. They noted that the boundaries between what a coach, mentor, counselor or organization development consultant do are inevitably blurred – they all use similar skills (**Armstrong, 2006**).

Talent Retention:

All employees are important, but TM oriented employers put special emphasis on developing and retaining their most critical employees (**Dessler, 2013**). Because top talent makes a positive impact on the business—both financial and nonfinancial—that when top talent leaves, companies realize a significant negative impact on the business. The cost to recruit, hire, and train top talent is so costly that companies are placing greater emphasis on retaining top talent today more than ever before (**Berger and Berger, 2004**).

TR implies that the organization intends to retain its most talented employees or those employees that will likely leave. Organizations are not always successful at retaining talented workers but can use tried and tested strategies to retain their best employees. TR is affected by specific demographic factors such as age, gender and the profile of talented employees. There is a tendency amongst younger workers to change jobs regularly whereas older workers require security and job stability. Other factors that influence TR are "company image, recruitment, selection and deployment, leadership (employees join companies and leave managers), learning opportunities as well as performance recognition and rewards" (**Armstrong, 2006**).

Changing attitude towards work and structure of work are allowing workers at all levels to change jobs more often. In this context, retaining talent becomes a major challenge for all organizations. One of the key challenges many organizations grapple with is why talented employees leave, taking with them essential competencies and experiences. The reality is that talented employees will leave. One perspective on this issue suggests that in today's fluid work environment short-term tenure of talented employees is a norm and companies should think about extracting as much as possible

form talented employees in a short period of time **(SHRM, 2012)**. The following are the main TR strategies:

1. Total reward strategies, which provide for both financial and non-financial rewards will affect the ability of organizations to attract and retain people **(Armstrong, 2006)**. A comprehensive compensation plan that includes not only pay but things such as health benefits and paid time off (PTO) is the first retention strategy that should be addressed. The compensation plan should not only help in recruitment of the right people but also help retain employees. Utilizing a pay banding system, in which the levels of compensation for jobs are clearly defined, is one way to ensure fairness exists within internal pay structures **(Dias, 2012)**.

2. To meet our higher level needs, humans need to experience self-growth. HR professionals and managers can help this process by offering training programs within the organization and paying for employees to attend career skill seminars and programs. In addition, many companies offer tuition reimbursement programs to help the employee earn a degree **(Armstrong, 2006)**.

3. Organizations that provide career planning to talented employees are more likely to see a low level of voluntary turnover. When employees have a good understanding of their career path and the assurance that their organization values their development, they can be more connected to their work and organization (**SHRM, 2012**).

4. The performance appraisal is a formalized process to assess how well an employee does his or her job. The effectiveness of this process can contribute to employee retention, in that employees can gain constructive feedback on their job performance, and it can be an opportunity for the manager to work with the employee to set goals within the organization. This process can help ensure the employee's upper level self-actualization needs are met, but it also can address some of the motivational factors discussed by Herzberg, such as achievement, recognition, and responsibility **(Armstrong, 2006)**.

5. Succession planning is a process of identifying and developing internal people who have the potential for filling positions. As we know, many people leave organizations because they do not see career growth or potential. One way we can combat this in our retention plan is to make sure we have a clear succession planning process that is communicated to employees. Succession planning is sometimes called the talent bench, because successful companies always have talented people "on the bench" or ready to do the job should a key position become vacant **(Armstrong, 2006)**.

6. A safety audit will examine the whole organization in order to test whether it is meeting its safety aims and objectives. It will examine hierarchies, safety planning processes, decision-making, delegation, policy-making and implementation as well as all areas of safety programme planning **(Armstrong, 2006)**.

7. Work-life balance employment practices are concerned with providing scope for employees to balance what they do at work with the responsibilities and interests they have outside work and so reconcile the competing claims of work and home by meeting their own needs as well as those of their employers. The term work-life balance has largely replaced 'family friendly policy' **(Armstrong, 2006)**.

Experts from the consulting company Development Dimensions International (DDI) and the employment firm Robert Half International suggest building comprehensive retention programs around the following steps (**Dessler, 2013**).

1. Selection. Retention starts up front, in the selection and hiring of the right employees. Selection refers not just to the worker but to choosing the right supervisors as well.
2. Professional growth. Inadequate career and professional development prospects prompt many employees to leave. Conversely, a well-thought-out training and career development program can provide a strong incentive for staying with the company. As one expert says, professionals who feel their company cares about their development and progress are much more likely to stay. The accompanying Strategic Context feature illustrates this.
3. Provide career direction. Periodically discuss with employees their career preferences and prospects at your firm, and help them lay out potential career plans. Furthermore, don t wait until performance reviews to remind top employees how valuable they are to your company.
4. Meaningful work and ownership of goals. People can't do their jobs if they don t know what to do or what their goals are. Therefore, an important part of retaining employees is making it clear what your expectations are regarding their performance and what their responsibilities are.
5. Recognition and rewards. We've seen that in addition to pay and benefits, employees need and appreciate recognition for a job well done.
6. Culture and environment. For example, companies that are very tense and political may prompt employees to leave, while companies that make them feel comfortable encourage them to stay.
7. Promote work life balance. In one survey conducted by Robert Half and careerbuilder.com, workers identified flexible work arrangements and telecommuting as the two top benefits that would encourage them to choose one job or another.
8. Acknowledge achievements. When employees feel underappreciated, they're more likely to leave. Surveys suggest that frequent recognition of accomplishments is an effective nonmonetary reward.

After revising literature reviews, the researcher found that TMP are working in a closed circuit, and they are mutually support one another and jointly influence job satisfaction, motivation, job performance, the effectiveness of the organization, and finally the intention of talented employee to stay at the organization. This research will address the last variable which is ITS at work.

There is nothing new about the various approaches contained in the concept of TM. But they are bundled together to produce a more coherent whole that can be a vehicle for the development and implementation of coordinated and mutually supporting approaches that help the organization to get and to keep the talented people it needs. It is closely associated with the notion of creating 'a best place to work', which has again become prominent in the 2000s (**Armstrong, 2006**).

As illustrated in the TMP above, some strategies are serving more than one TM practice. For ex., Total reward is a strategy of attraction, engagement, and retention. By competitive total rewards, the talented employees can be attracted then it can

contribute to the engagement of them, which lead to retain those talented employees and increase their ITS at their jobs.

Challenges for Implementing TM approach:
To implement talent management practices at organizations, it should be take into consideration the following challenges:

1. Human Capital is not Adequately Associated with Business Strategy.
2. Lack of Accountability and Capability for TD.
3. Inconsistent Execution and Integration of Talent Programs.
4. Limited Use of Meaningful Talent Analytics **(Aon.mediaroom.com, 2008).**
5. Attracting and retaining adequate workers at all levels to meet the jobs requirements, in addition to retain of key talent, especially in areas where there is scarcity of critical skills.
6. The mismatch of talents with jobs which resulted in employees being demotivated and frustrated and eventually leaving the employ.
7. Lack of talented employees' recognition by management, leading to losing them.
8. Lack of regular and constant feedback from management. This can in way deny management an opportunity to see if employee X is good in job Y or Z and what skills and competencies they were having or more importantly lacking **(Koketso & Rust, 2012).**

Section Two
Intention to Stay

Introduction:

When talent has already been incorporated within a company, nothing is sure that they will stay in the future since extraordinary people will always be coveted by others (**Li & Devos, 2008**). Given that work attitudes may give us clues about who will leave or stay, who will perform better, and who will be more engaged, tracking satisfaction and commitment levels is a helpful step for companies. If there are companywide issues that make employees unhappy and disengaged, these need to be resolved. It is worth noting that attitudes are more strongly related to intentions to behave in a certain way, rather than actual behaviors. When you are dissatisfied with your job, you will have the intention to leave (**Carpenter et al., 2012**).

From another side, it is becoming increasingly old fashioned to work for an organization for life. Today, managers are not only responsible for getting the job done on time but also responsible for finding the right people for the right job, develop and retain existing staff, keep staff morale high, etc. (**Senyucel, 2009**). According to The Towers Perrin Talent Report 2001, a majority of the workforce is "in the market"—56% are open to move1 and often it's the top talent who receive offers (Figure 3). This "mobility mindset" influences the way HR professionals think about recruiting and retaining talented employees. The combination of mobile employees and a turbulent economy makes an even more challenging situation for HR professionals today (**Berger and Berger, 2004**). When employees leave, their jobs still need to be performed by someone, so companies spend time recruiting, hiring, and training new employees, all the while suffering from lower productivity. Yet, not all turnovers are bad. Turnover is particularly a problem when high-performing employees leave (**Saylor.org, 2009**).

Figure 3: Mobility Mindset

Source: Berger, Lance and Berger, Dorothy (2004).The Talent Management Handbook. McGraw-Hill, New-York.
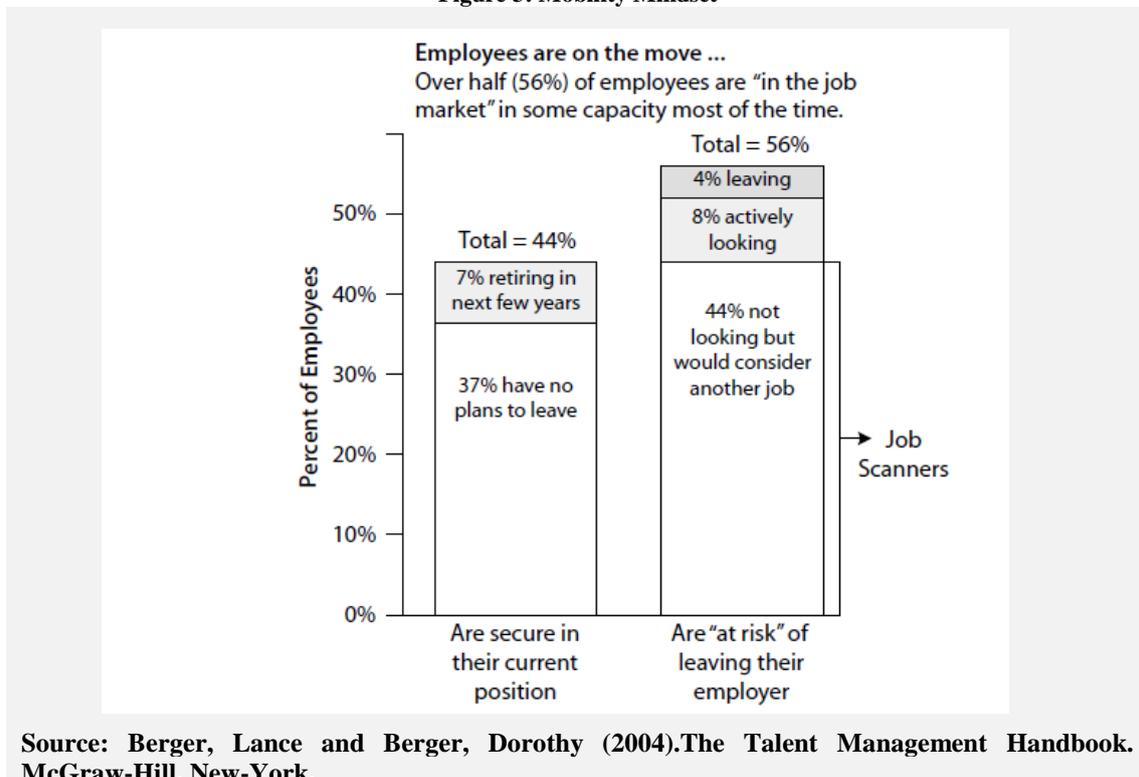
Intention to Stay:

(ITS) is defined as employees' ITS in the present employment relationship with their current employer on long term basis. This is an inverse concept of turnover intention or intention to quit (**Johari et al., 2012**).

Our behavior at work often depends on how we feel about being there. Therefore, making sense of how people behave depends on understanding their work attitudes. An attitude refers to our opinions, beliefs, and feelings about aspects of our environment (**Saylor.org, 2009**).

According to goal theory of motivation, people's goals or intentions play an important part in determining behavior. Goals guide people's responses and actions and direct work behavior and performance, leading to certain consequences or feedback (**Mullins, 2011**).

According to the theory of planned behavior (TPB) holds that only specific attitudes toward the behavior in question can be expected to predict that behavior. In addition to measuring attitudes toward the behavior, we also need to measure people's subjective norms – their beliefs about how people they care about will view the behavior in question. To predict someone's intentions, knowing these beliefs can be as important as knowing the person's attitudes. Finally, perceived behavioral control influences intentions. Perceived behavioral control refers to people's perceptions of their ability to perform a given behavior. These predictors lead to intention. A general rule, the more favorable the attitude and the subjective norm, and the greater the perceived control the stronger should the person's intention to perform the behavior in question. According to TPB (See Figure 4), attitude, subjective norm, and perceived behavioral control work together to form the behavioral intention to perform the specific action. The intention may result in actually performing the behavior but this is dependent upon actual behavioral control. The person must have a sufficient degree of actual control over the behavior in order to be able to act (**Ajzen, 1991**).

Figure 4: Figure 4: The Theory of Planned Behavior
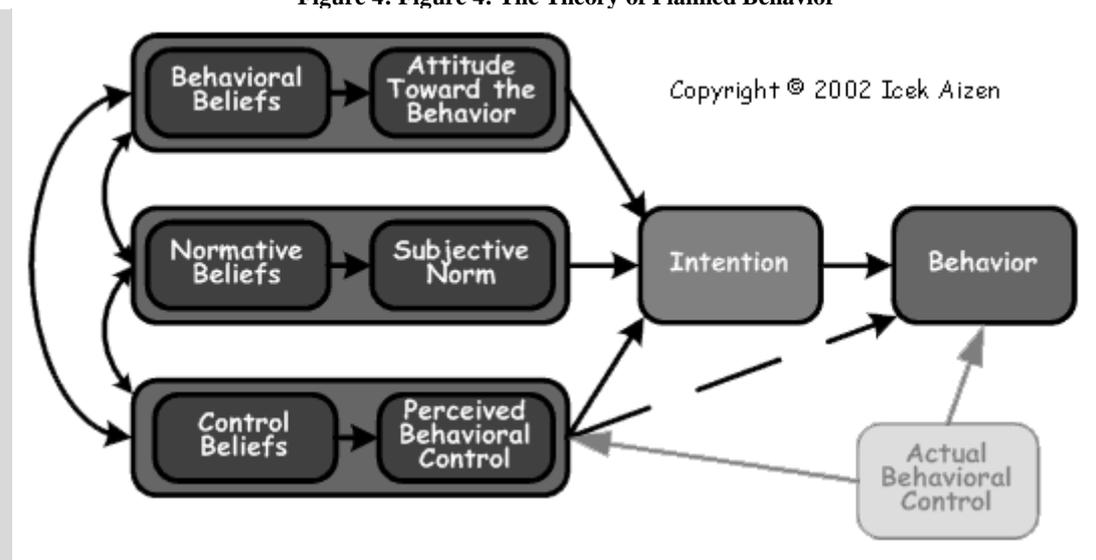
Source: Ajzen, I. (1991). The theory of planned behavior. Organizational Behavior and Human Decision Processes, 50, p. 179-211.

There are at least two systematic ways in which companies can track work attitudes: through attitude surveys and exit interviews. Regarding attitude surveys, Companies can get better results if responses are held confidential. If employees become concerned that their individual responses will be shared with their immediate manager, they are less likely to respond honestly. Moreover, the success of these surveys depends on the credibility of management in the eyes of employees. If management periodically collects these surveys but no action comes out of them, employees may adopt a more cynical attitude and start ignoring these surveys, hampering the success of future efforts. Regarding exit interview, it involves a meeting with the departing employee. This meeting is often conducted by a member of the HRM department. The departing employee's manager is the worst person to conduct the interview, because managers are often one of the primary reasons an employee is leaving in the first place. If conducted well, this meeting may reveal what makes employees dissatisfied at work and give management clues about areas for improvement (**Saylor.org, 2009**).

Leaving a company depends on many factors, such as availability of alternative jobs in the market, your employability in a different company, and sacrifices you have to make while changing jobs (**Carpenter et al., 2012**). Studies vary greatly in whether that individuals most frequently leave for more money, better career opportunities, better work - life balance, or other factors; what they don' t vary in is the finding that if individuals are dissatisfied with what to them is an important feature of the work environment, they are likely to leave. Thus it is important that organizations know what their employees value and do everything they can to be sure that they are offering their critical employees rewards that will retain them (**Lawler III, 2008**). A common problem in many knowledge-intensive organizations is for talented employees to leave their jobs because they are not being allowed to do as much as they would like to do for their organizations (**Blass, 2009**). Also, employees may decide to leave the organization as a result of the perceived inequity (**Saylor.org, 2012**).

On the other hand, staying within a company without intention to leave has many factors. Studies show that when an organization has a moral climate that values doing the right thing, people tend to be happier at work, more committed to their companies, and less likely to want to leave (**Saylor.org , 2009**). The compensation package can be competitive enough to motivate people to stay with their jobs. Although we know that compensation packages are not the only thing that motivates people, compensation is a key component (**Dias, 2012**). It is no doubt that if the companies bring in the high technique and makes their employees' working environment full of high-tech infrastructures which facilitate their way of working, it will become one of the reasons that they choose to stay. Maslow also addressed the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their unique potential. If employees know they are being groomed for great things, they might be more likely to stay with the company, for example. They will feel encouraged the company has recognized their performance, as well as their potential, and they will be more eager to take advantage of key development opportunities (**Berger and Berger, 2004**). Moreover, the nature of human being is competitive, they compete not only within the company, but also they will compete with the people in different organizations. Employees may become complaining if they think that other companies' infrastructures are superior to theirs. That is why we are all pursuing about the —latest, modern, fashion and updated (**Li & Devos, 2008; De Angelis, 2004**). The

productive conversations help leaders knowing the needs of their employees better and shape relationships between them, and then relationships are the important reason for people leave or stay. Commitment of leaders has long been a concern of organizations as it affected the employees' behaviors, learning and so forth. The leaders need the commitment from employees to ensure their involvement in the job, but otherwise, employees need the commitment from leaders to stay in the company. A motivation theory developed by Frederick Herzberg can be applied here to stand for our arguments. Herzberg thinks that human being has two needs, one as the animal avoid pain, and one as a human to grow psychologically(**Li & Devos, 2008**).There are also individual differences in whether people leave or stay. For example, personality is a factor in the decision to quit one's job. People who are conscientious, agreeable, and emotionally stable are less likely to quit their jobs. Many explanations are possible. People with these personality traits may perform better at work, which leads to lower quit rates. Additionally, they may have better relations with coworkers and managers, which is a factor in their retention. Whatever the reason, it seems that some people are likely to stay longer at any given job regardless of the circumstances (**Saylor.org, 2009**).

According to Towers Perrin research, the factors that attract people to join an organization are different from the factors that keep them there. The chart below (Table 1) illustrates the top five reasons employees join and stay with an organization. Respondents indicate that tangible rewards—like pay and benefits—often attract them to join an organization, while the intangible rewards encourage them to stay. When asked why respondents stay with an organization, the second strongest response was "understanding the unique needs of high performers." Identifying, recognizing, and rewarding high performers engages these employees in the business and encourages them to become and remain successful. High-performing companies can gain competitive advantage by motivating, engaging, and retaining high performers through understanding their needs. High-performing companies engage employees in their business, link performance with rewards, and differentiate rewards for top and average performers (**Berger and Berger, 2004**).

Table 1: Top factors that attract and retain employees

	Join	Stay
1.	• Competitive base pay and health benefits	• Developing the skills of employees
2.	• Opportunities for advancement	• Understanding the unique needs of high performers
3.	• Work/life balance	• Competitive base pay
4.	• Competitive retirement benefits package • Pay raises linked to individual performance	• Aligning HR programs to meet the business objectives
5.	• Recognition for work	• Clarifying what the company expects and what employees can expect in return

Source: Berger, L. and Berger, D. (2004). The Talent Management Handbook. McGraw-Hill, New-York.

Turnover:

Turnover refers to an employee's leaving an organization. Employee turnover has potentially harmful consequences, such as poor customer service and poor company performance **(Carpenter et al., 2012).** There are two types of turnover, voluntary turnover and involuntary turnover. Voluntary turnover is initiated by the employee for many different reasons. Voluntary turnover can be somewhat predicted and addressed in HR. Involuntary turnover is where the employee has no choice in their termination, ex. employer-initiated due to non-performance **(Dias, 2012).**

Managing voluntary turnover requires identifying its causes and then addressing them. People who are dissatisfied with their jobs are more likely to leave, but the sources of dissatisfaction are many and varied. One survey collected data from 262 U.S. organizations having a minimum of 1,000 employees. In this survey, the five top reasons for top-performing employees gave for leaving were pay, promotional opportunities, work life balance, career development, and health care benefits. Other reasons employees voluntarily leave include unfairness, not having their voices heard, and a lack of recognition. Practical considerations affect turnover. For example, high unemployment and fewer job opportunities at some sectors reduces voluntary turnover **(Dessler, 2013).**

Based on the previous, and according to the literature reviewed by the researcher, there are three main causes of Voluntary turnover as shown in the figure (5).

Figure 5: Voluntary Turnover Causes
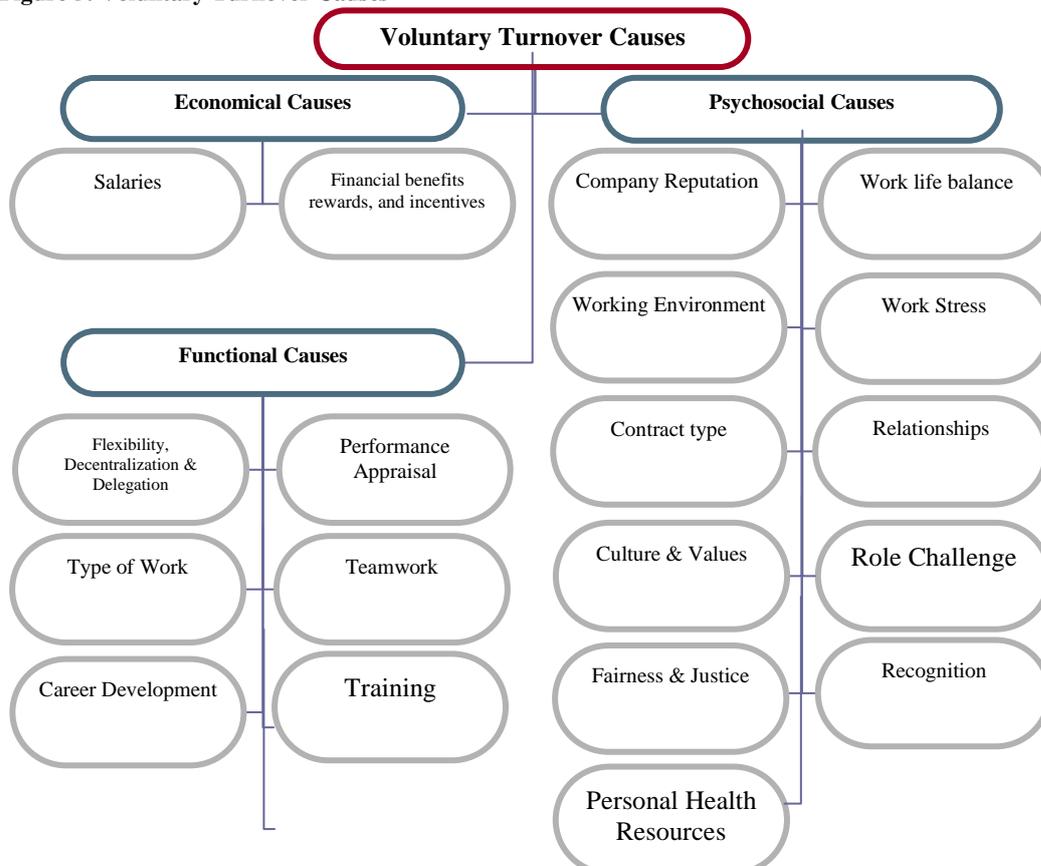
Source: Articulated by the Researcher, 2015. Based on Saylor.org (2012), Dias (2012) & Dessler (2013).

Involuntary turnovers are inevitable. Even under the best conditions, the employer will have to let some employers go when jobs are restructured, or when competitive pressures necessitate reductions in force. However, dismissals due to poor performance are sometimes avoidable. As with voluntary turnover, performance-based dismissals may stem from breakdowns in the employer s talent management system. Therefore, here, too, reviewing and improving one's recruitment, selection, training, appraisal, and compensation/incentive plans can reduce dismissals by addressing the reasons for poor performance **(Dessler, 2013).**

It is worth mentioning that the cost associated with the turnover divided into two types: indirect costs and direct costs (See Table 2). Direct turnover costs include the cost of leaving, replacement costs, and transition costs, while indirect turnover costs include the loss of production and reduced performance **(Dias, 2012)**.

Table 2: Turnover Costs

Direct	Indirect
Recruitment costs	Lost knowledge
Advertising costs for new position	Loss of productivity while new employee is brought up to speed
Orientation and training of new employee	Cost associated with lack of motivation prior to leaving
Severance costs	Cost associated with loss of trade secrets
Testing costs	
Time to interview new replacements	
Time to recruit and train new hires	

Source: Dias L. (2012). Beginning Management of Human Resources.

Section Three
IT Companies in the Gaza Strip

Introduction:

Information Technology (IT) Sector is becoming an important sector for the nation's development, since it helps other sectors to grow and develop by computerizing and automating their processes. IT is an enormously vibrant field that emerged at the end of the last century. By the late 1980's desktop workstations and personal computers had largely replaced time-shared main frames as the dominant computing paradigm in many organizations. However, as the personal computer became more powerful and more connected, it became more complex to administer, and the demand for people who could "make things work" in a networked microcomputer environment escalated. The trend to desktop computing was turned into a revolution with the appearance of Web browsers and the resulting explosion of the World Wide Web (www). By turning the computer into a usable communication device that can access the entire world, Web browsers became the first compelling reason for everyone in society to use a computer. As Web sites became more active and interactive, the demand for application developers and especially database developers expanded as well. The field continues to evolve at an astonishing pace. New technologies are introduced continually, and existing ones become obsolete almost as soon as they appear **(Lunt et al, 2008)**.

IT encompasses all of the technology that is used to collect, process, protect and store information. It refers to hardware, software (computer programs), and computer networks **(Lunt et al, 2008)**.

While IT is growing at a very fast pace over the last few years and due to the robust growth, millions of jobs have been created related to this field. Also, IT has plenty of benefits for the business world:

1. Allowing organizations to work more efficiently and to maximize productivity.
2. Helping the students as well as the teachers in studying the course material easily because of fast access online.
3. Helping the managers in adapting to the new business processes and to predict the possible impact of new technologies. The managers can benefit from the efficiently prepared computer packages and the electronically stored confidential information **(Itdcanada.ca)**.
4. Moreover, it offers immediate connectivity – voice, data and visual – improving efficiency, accuracy and transparency.
5. Increasing the choice in the marketplace and provide access for other goods and services.
6. Widening the geographical scope of potential market.
7. Finally, channel knowledge and information of all kinds **(Kramer et al., 2007)**.

IT characteristics in Palestine:

The Palestinian information technology (IT) sector began to develop in Palestine in early to mid-1980s. At that time, only a handful of local IT companies existed, primarily to service the demand for computers and electronics sales. By the early 1990s, a much larger number of private enterprises serving the IT industry had come into existence in response to a growing demand for IT services emanating from the private sector, universities and the local government **("Massar Associates", 2002)**.

Generally, the Palestinian Information and Communication Technology (ICT) sector has registered impressive growth over the last few years and it is starting to attract broader global interest. Foreign investment and improved competitiveness have all made a difference, as has growth in domestic demand. The Palestinian IT Association of Companies (PITA) estimates that the annual growth of the local IT market is about 25% a year and that it is now worth more than $300m. According to the Palestinian Central Bureau of Statistics (PCBS) the output of the sector was worth $588.9m in 2010. In 2011 the sector contributed 6.4% to Palestinian GDP, up from 0.8% in 2008. In terms of employment, the number of people who work in the sector increased from 2,200 in 2000 to 6,400 in 2011. While some sources report the number of ICT companies to be above 500, the majority of these are small hardware retailers and Internet cafes. The 124 companies officially registered at PITA constitute the core of the industry. Of these, about 38 are in Gaza while the rest are in the West Bank (**"Portland Trust", 2012**). However, according to another study conducted by PITA the total number of IT companies are estimated about 75 in the Gaza Strip (**AlMonitor, 2014**).

Nowadays the goods and services offered by Palestinian ICT companies are:

1. Telecommunications (TELECOM) and Internet Service Providers (ISPs) (fixed and mobile phone lines, Internet and broadband services);
2. Software (SW) industry solutions and packages (HRM, projects and sales management, finance and accounting, education-related solutions, management information and systems and children's education and entertainment);
3. Hardware (HW) goods.
4. Web products (web development, e-businesses, web portals development, ICT consultancy, and training and office automations).
5. Developing mobile phone applications and animations (**"Portland Trust", 2012**).

IT Companies in the Gaza Strip:
As mentioned above there are around (38) ICT companies officially registered at PITA in the Gaza Strip, these companies are considered as the core of the industry in the Gaza Strip (PITA, 2015).The services provided by these companies differ according the following table:

Table 3: Types of IT Companies members at PITA in the Gaza Strip

No	Services	No. of Companies
1	HW& SW	2
2	SW	11
3	HW	11
4	Training	2
5	Training & SW	2
6	TELECOM & ISPs	3
7	TELECOM & ISPs & SW	2
8	TELECOM &ISPs & HW	2
9	Consultancy	2
10	Media	1
Total		38

Source: PITA (2015), "Members Directory", available at: http://www.pita.ps/directory

Out of the (38) ICT companies, there are only (17) IT companies' members of PITA who are providing software services (SW), out of them (11) companies for SW only, (2) companies for SW & HW, (2) companies for SW & training, and (2) companies for the

TELECOM & ISPs & SW. The number of employees at those (17) companies is around (272) employees including the managers, the administrative employees, and the IT specialists.

Obstacles for the Growth of the IT Sector in the Gaza Strip:
1. Because of the ongoing blockade on Gaza, the very limited ability to travel and move goods across borders.
2. It is important to build professional connections and personal trust in any business, in addition to receive qualitative training and exchanging ideas, but this is nearly impossible for Gaza's employees.
3. More work is needed to assure intellectual property rights in addition to regulating the price of infrastructure, the use of digital signatures, e-commerce and telecommunications.
4. The absence of leadership and coordination of private sector groups in private sector coalitions;
5. The need to reform the Palestinian education system. Although Palestinians are one of the most highly educated and literate populations in the Middle East and about 1,000 ICT students graduate from the university system each year, the skills which they receive at schools and universities do not necessarily correspond to the market needs. According to a recent study, hiring managers at Palestinian tech firms have reported that Palestinian universities do not employ the latest technology or keep pace with high tech trends. PITA and others are looking to address this **("Portland Trust", 2012).**
6. Finally, The lack of access to 3G mobile technology in the occupied Palestinian territories has provided an added obstacle to economic and technological growth where information and communication technology that operators in Palestine lose an estimated $80 to $100 million annually as a result of the lack of 3G **(Maan News Agency, 2015).**

Chapter Three
Previous Studies

Introduction

Palestinian Studies

Arabic Studies

Foreign Studies

Commentary on the Previous Studies

Chapter Three
Previous Studies

Introduction:

There are many studies on the talent management and ITS topics overall the world which shows the importance of these topics. However, these studies almost don't correlate these terms with each other almost. Also, there are no adequate studies in those areas on the Arab level generally. The following are 26 studies in English and Arabic Language obtained from the Internet and the online library of the Islamic University divided into 6 Palestinian studies, 5 Arabic studies, and 16 foreign studies, ordered in chronological basis from the latest to the oldest. Then the comments on these studies will be addressed by the researcher.

Palestinian Studies:

1. (Dawwas & Zahare, 2014) "Testing the Relationship between Turnover Intention and Human Resource Practices in a non-Western Context of the Palestine".

Study Purpose: To examine the influence of major HR practices (job characteristics, training, performance appraisal, career development and compensation) on turnover intention in a non-western context of Palestine.

Research Methodology: The research adopts the analytical descriptive method. The data gathered from 504 nurses from 12 Palestinian Public Hospitals. Correlation and hierarchical regression analyses were used to examine the hypotheses of the study.

Research Results: This study showed that job characteristics, training, performance appraisal, career development and compensation play a significant role in influencing nurses' level of turnover intention, where the findings indicated that nurses who tend to show positive feelings towards job characteristics, training, performance appraisal, career development, and compensation are likely to report lower levels of turnover intention.

Research Recommendations: Managers should give great attention to the means used to determine the amounts of compensation that employees receive in order to reduce their intention to leave. Also, managers should take appropriate action to ensure provision of sufficient training, performance appraisal, job characteristics, career development, and compensation when managing nurses. This will help in examining HR practices from employees' point-of-view in order to reduce the perception gap between management and employees. Moreover, managers should convey clear messages to nurse that the organization feels responsible for, and values its employees.

2. (El-Nakhala, 2013) "The Availability of Talent Management Components from Employees Perspectives (Al-Aqsa Voice Radio Station Case Study)".

Study Purpose: To explore the availability of talent management component at Al-Aqsa voice radio station at Gaza Strip from its employees' perspectives that will help in determining weakness and shortage skills of its staff to develop them.

Research Methodology: The research adopts the analytical descriptive method depending 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, where it has been distributed to all the employees at al Aqsa voice except cleaner, drivers and security persons. The total number of the researched employees equals (83), and the total number of the respondents equals (74).

Research Results: The study 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 also showed 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 service). The study showed 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.

Research Recommendations: The study recommends companies to pay attention to talent management and its components 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. Also to concern in being the first choice for talents and have an attractiveness brand for the skilled talent, 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 good conditions for work, give more attention on work-life balance and by offer suitable opportunities for promotion and development for their employees with a clear path of career.

3. (Murrar & Hamad, 2013) "Relationship between Job Satisfaction and Turnover Intention: An Empirical Study on the IT Firms in Palestine".

Study Purpose: The study aims to evaluate the levels of job satisfaction and turnover intention among a sample of IT employees in the Palestinian IT firms. Another purpose of this study was to come up with practical understanding of how the Palestinian IT employers could improve the retention of highly skilled IT employees.

Research Methodology: The descriptive analytical approach used to conduct the study. Online questionnaire was used to obtain information on job satisfaction and turnover intention among a cross-section of IT employees in the Palestinian IT firms by means of on-line questionnaire. The total number of distributed questionnaires equals (150), and the total number of valid questionnaires (141).

Research Results: The findings show job security, work conditions, pay and benefits, work nature, coworkers, career advancement, supervision and management were all significantly correlated with overall job satisfaction. Only job security, pay, and coworkers were able to significantly influence turnover intention.

Research Recommendations: Job security is of high importance in determining levels of turnover intentions particularly in countries where the job security is scarce. Job security, to a high extent, is not a firm-controlled variable. Perceiving the threat of job insecurity might be a result to many external and internal factors such as the general conditions of economy, market demand, industry factors, and firm financial stability. Accordingly, controlling such factor needs effort starts from inside firms through internal labor unions and ends with strong labor national unions, labor act, and

effective unemployment insurance system at country level. Also, IT managers and supervisors should pay high attention on how to instilling the spirit of cooperation among IT coworkers. Finally, how employees are satisfied on their salaries and other benefits is indispensable issue in this regard; pay raise, health incurrence, performance rewarding, saving funds, end of service pay, and vacations all should be considered to control turnover.

4. (Seyam, 2013) "The Reality of the Application of Human Talent Management System According the Senior and Middle Management - Case Study Islamic University – Gaza".

Study Purpose: To investigate the reality of the application of human talent management system by checking the availability of the core principles of this system according to senior and middle management in Islamic University – Gaza.

Research Methodology: The descriptive analytical approach used to conduct the study. A questionnaire was distributed to measure the variables, their availability from the employees' perspectives, and to determine the difference between their levels due to some of personal & organizational factors. The population of the study is (192) members of senior and middle management of Islamic University in Gaza, whether administrative or academic position of administrative. The total number of distributed questionnaires equals (113), and the total number of the respondents equals (93).

Research Results: There is an ambiguity in the concept of human talent management among workers in senior and middle management at the Islamic University especially with systems process. Where there are some basic principles of this system, but the actual practice was not yet a phenomenon. Although of that the Islamic university supports the talent management approach indirectly where many components are implemented separately.

Research Recommendations: The Islamic University should create an organizational culture about the importance of human talent management and its role in creating a competitive advantage, using all available means such as the participation in workshops, conferences and specialized talent management seminars. Also, the University administration must establish integrated talent management program (system) with focus on operations and regulations, taking into account the university culture, and the nature of the environment around it. Also the study recommends allocating unit for the human talent management at the Islamic University.

5. (Hewahi, 2008) "The Impact of Job Satisfaction Factors Resulting on the Willingness of Workers to Continue In Work - Case Study of the Union of Health Work Committees (UHWC) In Gaza Strip".

Study Purpose: To identify the effects of the job satisfaction factors (work environment, job security, the relationship between supervisors and subordinates, salaries and incentives, expectations, the value of achievement and justice) on the willingness and desire of employees regarding their work continuity at the Union of Health Work Committees (UHWC) in the Gaza Strip, and to identify the best methods and mechanisms that would increase the level of job satisfaction of the UHWC employees.

Research Methodology: The Study target group represented the employees who have permanent and temporary jobs in UHWC centers throughout the Gaza Strip. The

target group consisted of (184) current employees, and (43) employees who have left their work at UHWC during the last three years. The data was collected using a questionnaire that included ten parts.

Research Results: The Study moreover indicated that there is a relatively low level of job security and stability in the UHWC, the quality work environment, the satisfactory level of relationship between supervisors and subordinates, the fact that the salaries and incentives are not remunerative, and that the level of fairness at UHWC is not satisfactory. In addition, the Study indicated that there are significant differences in the responses of the target group concerning the effects of the job satisfaction factors on the employees desire to continue working at the UHWC in relation to the variable of the work place. The conclusions also indicated that there are no substantial differences in the responses of the target group concerning the factors leading to job satisfaction and the effects of these factors on the desire of the employees to continue working at UHWC in relations to individual variables such as gender, age, marital status, number of dependents, qualifications, years of service, salary, job grade and nature of work.

Research Recommendations: The researcher provided many recommendations that could contribute to the improvement of the level of job satisfaction of the UHWC employees, and included mainly the upgrade of the office information technology, the development of work tools and equipment, the improvement of job security and stability level, unifying the salary scale, providing the employees with the relevant training opportunities, development the motivation techniques and methods, creating an efficient performance evaluation system, and creating an environment that ensure equality and fairness.

6. (Hijazeh, 2011) "Adopting a Competency Based Human Resource Management System in Palestine Cellular Communication LTD-JAWWAL".

Study Purpose: to identify JAWWAL core competencies that will serve as a foundation for a competency based human resource (HR) management system, which for this research will include recruitment and selection, training and development, and performance management for this research.

Research Methodology: semi structured interviews and focus groups with JAWWAL directors, managers and supervisors were conducted as well as gathering completed competency based training appraisal forms from direct supervisors of employees who have participated in a competency based training course.

Research Results: Eleven core competencies have been identified for JAWWAL employees, derived from JAWWAL's mission and vision statements and they will serve as the base for the HR competency system, which will link all HR activities with the JAWWAL strategic objectives; in addition to the technical competencies. Moreover, recruitment and selection will be competency based and not job based. This makes selection methods more effective, which reduces turnover, where, in this study, turnover was reduced by 0.196% during a period of seven months, since the employees who are hired are more likely to do well in jobs or work roles that are matched to their existing or potential competencies.

Research Recommendations, this study recommends that JAWWAL's top management allow the HR Directorate to play an effective strategic role through adopting the competency based human resource management system that will align

HR practices with JAWWAL's strategic objectives and employee development efforts as well as to integrate all components of the HR functions across JAWWAL.

Arabic Studies:
1. (Aljunaibi, 2014) "Talent Management and Employee Engagement".

Study Purpose: To provide a general understanding and give an overview of talent management and employee engagement concepts and its relevant topics and then measure the impact of talent management practices on employee engagement factors in the UAE.

Research Methodology: The quantitative approach, in particular, adopting an exploratory model, is deemed most appropriate for this study. The data was collected through survey questionnaires. The participants in this research are all currently employees working in various oil and gas organizations in Abu Dhabi. The response rate was around 34% as the total number of completed surveys was 118 out of 350 possible respondents.

Research Results: The findings indicate that talent management factors such as talent development, recognition, and leadership support have a positive correlation with employee engagement. Thus, this study recommends that organizations interested in increasing levels of employee engagement need to establish proper talent management systems that focus on talent development, support from management, and simultaneously look into enhancing policies and working environments.

Research Recommendations: From the context of oil and gas organizations, it can be suggested that organizations that are interested in advancing the level of its employee engagement ought to implement a proper talent management with the focus in the main practices such as talent development, leadership support and enhancing their polices and working environment.

2. (Megri, 2014) "The Impact of Talent Management System on the Enterprise Performance: a Study on a Sample of Workers in National Company of Juice and Canned-food Unit MANAA (Batna)".

Study Purpose: To investigate the theoretical and practical views about the impact of talent management on the performance of the juice and canned food company at Algeria according to employees' perspectives of Manna unit.

Research Methodology: The study adopted a descriptive approach that helps to stimulate ideas and attract multidimensional interests. To achieve this goal, the study focused on modern literature to address this issue through multiple angles, including: educational psychology, demographic changes, historical development of HR, the location of TM in light of the knowledge economy, and what said the theorists and practitioners. The population of the study is (90) workers at juice and canned food unit. The total number of distributed questionnaires equals (80), and the total number of the respondents equals (71).

Research Results: It has been approved that there is a significant impact of the talent management system on company performance. There is a positive evaluation from the employee about applying talent management components; the Talent Selection got the first score in importance then Talent Retention, then Talent Attraction, and finally talent recognition.

Research Recommendations: The study recommends that the enterprises should make a careful scientific planning for its needs of the workforce; also enterprises should recruit the right persons in the right jobs to get benefit of their skills and knowledge. More focus on the performance evaluation for workers, and providing training.

3. (Chami-Malaeb & Garavan, 2013) "Talent and Leadership Development Practices as Drivers of ITS in Lebanese Organizations: the Mediating Role of Affective Commitment".

Study Purpose: To examine the relationships among investment in talent and leadership development practices in Lebanese organizations and two behavioral outcomes, affective commitment and ITS. Affective commitment is expected to mediate the relationship between talent and leadership development practices and ITS.

Research Methodology: The descriptive analytical approach used to conduct the study. The data were collected using a structured questionnaire distributed for high-potential leaders and employees at nine Lebanese firms that had implemented talent management for high-potential employees. Of the (250) survey mailed, (238) usable questionnaires were returned representing a response rate of 95%.

Research Results: TD and leadership development existed among the sample firms. The study's findings demonstrate a positive relationship between investment in talent and leadership development practices and two important outcomes, affective commitment and ITS. It also found that affective commitment partially mediated the relationship between TD and ITS and fully mediated the relationship between leadership development and ITS.

Research Recommendations: For any organization wishing to enhance the effectiveness of specific HRM practices, it is important to identify the intervening variables that lie between the HRM practice and behavioral outcomes. Therefore, to enhance the behavioral outcomes of talent and leadership development practices, organizations need to generate affective commitment because of its role in enhancing ITS. The study selected two HRM practices and it may be more appropriate to investigate a bigger 'bundle' of practices. To investigate issues such as industry sector and ownership and how they may moderate the relationships found in this study.

4. (Morsy, 2013) "The Impact of Talent Management on Employee's Engagement through Work – Family Balance as a Mediator: A field Study on Zagazyg University Hospitals".

Study Purpose: To explore the impact of talent management on two types of employee's engagement, are, which art: job engagement and organizational engagement among the employees (doctors) of Zagazyg University hospitals in Egypt. In addition, the study determined whether the variable of work – family balance mediates this relationship or not.

Research Methodology: The research is an exploratory in nature and uses questionnaire as the research tool. The total study population is (408) of doctors who are working in Zagazyg university Hospitals, the total sample consisted of (291), and the total number of the respondents equals (225).

Research Results: The study concluded that talent management had an effect on two types of employee engagement, and asserted that variable of Work – family balance

mediated the relationship between talent management and the two types of employee engagement.

Research Recommendations: The hospitals should do efforts to develop and train talented employees. The hospitals should support flexible working hours. More focus in giving rewards for the qualified doctors. Put clear standards for performance appraisal of doctors. Engage doctors by giving them the opportunities to participate in decision making, and accept their opinion.

5. (AlNaqbi, 2011) "The Relationship between Human Resource Practices and Employee Retention in Public Organizations: an Exploratory Study Conducted in the United Arab Emirates".

Study Purpose: To identify HR practices and other factors such as job satisfaction, organizational commitments and leadership practice that affect employee retention in the UAE with emphasis on public organizations, in a comparate study of Sharjah and Dubai.

Research Methodology: To accomplish this task, both quantitative and qualitative research approaches were employed. A non experimental survey, using a semi structured interview, was employed as the primary instrument to collect data. This was supplemented with a questionnaire and focus groups. In the first phase, Of 300 targeted respondents, (154) completed the survey questionnaire, 51.33% response rate. In the second phase, in-depth interviews with (50) former employees, also from Sharjah, were conducted, in the third, semi-structured interviews with (7) HR Professionals, also in Sharjah, were utilized; and the fourth research method used focus groups.

Research Results: The most variables affect job satisfaction and the likelihood of retention is job security, job descriptions, and job profiles. There is also emphasis on the need for decentralization and reduced hierarchy in the workplace, and of empowerment and accountability in areas of work where these factors influence the retention of employees. Also regarding Sharjah, more focus needed on growth culture, and work conditions such as office space. Most organizations lack compensation benefits like air ticket, and allowances. In Dubai employees show greater satisfaction with their organizations leadership practices than do Sharjah employees who seem to have greater intention to leave than respondents in Dubai. Males tend to be more concerned about commitment and leadership skills than females.

Research Recommendations: Overall, UAE employees have a high level of turnover, the expenditure in recruiting a new staff is double that of retaining the old one. Thus, organizations need to identify the causes of turnover then design a program that will retain old employees.

Foreign Studies:
1. (Óskarsdóttir, 2015) "Organizational Behavior and Talent Management Turnover Intentions of Preschool Employees in Hafnarfjörður Municipality".

Study Purpose: To look into the turnover intentions of preschool employees in Hafnarfjörður municipality. To analyze the main causes and consequences for employee turnover in a literature review and a process model of the withdrawal decision used to look at the process an employee goes through when making the

decision to leave. The working conditions within early childhood education will be looked at and the impact those working conditions have on the students as well as the conditions within the Icelandic preschools.

Research Methodology: A study was conducted in five preschools in Hafnarfjörður concerning employees directly involved in the education and child-care of students. A quantitative research method was used where a questionnaire survey was printed and handed out to the participants. Participants were asked questions concerning their attitudes on several statements regarding the workplace and their job as well as their turnover intentions and reasons for those intentions.

Research Results: The results indicated that the turnover intentions of preschool employees are relatively high. Younger employees as well as unskilled employees are more likely to have turnover intentions. The main reasons for turnover intentions were the unacceptable salaries and high stress level associated with the job. This is in line with theories and previous research conducted on turnover intentions.

Research Recommendations: The municipality should think about ways available to improve the working conditions of their preschool employees, both financial and non-financially, and as a result hopefully getting the turnover ratio lower. This includes trying to find ways of reducing the stress level to prevent burnout on the job and because results showed that the stress level was one of the most main reasons for why participants would leave their job. Making the staff-child ratios higher would be a good start in the quest to making the working conditions better. To enhance the status and quality of education within the preschool the municipality should find ways to increase salaries, add benefits both financial and non-financial and offer development opportunities, one way might be to encourage employees to seek education in the field by supporting them financially during that period.

2. **(Alias et al., 2014)) "Examining the Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Employee Retention in the Information and Technology (IT) Organizations in Malaysia".**

Study Purpose: To address the gap in knowledge field by determining the relationship between talent management practices (managerial support, employee career development and rewards and recognitions), employee engagement and employee retention in the selected IT organizations in Selangor.

Research Methodology: A quantitative study was deployed. The research instrument involved comprised of a self-administered questionnaire. A convenience sampling technique was used for this research. A total of 581 respondents responded valid questionnaires and it gives an average response rate of 77 % for the study. Data gathered were initially analyzed using SPSS version 20.0.

Research Results: The findings of based on Pearson correlation analysis indicate talent management practices (managerial support, employee career development and rewards and recognitions) have positive correlation with employee engagement. It was also found that employee engagement has positive correlation with employee retention. The results of hierarchical regression analysis on determining the mediating effect of a mediator (employee engagement) indicate employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention individually.

Research Recommendations: Municipalities should give attention to managerial support, employee career development and rewards and recognitions TMPs.

3. (Chitsaz-Isfahani & Boustani, 2014)) "Effects of Talent Management on Employees Retention: The Mediate Effect of Organizational Trust".

Study Purpose: To investigate the relationship between Talent management, employee Retention and organizational trust by examining the effect of Talent management and its six dimensions including Career Management, Mentoring, Coaching, Training, Job Experience and Succession Planning on employee Retention through organizational trust among staffs of Isfahan University in Iran.

Research Methodology: The research method is a descriptive survey. The statistical population consists of staffs of Isfahan University in Iran. The sample included (280) employees, which were selected randomly. Data have been collected by a researcher-developed questionnaire and sampling has been done through census and analyzed using SPSS and AMOS software.

Research Results: The results of hypothesis testing indicate that there is a significant relationship between Talent management and its dimensions, employee Retention and organizational trust among staffs of Isfahan University. The study is significant in that it draws attention to the effects of talent management on organizational trust and employees Retention in organization.

Research Recommendations: Organizations should construct talent management alone as an integrated process or integrated pool to provide data to all of the other functions instead of building it as a under process to get benefit from the increased formalization and integration of TMP.

4. (Jansen & Oster, 2014) "Talent Management in Professional Service Companies".

Study Purpose: To identify how different (psychological, economic and functional) organizational attributes affect an individual's general job satisfaction and further, how those attributes affect an individual's job switching propensity. Furthermore, to investigate the incidence of prospect theory and loss aversion in job switching situations, if there is a perceived difference between leaving for a new contract versus staying with the current employer. To compare what organizational attributes experts, professionals and students value in the employer branding context.

Research Methodology: The descriptive explanatory approach used to conduct the study. Two extensive quantitative surveys with 1408 respondents in total to discover generalized, macro propensities and three qualitative expert interviews form the basis of the analysis to go deeper and identifying liaisons and connections that nevertheless could be of equal importance as the quantitative findings unfold. Thus, the purpose of the qualitative study is to understand and describe practitioners' perspective on the identified problem, while the quantitative studies aims at revealing overall attitudes on employer branding aspects. The quantitative data analysis was divided into two parts - one for the study among students and one for the study among professionals.

 Research Results: Results indicate that a weak employer brand constrains the process that leads employees staying with their current employer when being offered a job. Also, the results show that the functional factors have the highest explanatory power for individual's job switching propensity. Thus, it is through the organizational

attributes and core activities that companies ultimately can influence individual's attraction to an organization, incorporate the laws of attraction and win the war for talent on the tight labor markets. For example, there are positive and significant results for motivational culture and career development. Results from qualitative data show that salary in itself is not the crucial factor that explains the propensity to stay or leave the current employer. Results from quantitative studies indicated that the prospect theory did not apply to individual's job switching propensity and further that there was a small but still significant perceived difference between leaving for a new contract versus staying with current employer.

Research Recommendations: To allocate significant resources and a great part of their marketing budget for their employer brand. The components of an attractive employer brand are also likely to change over time. So, it is important to conduct a study comparing employer branding components over time to detect and explain any discrepancies. The study derives significant results indicating that professionals value the parameters of stress reduction, work-life balance and support for a healthy lifestyle. For this reason, companies need to know that these areas must be emphasized in order to attract employees. Companies need to invest in information that the target audience value, incorporate this information in their employer branding communication and signal this in a consistent, clear and credible way.

5. (Park, 2014) "Retaining Talented Employees in the Hotel Industry in Stavanger: An Interview-Based Qualitative Research".

Study Purpose: To go deeper into what managers in three different organizations in the hotel industry in Stavanger are doing in retaining talented employees. With the literature reviews as a basis this research will therefore look into different manager's subjective perspectives and their measures in retaining the talented employees that belongs to their respective organization.

Research Methodology: The descriptive approach with qualitative method used to conduct the study. The data was gathered by interviews. The reason is because this paper will go deeper into three different organizations and on people's subjective and personal perceptions, characteristics, feelings, reasons and perspectives on a matter and on how they might act according to these factors in terms of management and employee behavior, where a qualitative research is the best way of understanding and looking into these factors. The sample size was eight in total distributed on three organizations, and where the participants consisted of four leaders and four employees within the hotel industry in Stavanger.

Research Results: The effort of retaining employees the managers are focusing on developing the employees' skills and abilities, this through tasks and challenges in their daily workday. However, the main challenge in retaining talented employees, this according to all the managers in all three organizations seems to lie in the fact that the salaries are too low. In addition to this a further challenge lies in each of the three organizations being located in Stavanger and in the oil industry, which is seen as a great contributor for employees in the hotel industry being attracted to a higher salary. But when it comes to the employees themselves their greatest motivational factor for staying in an organization seems to lie in having the opportunity to grow and develop.

Research Recommendations: The importance of having the opportunity for employees to grow and develop in the organization by having a supportive management. To get a closer insight on the differences of having HR-responsibility implemented in another

position and on having a proper HR-department in an organization. A deeper insight on this subject would gain a greater knowledge on how employees are being affected of either having a proper HR or where HR is a part of another position.

6. (Gamage & Buddhika, 2013) "Job Satisfaction and Intention to Leave Of IT Professionals in Sri Lanka".

Study Purposes: To identify the relationship between job satisfaction variables (compensation, supervisor, job variety, coworkers, working conditions) and intention to leave of IT professionals in Sri Lanka by identifying the major factors which cause an individual to leave from the company for which he is working, where there is high turnover of IT professional that affects organizations adversely in different ways.

Research Methodology: The descriptive analytical approach was used. The research tool was internet based online questionnaire which focuses on job satisfaction and intention to leave and some demographic variables. (300) IT professionals who belong to (8) job categories are selected for the study.

Research Results: The statistical results of the study revealed that there is a negative significant relationship between the job satisfaction and intention to leave of IT professionals in Sri Lanka. It is found that job satisfaction has also been negatively linked to intention to leave and actual turnover. Harris et al. (2006) found that role conflict and role ambiguity affect employee's level of resourcefulness in a negative way, further it affect negatively to job satisfaction and intention to leave.

Research Recommendations: It is important that the management of IT firms to identify the job satisfaction factors of the employees and take necessary actions to reduce the dissatisfaction of the employees. Profound identification of job satisfaction factors is very important since these factors may affect each employee in different strengths. Some factors can even be resolve without any cost. Some actions which can be taken by the management of IT firms are providing competitive compensation with market, getting the suggestions from the employees, identify their competencies and check the possibility of applying those to the organization.

7. (Nasyira et al., 2013) "Predictors of ITS for Employees of Casual Dining Restaurant in Klang Valley Area".

Study Purposes: To study the relationship between perceived organizational support (POS), perceived supervisor support (PSS), and organizational commitment (OC) with employee's ITS with their current jobs among casual dining restaurants employees in Klang Valley area.

Research Methodology: The descriptive analytical approach was used. Out of (855), a total of (717) questionnaires were collected among casual dining restaurants employees in Klang Valley area and analyses Pearson correlation and multiple linear regressions were run.

Research Results: The results suggest that POS, PSS, and OC were positively correlated with employee's ITS with their current job. Furthermore, OC was also found to be the most influential factor in affecting employees' ITS.

Research Recommendations: This research provides the managers of restaurant outlets and the upper managements of their branch companies with ideas on what can be done in order to retain their outlets workforce. Since POS and OC contribute to the retention intention, it is suggested for the management to focus on these predictors to

improve employee's retention in the organization, especially OC as it was found to be the most influential factor. While Malaysia continues to expand in its restaurant industry, it is crucial for the management to retain the staffs and at the same time continue to attract best talents to work and contribute in the industry.

8. (Yllner & Brunila, 2013) "Talent Management - Retaining and Managing Technical Specialists in a Technical Career".

Study Purpose: To investigate talent management and how companies should work with talent management in order to retain and manage technical specialists in a technical career.

Research Methodology: The research method in this thesis is qualitative, and based on a case study of an organization in Norway active in the oil and gas industry, where qualitative semi-structured interviews have been performed. Moreover, the findings are compared to a set of industrial companies located in Sweden, which are similar in size to the case company and have similar needs for technical competence.

Research Results: Talent management is found to be important for modern organizations because of the advent of the knowledge economy, new generations entering the workforce and the need for businesses to become more strategic and competitive, which implies new ways of managing human capital. Furthermore, talent management is motivated by the fact that it has been found to lead to higher corporate profits when it is connected to the corporate strategy.

Research Recommendations: The analysis of the empirical material in conjunction with the literature leads to the following suggestions that there is a need for connecting the HRM practices with the corporate strategy, that the career concept needs to be redefined, and that talent management needs to integrate HR practices. Furthermore, communities of practice are suggested as a tool for developing technical specialists and rewarding them in their work. To guide organizations in executing talent management, a model has been proposed based in the strategy of the firm.

9. (Johari et al., 2012). "Promoting Employee ITS: Do Human Resource Management Practices Matter?"

Study Purpose: To assess the predicting role of human resource management (HRM) practices on employee ITS. Four dimensions of HRM practices examined in this study are training and development, career development, compensation and benefits, and performance appraisal.

Research Methodology: This study used a quantitative approach to measure the relationship between HRM practices and ITS. This study focused on the manufacturing sector in Malaysia, given the fact that this sector is one of the main contributors to the nation's GDP. A survey was conducted among employees in manufacturing companies in the Northern Region of Peninsular Malaysia. Total of (500) questionnaires were distributed to employees in manufacturing companies in the Northern Region of Peninsular Malaysia. Only (184) questionnaires were returned and used for data analysis, indicating that the response rate of 36.8 per cent.

Research Results: In terms of practical contribution, the research results validated the notion that compensation and benefits are of utmost importance in enhancing ITS among employees.

Research Recommendations: Practically put, in assessing the strategic role of all HRM functions, the aforesaid factor deserve a higher level of scrutiny in organizations. The role of human resource as a strategic partner should also be given serious attention as this is important to ensure ITS is inculcated with employees. Future studies should consider incorporating other predictors of ITS. This is because ITS is attributed to many factors, not limited to HRM practices only. There may be other situational as well as personal predictors of ITS that should be scrutinized in future studies.

10. (Ghazali et al., 2011) "Human Resource Practices and Employees' Intention to Stay In the Kuala Lumpur (KL) Hotel Industry".

Study Purpose: To examine the relationship of human resource practices and employees' intention to stay in the KL hotel industry. Also, to identify human resource practices in the KL hotel industry. Seven human resource practices; namely recruitment and selection, training, the compensation system, performance appraisal, job security, employee empowerment, and communication were used as variables to predict such intention.

Research Methodology: This study used quantitative approach. Total of (340) questionnaires were distributed to employees who were currently working in two, three and four stars rating hotels in KL. Data were analyzed by using SPSS.A total of 15 hotels agreed to participate in this study. Only (226) sets were usable returning a response rate of 66.47%

Research Results: Results indicated that all practices have significant positive relationships with employees' intention to stay. It was also found that practices that are commonly being carried out in the KL hotel industry were communication, training, recruitment and selection, teamwork, and performance appraisal. Also the results showed that Communication had the highest rank as the most frequently implemented human resource practice in the hotel industry, thus implying its importance and essentiality. Moreover, Communication is proven to have a significant influence on the turnover of employees. Other practices in this study that showed significant influence on the retention of employees include recruitment and selection and a compensation system.

Research Recommendations: Organizations should implement HR practices so that their employees remain working with them and maximize the employees' intention to stay. Organizations should pay more attention to the recruitment and selection of employees in order to select and recruit human resources that are likely to stay in the company. As for the compensation system, noted that pay rates and benefits that were comparable with the competitors were able to retain high quality employees, thereby reducing the turnover intention of employees.

11. (Gosser, 2011). "Predictors of Intent to Stay For Hourly Employees in the Fast Food Industry".

Study Purpose: To examined the relationships of demographic characteristics, organizational justice (including the three areas: distributive, procedural, and interactional), and organizational socialization with the dependent variable of intent to stay.

Research Methodology: A paper survey, both in English and Spanish, was sent to 100 fast food restaurants for hourly employees to complete anonymously and individually. Multiple regression analysis and hierarchical regression analysis were conducted to determine the strength of the relationships, at the individual response level and the aggregated restaurant location level. This study was unique in that it surveyed hourly employees in the fast food industry whereas the majority of studies have focused on managerial employees.

Research Results: The multiple regression analysis showed that age, primary wage earner status, distributive justice, interactional justice, and organizational socialization were all significantly related to an employee's intent to stay at the individual level. At the aggregated location level, distributive justice and organizational socialization were significantly related. Hierarchical regression analysis, controlling for the demographic variables, showed that age, primary wage earner status, and distributive justice were significantly related at the individual level. At the aggregated restaurant level, distributive justice and organizational socialization were related.

Research Recommendations: HRD professionals at this particular fast food restaurant company should consider the work load of the hourly employee by evaluating all the duties of the hourly employees and comparing the duties to the job descriptions for each position. Regarding primary wage earners, offering benefits such as health insurance, child care, or educational reimbursement are likely to be important to primary wage earners. The "family" program developed at one of ABC Foods business units (outside the US) should be considered for adoption in other business units in the US. One of the other factors related to distributive justice was the element of rewards. This is separate from pay and was asked with a separate question; it proved more important to the respondents than pay.

12. (Roman, 2011) "Assessing Talent Management within the Western Cape Provincial Treasury (WCPT)".

Study Purpose: To obtain an understanding for why talented employees left or are leaving WCPT. To explore the concept of talent management in organizations globally. To explore the legislative context for talent management in the South African public service. To determine what WCPT's approach to talent management is by using WCPT as a case study.

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 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 Results: It was found that 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 but has not been implemented because the Human Resources department of WCPT has been relocated to the Department of the Premier as a result of the modernisation1 of public service departments in the PGWC.

Research Recommendations: To implement the draft talent management strategy, despite the absence of the Human Resources department, as part of a broader strategy

to establish WCPT as an employer of choice, as this will address some of the factors that cause high employee turnover. It is important that all three the elements of talent management, TA, TD as well as TR, be implemented by WCPT. The senior management of WCPT should be made aware of the implications of talent management for the organization, their commitment towards the implementation of talent management should be obtained and this should be included in their performance agreements.

13. (Yaqub & Aslam Khan , 2011) "The role of Employer branding and Talent Management for Organizational Attractiveness".

Study Purpose: 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 study follows descriptive analytical approach. The sample size of this research study consists of 100 respondents from three universities of Rawalpindi and Islamabad.

Research Results: 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.

14. (Verhoeven, 2011) "Perceptions about Retention Management".

Study Purpose: To investigate 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 Results: 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.

Research Recommendations: To conduct training in human resource management for the senior management and the office manager. To develop a coaching plan for the creative professionals to face challenging opportunities with regard to retention. To focus more on recognition instead of salary and extra rewards.

15. (Naidu, 2010) "The Influence of Human Resource Management Practices on Employees Work Related Attitude and Behavior: Examining the Effect of Job Embeddedness".

Study Purpose: to explore the impact of human resource management practice on employees work related attitude and behavior by solely focusing on DHL Company.

Research Methodology: Seven component of human resource functions namely job design, HR planning, recruitment and selection, training and development, compensation, performance management and employee relations have been chosen as a focal point to investigate the mediating role of entirely new concept in organizational behavior field – job embeddedness. Primary data was gathered through self administered questionnaire using 5-point likert scale. 135 DHL full time employees voluntarily participated in this study.

Research Results: The results have indicated one surprising finding whereby recruitment approach has opposite relationship with both organizational commitment and turnover intention variable while other HRM practice such as compensation increase the employees' commitment towards the organization. On the other hand, job embeddedness mediates the relationship between HRM and both organizational commitment and turnover intention. Finally implication of the findings, potential limitations and directions for future endeavors are suggested.

Research Recommendations: Using this study by organizations to reduce employee turnover in their business entity to enhance corporate competiveness and performance. On the other hand, sharing these results with DHL top management to identify the critical gap in the people management systems, re- strategize its retention policies and employee engagement activities in line with aspiration of DP DHL Strategy 2015 to position it and to attain global competiveness in order not to be left out in the globalization battle.

16. (Sadangharn, 2010) "The Determinants of Talent Retention in the Thai Public Sector".

Study Purpose: To analyze the determinants of talent retention in the Thai public sector. Also, to investigate the empirical evidence concerning practical talent management and its outcomes in the civil service system. It also aims at understanding the major factors affecting talent retention in the Thai public sector. In order to achieve such objectives, this study focuses on the following: 1) studying the level of talent retention among HiPPS members, and 2) examining the factors determining the talent retention in the Thai public sector, which are HR practices, talent engagement, and the related context; namely personal, organization, and job characteristics.

Research Methodology: Quantitative and qualitative methods were used. In the quantitative section of the paper, 218 government officials from 52 government agencies who participate in the HiPPS are the population of this study. In the qualitative section of the paper, key informants are those that were HiPPS members but that have currently resigned or have transferred from their previous public agencies. Limitations of available data and time constraints made the interviewing possible at 60 percent.

Research Results: The findings indicate a low level of talent retention among HiPPS members. Even thought they agree with HR practices in the HiPPS and also engage in

both the organization and their job, they do not intend to stay in the public sector until retirement. HR practices do not significantly correlate with talent retention. Both organizational and job engagement are significantly associated with talent retention. This indicates that the higher level of engagement, the higher the level of retention. There is no significant relationship between HR practices and talent engagement. Talent engagement does not mediate the relationship between HR practices and talent retention. Among personal factors, only education background shows a negative significant relation with talent retention. This indicates that the higher education, the lower the retention. There is no relationship between organizational characteristics and talent retention. There is no relationship between job characteristics and talent retention.

Research Recommendations: Team building is recommended in order to encourage a positive working culture and organizational engagement. More provision of supervisory knowledge and skills by the coaches and mentors is suggested. However, each talented person has his or her own aspirations, so the interpersonal skills of those that are around them are encouraged. Performance management, which emphasizes result-based approach, should be promoted.

Research Gap & Commentary on the Previous Studies:
From reviewing the previous studies that are related to this study, there many studies addressing the TMP in different ways, many of them focused on investigation the reality of applying it while the others assess the impact of one or more of TMP on different variables such as the organization performance, turnover, and others. Nevertheless there is few of studies that addressed the impact of TMP on the variable ITS. The Researcher will split the comments into three paragraphs addressed Palestinian, Arabic and foreign studies.

The researcher concluded that two of the Palestinian studies ElNakhala (2013) & Seyam (2013) focus on investigating the real application of TM at different organizations, not the impact of applying it. Dawwas & Zahare (2014) examines the influence of some HR practices on turnover intention, these practices shared with the current research, while Murrar & Hamad (2013) examines the influence of job satisfaction - including also variable shared with this study – on turnover intention. Hijazeh (2011) identifies competencies that will serve as a foundation for a competency based human resource (HR) management system. Finally, Hewahi (2008) identifies the effects of job satisfaction factors resulting on the willingness of workers to continue in work. From another side, only the two studies Hijazeh, and Murrar & Hamad addressing the ICT sector.

Regarding Arabic studies, Aljunaibi (2014) focus on investigating the TM & TE. The next studies addressed the impact of applying TM on different variable such as enterprise performance such as Megri (2014). Chami-Malaeb & Garavan (2013) addresses the impact of one TM practice (TD) on the variable ITS. Morsy (2013) addresses the subject in different way where it studies the impact of TM on Employee Engagement. Alnaqbi (2011) examines the HR practices influencing retention. In general, all studies demonstrate that TM has impact on the different addressed variables. Arabic studies addressed different sectors such as, factories, and organizations.

Regarding foreign studies, Chitsaz-Isfahani & Boustani (2014), Alias (2014), and Yllner & Brunila (2013) address the impact of applying TM on different variable such as employees' retention. Also many studies focus on the TM practice TR particularly such as Park (2014), Verhoeven (2011), and Sadangharn (2010). Moreover, there are many studies that addressed the term ITS Johari et al.(2012), Nasyira (2013), and Gosser (2011), but they don't correlate it with the term to the TMP. Two studies address the term intention to leave within IT sector: Gamage & Buddhika (2013) and Jansen & Oster (2014). Óskarsdóttir (2015) address turnover intention. Roman (2011) addresses the reality of applying TM. Ghazali et al. (2011) correlate HR practices within retention. Naidu (2010) studies the influence of HR practices in behavior. In general, most reviewed studies discussed the practices determined in this study separately; it has been found that many studies focus on retaining talents. Foreign studies address different sectors such as universities, preschools, ministries, services companies, hotels, ICT companies, manufacturing sectors, restaurants, hotels, and Banks.

In conclusion, the researcher benefited from the previous studies through developing the theoretical part of the research, formulating the research's problem statement and variables. This study differs from the reviewed studies that it measures all the TMPs that have been discussed separately in the previous studies such as TR, where many studies addressed this practice alone, while other studies addressed some strategies of one of the TMP.

Chapter Four
Research Design and Methodology

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Chapter Four
Research Design and Methodology

Introduction:

This chapter presents the main aspects of research design including the used methodology with highlighting the research design. Source of data are explained and the relevant information about the population and sample are presented. Moreover, the analysis of pilot study to examine the validity and reliability of the questionnaire are presented. Finally, this chapter ends by presenting a list of used statistical methods used in the analysis of the collected data in order to answer the questions of the research and to examine the hypothesis in Chapter five.

Research Methodology:

This research follows the analytical descriptive approach to describe the basic features of the data in the research. Due to the nature of this research where the interest is to study the existed relationship between the five independent variables (TA, TS, TE, TD, and TR) and the ITS, then the analytical descriptive methodology is the most appropriate methodology to be used **(Chambers & Skinner: 2003).**

Research Procedures:

In order to achieve the objectives of research, the researcher implemented the following procedures:

1. Defining the research objective/problem because there is a lack of knowledge in this area.
2. Planning a research design, this by first researching on secondary data to gather evidence supporting your arguments.
3. Planning a sample, and justifying why the specific sample have been chosen.
4. A comprehensive literature review was conducted about TM and TMP, and ITS.
5. Developing a questionnaire including the determination of variables to be measured. The questionnaire was evaluated and reviewed. Also, a pilot study has been conducted. The purpose of the pilot study was to test and prove that the questionnaire questions were clear to be answered in a way that help to achieve the target of the research.
6. Collecting data through the developed questionnaire from the IT companies in the Gaza Strip. 105 questionnaires were distributed to the research population and 80 questionnaires were received.
7. Data analysis and discussion were conducted. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis.
8. Presenting the data in written form including the conclusions and recommendations.

Source of Data:

The researcher has used two types of data:

1. Primary data was collected through distribution of pre-designed questionnaire on the members of research sample and then collect it to be analyzed by using SPSS via using suitable statistical tests and procedures in order to achieve the objective of the research.
2. Secondary data were obtained based on desk review, including books, periodicals, previous studies, and available manuscripts in the internet.

Research Population:
The study targets the IT companies in the Gaza Strip, which are members at PITA and categorizes within the SW companies. According to the researcher survey it is found that there are (17) IT companies members at PITA categorizes as SW companies including (272) employees. The criterion that has been put for this study related to the job title, where the study targeted the staff within the job titles (administrative, programmer, analyst, designer and technician), and all other staff excluded. Based on that, the number of the study sample becomes (132).

Research Sample:
The researcher used the stratified random sample to select the sampling units (employees) from the population taking into account their distribution with respect to their job titles (positions). Due to the nature of research which aims to study the impact of TMP as drivers of ITS in the IT companies in the Gaza Strip, and since the items of the questionnaire use the 10 numerical rating scale between 1 and 10, then the sample size can be obtain by based on the following formula:

$$n_0 = \frac{z^2 \sigma^2}{e^2} \text{ (Bartlett, et al. 2001)}$$

Where n_0 is the sample size, z is the value of the normal curve that cuts off an area α at the tail ($1-\alpha$ equals the desired confidence level) the value of z equals 1.96 at 95% confidence level. σ^2 is the variance of the population and it is assumed to be $(0.5)^2$ and e is the margin of error and it is assumed to be 0.05. Then the estimated sample size is

$$n_0 = \frac{(1.96)^2 (0.5)^2}{(0.05)^2} \approx 385 \text{ Employees.}$$

Since the population is smaller than calculated sample size then n_0 can be justified by using the following formula

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

where n is the adjusted sample size and N is the population size. Then the adjusted sample size becomes

$$n = \frac{385}{1 + \frac{(385 - 1)}{132}} \approx 100 \text{ employees}$$

Taking into account the non responses or incomplete responses, the researcher has randomly distributed 105 questionnaires. Therefore, the sample represented (79.5%) of the population.

While, there are (80) completed and correct retained questionnaires represented (76.2%) response rate of distributed questionnaires, where some companies returned not all of their specified number of questionnaires.

Pilot study:
The pilot sample of the research consisted of (30) employees of the IT companies in the Gaza Strip were selected randomly from the population of the research. The pilot study aims to check the validity and reliability of the study instrumentation, the questionnaires of pilot study were included on the study sample, where there are no added modifications on the pilot sample.

Questionnaire Design & Procedures:
Since no suitable questionnaire from previous researches was suitable to this study, a questionnaire was designed by the researcher using self-designed questionnaire to study the impact of TMP as drivers of ITS in IT companies in the Gaza Strip. The following are the steps followed to design the used questionnaire.
1. Gathering information from the literature review, where the researcher decided to find the various questions related to strategies of different TMP in previous researches and link those strategies to questions related to ITS.
2. Discussing the designed questionnaire with the supervisor and agreed on a draft copy.
3. Presenting the draft copy to a panel of expert referees (*Annex I*), to evaluate the questionnaire.
4. According to the feedback from the panel, the necessary adjustments on the questionnaire were done with agreed of the supervisor.
5. The final copy has been ready to collect the required data.

The questionnaire consists of three parts:
1. The first part includes personal information of the sample of the research (i.e. age, sex, educational qualification, job title and years of service).
2. The second part consists of (52) items distributed on five sub-dimensions aims to study the extent of TMPs among the employees of IT companies in the Gaza Strip.
3. And, the third part consists of one dimension contains (9) items aims to measure the ITS in IT companies in the Gaza Strip as shown in Table (4).

Table 4: Dimension of TM and ITS and the number of their items

No	Domain / Variables	Type	No. of items
1	TA	Independent	12
2	TS	Independent	11
3	TE	Independent	12
4	TD	Independent	9
5	TR	Independent	8
-	**Talent Management (Total)**	**Independent**	**52**
6	**ITS**	**Dependent**	**9**

Data Measurement:
The questionnaire was designed according to standard ten scales where items were presented to respondents and they have the choice to evaluate the degree of satisfaction of item from one to ten, where (1) shows the weakest level of agreement and (10) shows the strongest level of agreement. The researcher depends on the

following criterion in order to determine the degree of agreement for each item of the questionnaire based on the proportional mean for the responses of study sample on the questionnaire of the research as shown in Table (5).

Table 5: Criterion of Determining the Degree of Agreement

Scale	Very low	Low	Medium	High	Very high
Proportional mean	Less than 27.9	28.0-45.9	46.0-63.9	64.0-81.9	82.0-100

Validity of the Questionnaire:

Validity refers to the degree to which evidence and theory support the interpretations of test scores entailed by the proposed uses of tests (**AERA, 1999**). Validity has a number of different aspects and assessment approaches classified into four types, namely, statistical conclusion validity, internal validity, construct validity, and external validity (**Drost, 2011**). To insure the validity of the questionnaire, the researcher used the construct validity which contains content validity and used the internal validity.

1. External (Content) Validity: To ensure the satisfaction of such type of validity, the researcher presented the pre-form of the research instrument (questionnaire) to a panel of expert referees (see *Appendix I)*, to evaluate the paragraph lengths, order and the validity of its trends. According to their comments and suggestion, the necessary adjustments on the questionnaire were implemented via merging, deletion, addition and rephrasing the mentioned questions to ensure the legibility and appropriateness of the questionnaire to the target population of the employees of the IT companies in the Gaza Strip.

2. Internal Validity: Internal validity of the questionnaire is measured by a pilot sample consisted of (30) questionnaires through measuring the internal validity of each variable with its sub-dimension. Internal validity is defined as the strength of correlation between the score of every item of the questionnaire and the mean of the sub-dimension/ dimension (variable) it belongs to it.

a) Talent Attraction

Measuring the Correlation between the "TA" and the total of the field Table (6) clarifies the correlation coefficient for each paragraph of the "TA" and the total of the field.

Table 6: Correlation Coefficient of each Paragraph of TA and the total of this Item, (n=30)

SN	Items	Correlation Coefficient	P-value
1.	The company adopts a vision, a mission and strategic goals that help to attract a privileged functional cadre.	0.738**	0.00
2.	The company develops strategic plans that identify the current and prospective actual needs of employees.	0.724**	0.00
3.	The company describes and defines the required jobs clearly.	0.610**	0.00
4.	The company makes great efforts to attract and recruit qualified staff.	0.694**	0.00
5.	The Company uses various media to define the existent job opportunities.	0.624**	0.00

SN	Items	Correlation Coefficient	P-value
6.	The company goes to universities, colleges, syndicates to attract a privileged functional cadre.	0.529**	0.00
7.	The company promotes appropriate employees within the company to fill the vacant positions.	0.806**	0.00
8.	The company promotes good reputation which helps to attract the best employees.	0.655**	0.00
9.	Career development opportunities help to better attract for the outstanding staff.	0.895**	0.00
10.	The Company provides salaries and benefits help to attract outstanding staff.	0.826**	0.00
11.	The company works to attract a distinguished cadre by creating and promoting competitive advantages.	0.862**	0.00
12.	The company works to attract the best employees by creating and promoting a good working environment.	0.542**	0.00

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in table (6) show that the values of Pearson's correlation coefficient are significant at $\alpha \leq 0.05$ which confirms the internal consistency of sub-dimensions. Thus it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

b) Talent Selection

Measuring the Correlation between the "TS" and the total of the field Table (7) clarifies the correlation coefficient for each paragraph of the "TS" and the total of the field.

Table 7: Correlation coefficient of each Paragraph of TS and the Total of this Item, (n=30)

SN	Items	Correlation Coefficient	P-value
13.	I was selected for the job based on my appropriate scientific qualifications for the position.	0.604**	0.02
14.	I was selected for the job based on my appropriate practical experience for the position.	0.534**	0.00
15.	I was selected for the job based on my ability to achieve the company's strategic plans.	0.486**	0.00
16.	I have a common culture and values with the company.	0.497**	0.00
17.	The company studied the talent that I have before hiring me.	0.734**	0.00
18.	I have passed a written exam before I got the job.	0.796**	0.00
19.	I have passed a practical exam before I got the job.	0.750**	0.00
20.	I have passed a variety of exams measure my professional abilities, knowledge and intelligence efficiently and effectively.	0.698**	0.00
21.	Tests are appropriate for the type and level of the job to be filled.	0.816**	0.00
22.	There are clear, specific and prior standards for the interviews in the company.	0.678**	0.00
23.	Specified time for interview is enough and appropriate.	0.671**	0.00

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in table (7) show that the values of Pearson's correlation coefficient are significant at $\alpha \leq 0.05$ which confirms the internal consistency of sub-dimensions. Thus it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

c) Talent Engagement

Measuring the Correlation between the "TE" and the total of the field Table (8) clarifies the correlation coefficient for each paragraph of the "TE" and the total of the field.

Table 8: Correlation coefficient of each Paragraph of TE and the Total of this Item, (n=30)

SN	Items	Correlation Coefficient	P-value
24.	I participate in decision making within the company.	0.640**	0.00
25.	I can express my point of view my opinion within the company.	0.836**	0.00
26.	I have the information and knowledge about the company and systems of work in it.	0.810**	0.00
27.	There is a harmonization between me and my current job intellectually and emotionally.	0.726**	0.00
28.	My relationship is good with my supervisors at work.	0.170	0.37
29.	My relationship is good with my colleagues at work.	0.697**	0.00
30.	There is flexibility and decentralization in work.	0.597**	0.01
31.	The methods of discussion and constructive dialogues are used in work.	0.678**	0.00
32.	The company encourages innovative and creative brainstorm.	0.774**	0.00
33.	I am delegated in work from my direct officials.	0.711**	0.00
34.	The company encourages on teamwork.	0.737**	0.00
35.	I have crossed a trial period before my appointment at work.	0.251	0.18

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in table (8) show that the values of Pearson's correlation coefficient are significant at $\alpha \leq 0.05$ except the two items (28) and (35) as they are not significantly correlated with the mean scores of TE. Thus it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for after deleting the inconsistent items.

d) Talent Development

Measuring the Correlation between the "TD" and the total of the field Table (9) clarifies the correlation coefficient for each paragraph of the "TD" and the total of the field.

Table 9: Correlation coefficient of each Paragraph of TD and the Total of this Item, (n=30)

SN	Items	Correlation Coefficient	P-value
36.	I was guided and oriented during the trial period.	0.820**	0.00

SN	Items	Correlation Coefficient	P-value
37.	The company's goals supports of my talent and my abilities in the short and long term.	0.869**	0.00
38.	There are plans and programs for the employees' development in the company.	0.927**	0.00
39.	The company encourages employees to develop their career paths.	.920**	0.00
40.	The company allocates a budget for training and development of staff.	0.875**	0.00
41.	The company determines the training needs for staff objectively.	0.928**	0.00
42.	The company provides feedback about my performance at work.	0.775**	0.00
43.	The company follows up my performance at work and provides advice to improve it.	0.889**	0.00
44.	The expertise is transferred from experienced staff to less experience.	0.883**	0.00

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in table (9) show that the values of Pearson's correlation coefficient are significant at α ≤ 0.05 which confirms the internal consistency of sub-dimensions. Thus it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

e) Talent Retention

Measuring the Correlation between the "TR" and the total of the field Table (10) clarifies the correlation coefficient for each paragraph of the "TR" and the total of the field.

Table 10: Correlation coefficient of each Paragraph of TR and the Total of this Item, (n=30)

SN	Items	Correlation Coefficient	P-value
45.	The salaries and job benefits in the company are competitive enough.	0.480**	0.00
46.	The salaries and job benefits in the company are fair and commensurate with the company's work.	0.468**	0.00
47.	There is a justice in the career development among employees at work.	0.394*	0.03
48.	My work in the company commensurate with my abilities and my skills.	0.531**	0.00
49.	The pressure of work in the company commensurate with my actual energy.	0.690**	0.00
50.	The company is following up its employees' satisfaction.	0.734**	0.00
51.	The company is following the working conditions to suit the requirements of life.	0.722**	0.00
52.	The company is constantly working to improve working conditions.	0.689**	0.00

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in table (10) show that the values of Pearson's correlation coefficient are significant at α ≤ 0.05 which confirms the internal consistency of sub-dimensions. Thus it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

f) Intention to Stay

Measuring the Correlation between the "ITS" and the total of the field Table (11) clarifies the correlation coefficient for each paragraph of the "ITS" and the total of the field.

Table 11: Correlation Coefficient of each Paragraph of ITS and the Total of this Item, (n=30)

SN	Items	Correlation Coefficient	P-value
53.	I'm not thinking now of leaving my work at all.	0.847**	0.00
54.	I had the freedom to choose my current job.	0.776**	0.00
55.	I have clear goals regarding my career path.	0.878**	0.00
56.	My current job provides growth and development opportunities.	0.809**	0.00
57.	There is a significant stability in my current job.	0.718**	0.00
58.	I'm satisfied about my work.	0.604**	0.00
59.	I have a willingness to do any task assigned to me to retain my current work.	0.861**	0.00
60.	I have a willingness to make great efforts to help the company succeed.	0.802**	0.00
61.	My current work is important and deserves to continue in it.	0.857**	0.00

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in table (11) show that the values of Pearson's correlation coefficient are significant at $\alpha \leq 0.05$ which confirms the internal consistency of sub-dimensions. Thus it can be said that the paragraphs of this field are consistent and valid to be measure what it was set for.

3. Construct Validity of all Independent Sub-dimensions with the TM:

Table (12) presents the Pearson's correlation coefficients between the mean scores of each independent sub-dimension and the mean scores of the TM in order to verify of the construct consistency of the TM questionnaire.

Table 12: Correlation Coefficient of each Independent sub-Dimensions and the Whole TM, (n=30)

Sub-dimesnion	Correlation coefficients	p- value
TA	0.911**	0.00
TS	0.672**	0.00
TE	0.824**	0.00
TD	0.881**	0.00
TR	0.758**	0.00

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Results in Table (12) show that p-value for the correlation between each independent sub-dimensions and the mean scores of the TM is less than 0.05, these results indicate that there are statistical significant at $\alpha \leq 0.05$ level of significance, which confirm the internal consistency and the validity of TM questionnaire to be applied on the sample of the study.

Reliability of the Questionnaire:

The reliability refers to the reproducibility or consistency of scores from one assessment to another **(AERA, 1999)**, since the reliability is a measure of consistency,

then the association measures are the spirit of the reliability measures. The most common measures of reliability are Split half and the Cronbach's alpha tests as a measure of internal consistency Gliem and Gliem (2003). A rule of thumb is suggested by George and Mallery (2003, p. 231):

The researcher used the two techniques to examine the reliability of the questionnaire, the split-half and the Cronbach's alpha methods.

1. Split- half Method: To determine reliability of the questionnaire the researcher used the split-half method which depends on splitting the items of the factor into two parts, and calculate the correlation between the parts, then make a correction for the correlation coefficient by Spearman– Brown prophecy formula or Guttmann equation as given in Table (13).

Table 13: Reliability coefficient by using split half method, (n=30)

Factor	Numbers of items	Correlation coefficients	
		Before correction	After correction
TA	12	0.870**	0.931**
TS	11	0.741**	0.836**
TE	12	0.749**	0.857**
TD	9	0.924**	0.949**
TR	8	0.822**	0.902**
TM	52	0.798**	0.887**
ITS	9	0.813**	0.882**

**. Correlation is significant at the 0.01 level,*.Correlation is significant at the 0.05 level

Table (13) shows that the correlation coefficient of the split half method is significant for all sub-dimensions at 0.05 level of significance. Generally, the corrected correlation between the halves of items of the sub-dimensions / dimensions are significant at 0.05 which reveals the reliability of the questionnaire to study the impact of TMP as drivers of ITS in IT companies in Gaza Strip.

2. Cronbach's alpha method: The researcher tested the reliability of questionnaire by using Cronbach's alpha formula as given in Table (14). A rule of thumb is suggested by George and Mallery (2003, p. 231): (0 .9 or above) is an excellent reliability, (0 .8 – 0.9) a good reliability, (0.7 –0.8) an acceptable reliability, (0.6 –0.7) a questionable reliability, (0.6-0.5) is a poor reliability, and (less than 0.5) is an unacceptable reliability.

Table 14: Reliability coefficient by using Cronbach's alpha method, (n=30)

Factor	Numbers of items	Cronbach's alpha	Reliability
TA	12	0.909	Excellent
TS	11	0.861	Good
TE	12	0.868	Good
TD	9	0.962	Excellent
TR	8	0.869	Good
TM	52	0.918	Excellent
ITS	9	0.915	Excellent

Table (14) showed that Cronbach's alpha coefficient of each sub dimension /dimension and is greater than 0.7 which is considered an acceptable reliability.

Based on the previous discussion on the validity and reliability of the questionnaire, the researcher concludes that the questionnaire is a valid and reliable tool to study the impact of TMP as drivers of ITS in the IT companies in the Gaza Strip.

Statistical Analysis Tools:

The researcher analyzed the data by the SPSS, version 21, and used the following statistical methods:

1. Frequencies, means, standard deviation, percentage and relative weight to describe the characteristics of the sample and their responses.
2. Cronbach's alpha, Spearman brown, Guttmann formulas for measuring the reliability of research tool.
3. Kolmogorov-Smirnov test of normality.
4. Pearson's correlation formula to calculate the internal consistency of the research tool, and in studying the relationship between the sub-dimension and ITS.
5. Multiple Regression to study the impact of TMP on the ITS at work.
6. Independent samples T-test to detect the statistical differences between participants mean responses about the variables of the research according to gender.
7. One way ANOVA test to determine the statistical differences between participants mean responses about the variables of the research according to their (i.e age, qualifications, job title and years of service)
8. Scheffe post hoc test to detect the source of differences in One way ANOVA.

Test of Normality for Each Dimension:

The check of normality is a general assumption of most of statistical tests.

Table 15: Kolmogorov-Smirnov test of normality, (n=80)

Dimension	Statistic	Degree of Freedom	P-value
TA	0.10	80.00	0.15
TS	0.09	80.00	0.20
TE	0.10	80.00	0.15
TD	0.16	80.00	0.11
TR	0.09	80.00	0.20
Talent Management	**0.08**	**80.00**	**0.23**
ITS	**0.07**	**80.00**	**0.24**

Table (15) presents the results of Kolmogorov-Smirnov test of normality which reveals that all dimensions and sub-dimensions are normality distributed. Therefore, the parametric tests will be used to conduct the test of hypothesis in this section

Chapter Five
Data Analysis and Hypothesis Testing

Introduction

Analysis of Personal Characteristics

Data Analysis

Hypothesis Testing

Correlation between TM Practices and the Intention to Stay

Impact of TMP on the ITS

The Effect of Personal Characteristics

Chapter Five
Data Analysis and Hypothesis Testing

Introduction:

This chapter presents the data analysis of the survey implemented with the employees of the IT companies in the Gaza Strip. The results shows the descriptive statistics which describes the respondents' personal characteristics via counts and percentages and summarizes their responses for each item of the questionnaire dimensions, then presenting the appropriate inferential statistical methods to test the hypothesis.

The researcher used summary statistics including, mean, standard deviation, proportional mean, rank and level of the scores of respondents for each item and the total degree of each dimensions and sub dimension in order to descript the opinion of respondents toward the considered items of TMP and ITS in IT companies in the Gaza Strip.

Analysis of Personal Characteristics:

A total of (80) randomly employees of the IT companies in the Gaza Strip were responded to the distributed questionnaire. The researcher will discuss the results according to each personal characteristic.

1. Age:

Table 16: Respondents' Personal Characteristics - Age, (n=80)

Category	Frequency	% of sample
Less than 25 years	21	26.2%
25 to less than 30 years	38	47.5%
30 to less than 35 years	14	17.5%
35 to less than 40 years	5	6.2%
40 years or more	2	2.5%
Total	**80**	**100**

Table (16) presents the respondents' personal characteristics according to Age characteristics. The distribution of respondents over the age groups shows that the majority of respondents (91.2%) have ages less than 35 years, while the rest (8.8%) of respondents' ages are 35 years or more. This result reveals that IT companies are interested in employing young employees because they have the energy to keep pace with new developments and progresses in information technology sciences and have the energy to learn and improve their knowledge and skills used during the work where the IT sector is growing rapidly and continuously. Some studies tested the respondents' ages, the studies that targeted ICT and technical sectors are consistent with the research's results, that generally most of respondents have ages between 20 to 35 years as El-Nakhala (2013) study, Dawwas & Zahare (2014) study and Gamage & Buddhika (2013) study.

2. Sex:

Table 17: Respondents' Personal Characteristics - Sex, (n=80)

Category	Frequency	% of sample
Male	57	71.2%
Female	23	28.8%
Total	**80**	**100**

Table (17) presents the respondents' personal characteristics according to Sex characteristics. The majority of the respondents are males, and they represents

(71.2%) of the study sample compared to (28.8%) of the respondents are females. This result reveals the social culture of non-preferring to employ females at private sector. Also, it reveals that males prefer to work in the IT sector more than females. This result is consistent with some studies reviewed in this research that generally most of the respondents are males as, Dawwas & Zahare (2014) study and Gamage & Buddhika (2013) study.

3. Educational Qualification:

Table 18: Respondents' Personal Characteristics - Educational Qualification, (n=80)

Category	Frequency	% of sample
Diploma or less	9	11.2%
Bachelor	50	62.5%
High Diploma	15	18.8%
Master	4	5.0%
PhD	2	2.5%
Total	**80**	**100**

Table (18) presents the respondents' personal characteristics according to Educational Qualification characteristics. The majority of the respondents hold "Bachelor degree" and "High Diploma", and they represents (81.3%) of the study, (11.2%) of respondents hold Diploma or less and only (7.2%) of respondents hold master or PhD. This result reveals that companies prefer to employ educated employees in order to be able to perform their work with the set standards and the requirements of the job where the IT sector is growing and developing rapidly and continuously and it needs people who have the ability to learn easily and continuously. The respondents who hold Bachelor degree is approximately one third of the sample attributed to that most of educated people at Gaza Strip hold this degree. The results of the educational degree for the reviewed studies varied according to the work field. So this result is consistent with the reviewed studies that generally need university degree according to its work field such as Gamage & Buddhika (2013) study, Verhoeven (2011) study, El-Nakhala (2013) study, Dawwas & Zahare (2014) study and Seyam (2013) study.

4. Job Title:

Table 19: Respondents' Personal Characteristics - Job Title, (n=80)

Category	Frequency	% of sample
Admin	20	25.0%
Programmer	42	52.5%
Analyst	3	3.8%
Designer	7	8.8%
Technician	8	10.0%
Total	**80**	**100**

Table (19) presents the respondents' personal characteristics according to Job Title characteristics. As the study targeted the software IT companies, more than half of the respondents (52.5%) are working as programmer, followed by (24.9%) the respondents are engaged in administrative work. There are (10.0%) of respondents are employed as technicians, (8.8%) of respondents employed as designers and (3.8%) of respondents are employed as analysts. The results show that the programmers employees is more than half of the respondents, this result is consistent with the background of the targeted IT companies, where the study targets only the IT companies that categorized within the software companies.

5. Years of Service:

Table 20: Respondents' Personal Characteristics – Years of Service, (n=80)

Category	Frequency	% of sample
Less than 5 years	45	56.2%
5 to less than 8 years	17	21.2%
8 to less than 11 years	12	15.0%
11 years or more	6	7.5%
Total	**80**	**100**

Table (20) presents the respondents' personal characteristics according to years of service characteristics. The majority of respondents which represents about three fourth (77.4%) have less than 8 years of service, and 22.5% of the respondents have more than 8 service. This result matches the previous result that the majority of respondents (91.2%) have ages less than 35 years since IT sector needs energetic employees and accepting to learn and develop. Also, as the IT is a growing sector so it needs people who have the ability to learn easily more than who have long service and experience. This result is consistent with Roman (2011) study and Dawwas & Zahare (2014) study.

Data Analysis:
1. First dimension: Talent Management Practices: it includes the summary statistics and level of each item for all the five dimensions (TA, TS, TE, TD, & TR).

a) The Sub-dimension Talent Attraction:
Table (21) presents the summary statistics and level of each item of TA.

Table 21: Summary statistics and level of each item of TA, (n=80)

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
1.	The company adopts a vision, a mission and strategic goals that help to attract a privileged functional cadre.	8.34	1.83	83.38	1	Very high
2.	The company develops strategic plans that identify the current and prospective actual needs of employees.	8.03	1.89	80.25	5	High
3.	The company describes and defines the required jobs clearly.	8.28	1.68	82.75	3	Very high
4.	The company makes great efforts to attract and recruit qualified staff.	8.29	1.55	82.88	2	Very high
5.	The Company uses various media to define the existent job opportunities.	7.64	2.03	76.38	8	High
6.	The company goes to universities, colleges, syndicates to attract a privileged functional cadre.	6.90	2.51	68.99	12	High
7.	The company promotes appropriate employees within the company to fill the vacant positions.	7.48	2.29	74.75	9	High
8.	The company promotes good reputation which helps to attract the best employees.	8.10	1.91	81.00	4	High
9.	Career development opportunities help to better attract for the outstanding staff.	7.94	1.83	79.38	6	High
10.	The Company provides salaries and benefits help to attract outstanding staff.	7.00	2.28	70.00	11	High

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
11.	The company works to attract a distinguished cadre by creating and promoting competitive advantages.	7.28	2.00	72.75	10	High
12.	The company works to attract the best employees by creating and promoting a good working environment.	7.76	1.71	77.63	7	High
	TA	7.75	1.42	77.50	-	High

The results show that the opinion of respondents toward all items are high or very high levels of agreements. The respondents considered the most significant procedure that their companies have to attract talents is (The company adopts a vision, a mission and strategic goals that help to attract a privileged functional cadre) with proportional mean 83.38%. While the least procedure followed to attract talents is (The company goes to universities, colleges, syndicates to attract a privileged functional cadre) with proportional mean 68.99%.

The respondents show high level of agreement equals 77.5% about the dimension TA. This means that the respondents indicates that the TA level is accepted in the IT companies in the Gaza Strip, which refers that these companies make efforts to attract talented employees through multiple and different strategies and tactics, such as using adopting meaningful and attractive vision, mission, & strategic goals, the reputation, compensation package and the opportunities for learning and development. The research attributes this result that the IT sector needs to creator and innovative employees who can be reached by this sub-dimension firstly. However TA still needs further development especially in the area of attracting the employees from the universities, colleges, and syndicates, so that better investing the young capabilities.

The study is consistent with the ElNakhala (2013) study, Seyam (2013) study and Megri (2014) study, which indicated that the TA level is accepted according to their employees. It's worth mentioning that TA strategies may differ between studies, ex. ElNakhala (2013) study including the interesting work, reputation, and the opportunities for learning and development, Seyam (2013) study focus on the recruitment principles including the right job description and right knowledge and skills, also the clarity in career path to attract the right people, and Megri (2014) study including Fair Rewards, flexibility, opportunities for learning and development, performance appraisal, and finally research and innovation opportunities. While the TA strategies for the current study including: adopting meaningful and attractive vision, mission and strategic goals, reputation, career development, working environment, compensation package, and finally perfect employment procedures.

The Yaqub & Aslam Khan (2011) study indicates that the 100 students from the 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. Roman (2011) indicates that the WCPT TM Strategy is not clear about competitive pay which is top attraction issue; however it adopted a short-term strategy to attract young students to the organization by offering internships after they completed their studies. It addresses recruitment, remuneration, learning and development, coaching

& mentoring, performance appraisal, delegating and assigning work, career management and competency audits.

b) The Sub-dimension Talent Selection:
Table (22) presents the Summary statistics and level of each item of TS.

Table 22: Summary statistics and level of each item of TS, (n=80)

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
1.	I was selected for the job based on my appropriate scientific qualifications for the position.	8.08	2.06	80.75	6	High
2.	I was selected for the job based on my appropriate practical experience for the position.	8.50	1.74	85.00	1	Very high
3.	I was selected for the job based on my ability to achieve the company's strategic plans.	8.21	1.64	82.13	4	Very high
4.	I have a common culture and values with the company.	8.49	1.53	84.88	2	Very high
5.	The company studied the talent that I have before hiring me.	8.21	2.04	82.13	4	Very high
6.	I have passed a written exam before I got the job.	4.03	3.71	40.25	11	Low
7.	I have passed a practical exam before I got the job.	7.05	3.50	70.50	8	High
8.	I have passed a variety of exams measure my professional abilities, knowledge and intelligence efficiently and effectively.	6.65	3.12	66.50	10	High
9.	Tests are appropriate for the type and level of the job to be filled.	6.76	3.04	67.63	9	High
10.	There are clear, specific and prior standards for the interviews in the company.	7.73	2.17	77.25	7	High
11.	Specified time for interview is enough and appropriate.	8.28	1.80	82.75	3	Very high
	TS	**7.45**	**1.52**	**74.52**	**-**	**High**

The results show that the opinions of respondents toward the items are distributed between low, high and very high levels of agreements. The respondents considered the most frequent procedure that their companies have to select talents is (I was selected for the job based on my appropriate practical experience for the position) with proportional mean 85.00%. While the least procedure followed to select talents is (I have passed a written exam before I got the job) with proportional mean 40.25%.

The respondents show high level of agreement equals 74.52% about the dimension TS. This means that the respondents indicate that the TS level is accepted in the IT companies in the Gaza Strip. However, there is still a need to develop on some areas such as the item (I have passed a written exam before I got the job), where most of the respondents referred that they didn't passed a written exam to get their jobs. The researcher sees that the reason of lack written exams that the IT sector is a practical field and it needs more practical exams. Although that the items (I have passed a variety of exams measure my professional abilities, knowledge and intelligence efficiently and effectively.) are high, it still needs more focus on to measure the abilities, knowledge and intelligence better. The results show that the appropriate

practical experience for the IT jobs plays a great role in selecting the employees. Moreover, the results show that the appropriate practical experience has greater role than the scientific qualifications in selecting the employees. Also, the results show that the common culture and values between the company and the employees has a great effect in selecting the employees.

The study is consistent with the Megri (2014) study, which indicated that the TS level is accepted according to their employees and it get the highest score in comparing with other TMP, Also Verhoeven (2011) study showed that a total 67% of the survey identified selection as a significant area of human resource strategy. In comparing with the current study, these studies not addressed the selection tools and strategies such as interviews, practical exams and writing exams. While Roman (2011) study addressed the following strategies Response handling, interview, and appointment.

c) The Sub-dimension Talent Engagement:
Table (23) presents the Summary statistics and level of each item of TE.

Table 23: Summary statistics and level of each item of TE, (n=80)

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
1.	I participate in decision making within the company.	7.19	2.62	71.88	10	High
2.	I can express my point of view my opinion within the company.	8.54	1.77	85.38	6	Very high
3.	I have the information and knowledge about the company and systems of work in it.	8.54	1.59	85.44	5	Very high
4.	There is a harmonization between me and my current job intellectually and emotionally.	8.58	1.63	85.75	4	Very high
5.	My relationship is good with my colleagues at work.	9.13	1.05	91.25	1	Very high
6.	There is flexibility and decentralization in work.	8.03	1.88	80.25	9	High
7.	The methods of discussion and constructive dialogues are used in work.	8.59	1.38	85.88	3	Very high
8.	The company encourages innovative and creative brainstorm.	8.29	1.92	82.88	8	Very high
9.	I am delegated in work from my direct officials.	8.60	1.78	86.00	2	Very high
10.	The company encourages on teamwork.	8.54	1.74	85.38	6	Very high
	TE	**8.40**	**1.23**	**83.99**	**-**	Very high

The results show that the opinion of respondents toward the items either high or very high levels of agreements. The respondents considered the most frequent indicator of their engagement is (My relationship is good with my colleagues at work) with proportional mean 91.25%. While the least frequent indicator of their engagement is (I participate in decision making within the company) with proportional mean 71.88%.

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The respondents show very high level of agreement equals 83.99% about the dimension TE. This means that the respondents indicate that the TE level is very accepted in the IT companies in the Gaza Strip, the results show that this sub-dimension is the best one, where most responses are very high which indicates that the IT companies in the Gaza Strip do great efforts to engage their employees within the company. The item "My relationship is good with my colleagues at work" is very strong which means that the social atmosphere is very important.

The result of TE is consistent with Sadangharn (2010) study which indicates that the respondents engage in both the organization and their job. Even though there is no significant relationship between HR practices and talent engagement. According to Ghazali et al. (2011) study the Communication (one of the engagement strategies) had the highest rank as the most frequently implemented human resource practice in the hotel industry, thus implying its importance and essentiality. Verhoeven (2011) study mentioned that only the following variables is important; organization culture and work environment, remuneration and recognition, teamwork relationships and challenging opportunities. Aljunaibi (2014) study's findings indicate that TM factors such have a positive correlation with employee engagement.

Alias et al., (2014) indicate that TMPs (managerial support, employee career development and rewards and recognitions) have positive correlation with employee engagement. It was also found that employee engagement has positive correlation with employee retention. The results also indicate employee engagement mediated the relationship between TMPs (employee career development and rewards and recognition) and employee retention individually.

d) The Sub-dimension Talent Development:
Table (24) presents the Summary statistics and level of each item of TD.

Table 24: Summary statistics and level of each item of TD, (n=80)

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
1.	I was guided and oriented during the trial period.	8.54	1.74	85.38	1	Very high
2.	The company's goals supports of my talent and my abilities in the short and long term.	8.18	2.27	81.75	3	High
3.	There are plans and programs for the employees' development in the company.	8.16	2.05	81.63	4	High
4.	The company encourages employees to develop their career paths.	7.56	2.25	75.63	7	High
5.	The company allocates a budget for training and development of staff.	8.04	2.00	80.38	5	High
6.	The company determines the training needs for staff objectively.	6.59	2.80	65.88	9	High
7.	The company provides feedback about my performance at work.	6.81	2.73	68.13	8	High
8.	The company follows up my performance at work and provides advice to improve it.	7.73	2.13	77.25	6	High
9.	The expertise is transferred from experienced	8.54	1.74	85.38	1	Very

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SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
	staff to less experience.					high
	TD	**7.73**	**1.79**	**77.35**	**-**	**High**

The results show that the opinion of respondents toward the items either high or very high levels of agreements. The respondents considered the most significant steps of developing talents is (The expertise is transferred from experienced staff to less experience) and (I was guided and oriented during the trial period) with proportional mean 85.38%. While the least significant steps of developing talents is (The company determines the training needs for staff objectively) with proportional mean 65.88%.

The respondents show high level of agreement equals 77.35% about the dimension TD. This means that the respondents indicate that the TD level is accepted in the IT companies in the Gaza Strip which indicates that most of the IT companies in the Gaza Strip make efforts to develop their employees through multiple and different strategies and tactics since the IT sector develop rapidly and the IT companies need to keep pace with this development. Although that the item (The Company determines the training needs for staff objectively) is high, it still needs more focus on so that companies can develop the skills and capabilities of their employees efficiently and transparently.

Chami-Malaeb & Garavan (2013), & ElNakhala (2013) studies indicate that there are opportunities for learning and development among the sample institutions.

e) The Sub-dimension Talent Retention:
Table (25) presents the Summary statistics and level of each item of TR.

Table 25: Summary statistics and level of each item of TR, (n=80)

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
10.	The salaries and job benefits in the company are competitive enough.	8.16	2.11	81.63	4	High
11.	The salaries and job benefits in the company are fair and commensurate with the company's work.	8.39	2.15	83.88	1	Very high
12.	There is a justice in the career development among employees at work.	6.76	2.33	67.63	8	High
13.	My work in the company commensurate with my abilities and my skills.	7.14	2.24	71.38	7	High
14.	The pressure of work in the company commensurate with my actual energy.	7.55	2.18	75.50	6	High
15.	The company is following up its employees' satisfaction.	8.29	2.12	82.88	2	Very high

SN	Items	Mean	Standard deviation	Proportional mean (%)	Rank	Level
16.	The company is following the working conditions to suit the requirements of life.	8.19	1.82	81.88	3	High
17.	The company is constantly working to improve working conditions.	7.79	2.38	77.88	5	High
	TR	**7.64**	**1.91**	**76.41**	**-**	**High**

The results show that the opinion of respondents toward the items either high or very high levels of agreements. The respondents considered the most frequent procedure for retention is (The salaries and job benefits in the company are fair and commensurate with the company's work.) with proportional mean 83.88%. While the least used procedure for retention is (There is a justice in the career development among employees at work) with proportional mean 67.63%.

The respondents show high level of agreement equals 76.41% about the dimension TR. This means that the respondents indicate that the TR level is accepted in the IT companies in the Gaza Strip which indicates that most of the IT companies in the Gaza Strip make efforts to retain their employees through multiple and different strategies and tactics.

Regarding El-Nakhala (2013) study, the TR level at Al aqsa voice radio station is relatively high according to the respondents, and this may be due to the suitable working load and working stress, flexible working hours, and matching the employees' abilities and skills. However it needs further development specially in creating challenging jobs, and on job satisfaction factors. Moreover, one study by Kämpe (2012) entitled "Challenges in Retaining and Attracting Employees to the City of Västerås" indicates that the organization must be very clear when hiring a new employee with a higher salary so that others do not have a feeling of injustice.

Alnaqbi (2011) indicates that the most variables affect the likelihood of retention is job security, job descriptions, and job profiles. There is also emphasis on the need for decentralization and reduced hierarchy in the workplace, and of empowerment and accountability in areas of work where these factors influence the retention of employees Also the growth culture, work conditions such as office space have significant impact. Most organizations lack compensation benefits like air ticket, and allowances. Roman (2011) indicates 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, where The WCPT Talent Management Strategy is not clear about competitive pay, work-life balance and challenging work which are top retention issues. Verhoeven (2011) indicates 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. Park, (2014) indicates that according to employees' responses, developing the employees' skills and abilities through tasks and challenges in their daily workday, the most important retaining strategy, but according to managers' responses

the high salaries is more important. Chitsaz-Isfahani & Boustani, (2014) indicates that there is a significant relationship between Talent management and its dimension, employee Retention among staffs of Isfahan University.

In contrast Sadangharn (2010) study indicates a low level of talent retention among HiPPS members. And HR practices do not significantly correlate with talent retention.

2. Second dimension: Intention to Stay
Table (26) presents the Summary statistics and level of each item of the second dimension ITS.

<p align="center">Table 26: Summary statistics and level of each item of ITS, (n=80)</p>

SN	Items	Mean	Standard deviation	Proportional mean	Rank	Level
18.	I'm not thinking now of leaving my work at all.	8.15	2.46	81.50	8	High
19.	I had the freedom to choose my current job.	8.65	1.91	86.50	3	Very high
20.	I have clear goals regarding my career path.	8.41	1.73	84.13	5	Very high
21.	My current job provides growth and development opportunities.	8.48	1.80	84.75	4	Very high
22.	There is a significant stability in my current job.	8.20	1.81	82.00	7	Very high
23.	I'm satisfied about my work.	8.25	1.81	82.50	6	Very high
24.	I have a willingness to do any task assigned to me to retain my current work.	7.96	2.14	79.63	9	High
25.	I have a willingness to make great efforts to help the company succeed.	8.95	1.44	89.50	1	Very high
26.	My current work is important and deserves to continue in it.	8.71	1.76	87.13	2	Very high
	ITS	8.42	1.51	84.18	-	Very high

The results show that the opinion of respondents toward all items of ITS is either high or very high levels of agreements. The respondents considered the most frequent item is (I have a willingness to make great efforts to help the company succeed.) with proportional mean 89.50%. While the last frequent item is (I have a willingness to do any task assigned to me to retain my current work) with proportional mean 79.63%.

The respondents show very high level of agreement equals 84.18% about the independent dimension ITS. This means that the respondents indicate that the ITS level is accepted in the IT companies in the Gaza Strip which means that most of the employees of the IT companies in the Gaza Strip will stay at their jobs for an indefinite period.

The result is inconsistent with Sadangharn (2010) study, which indicates that even though the employees agree with HR practices in the HiPPS and also engage in both

the organization and their job, they do not intend to stay in the public sector until retirement.

For more illustration, Table (27) presents the summary statistics and level of agreement of each sub-dimensions/ dimensions, (n=80).

Table 27: Summary statistics and level of each sub-dimensions/ dimensions, (n=80)

SN	Dimension	Mean	Standard deviation	Proportional mean (%)	Rank	Level
1.	TA	7.75	1.42	77.50	2	High
2.	TS	7.45	1.52	74.52	5	High
3.	TE	8.40	1.23	83.99	1	Very high
4.	TD	7.73	1.79	77.35	3	High
5.	TR	7.64	1.91	76.41	4	High
6.	**Talent Management**	**7.79**	**1.33**	**77.94**	**-**	**High**
7.	**ITS**	**8.42**	**1.51**	**84.18**	**-**	**Very high**

Table (27) shows that the opinion of respondents toward sub-dimensions/ dimensions are either high or very high levels of agreement. Among the five sub-dimensions of the TM, results show that TE is the first ranked with proportional mean 83.99%, followed by TA with proportional mean 77.5%, then TD with proportional mean 77.35%, and then TR with proportional mean 76.41% the last ranked is TS with proportional mean 74.52%.

Generally, there is a small variance between TM and ITS, where Talent Management got proportional mean equals 77.94%, which is less the proportional mean of ITS (84.18%).

The results show positive responses regarding all TMP with small variances between them where TE ranked 1 then TA, TD, TR and TS respectively. These results are inconsistent with the Kämpe (2012) study in which the HR director, Eva, mentioned that fulfillment of the factors in (career development, job content, financial rewards, work-life balance and social atmosphere) might be lower than expectations, since people always dream of even more perfect conditions.

According to Megri (2014) study there is a positive evaluation from the employee about applying talent management components; where the TS got the first score of agreement then TR, then TA, and finally talent recognition. The researcher attributes these differences with the current study to the field work where Megri (2014) study targeted workers at juice and canned food company which is a routinely work.

Hypothesis Testing:
In the following we conduct the relevant inferential statistical tests to judge the three main research hypothesis were stated in Chapter 1.

Correlation between TM practices and the ITS:
The researcher obtained the Pearson's correlation coefficients to measure the correlation between the TMP and the ITS. The results are given in Table (28) to test the first main hypothesis and its five sub-hypothesis

Table 28: Correlation between TMP and the ITS, (n=80)

Variables	ITS	
	Correlation Coefficient (r)	P-value
TA	0.684**	0.00
TS	0.567**	0.00
TE	0.756**	0.00
TD	0.737**	0.00
TR	0.696**	0.00
Talent Management	0.801**	0.00

**. Correlation is significant at the 0.01 level ,*.Correlation is significant at the 0.05 level

1. There is a significant correlation at 0.05 level between TMP & the ITS.

The results of Pearson's correlation coefficients in Table (28) indicate that there is a positive relationship between the TMP & the ITS. (r=0.801, p-value=0.000) at 0.05 level of significance. It implies that a unit increase with a focus on TM would significantly enhance employee ITS. It is normal when the employee satisfies about the different practices and strategies implemented within the work, a positive feeling toward the work will be existed lead to ITS for long period.

There are five sub-hypothesis are derived from the previous main hypotheses as follows:

a) There is a significant correlation at 0.05 level between TA & the ITS.

The results of Pearson's correlation coefficients in Table (28) indicate that there is a positive relationship between the TA and the ITS. (r=0.684, p-value=0.000) at 0.05 level of significance. It therefore means that the TA strategies like employer branding, employer of choice, and compensation package will contribute immeasurably to enhancing employee ITS at his work. Right TA strategies mean the right employee for the right job. And by holding other factors constant, the ITS at work will be high. Ghazali et al. (2011) indicated that (recruitment, training, compensation system) practices has significant positive relationships with employees' ITS.

b) There is a significant correlation at 0.05 level between TS & the ITS.

The results of Pearson's correlation coefficients in Table (28) indicate that there is a positive relationship between the TS and the ITS. (r=0.567, p-value=0.000) at 0.05 level of significance. It therefore means that the TS strategies like application form, interview, exam and references will contribute immeasurably to enhancing employee ITS at work. TA is not enough alone to select the right employee, so TS will also have a great role in employing the right employee in the right job. And by holding other factors constant, the ITS at work will be high. Ghazali et al. (2011) indicated that selection practice have significant positive relationships with employees' ITS.

c) There is a significant correlation at 0.05 level between TE & the ITS.

The results of Pearson's correlation coefficients in Table (28) indicate that there is a positive relationship between the TE and the ITS. (r=0.756, p-value=0.000) at 0.05 level of significance. It therefore means that the TE strategies like talent relationship management, onboarding, performance management, total rewards will contribute immeasurably to enhancing employee ITS at work. When selecting the right employees for the right jobs who achieve the organization goals, organizations should provide them different benefits and rewards to encourage and engage them within the organization and within their work. This in term will increase the employees' ITS at their work. Ghazali et al. (2011) indicated that the practices (training, the compensation system, performance appraisal, job security, employee empowerment, and communication) have significant positive relationships with employees' intention to stay. Gosser (2011) study indicates that primary wage earner status, distributive justice, interactional justice, and organizational socialization were all significantly related to an employee's ITS.

d) There is a significant correlation at 0.05 level between TD & the ITS.

The results of Pearson's correlation coefficients in Table (28) indicate that there is a positive relationship between the TD and the ITS. (r=0.737, p-value=0.000) at 0.05 level of significance. It therefore means that the TD strategies like orienting and onboarding new employee, mentoring, career management, performance management, and coaching will contribute immeasurably to enhancing employee ITS at work. Beside TE strategies, when selecting the right employees for the right jobs who achieve the organization goals, organizations should provide them opportunities to develop in their jobs, and training them to enhance their skills, knowledge and abilities. This in term will increase the employees' ITS at their work. This result is consistent with Chami-Malaeb & Garavan (2013) study where it demonstrates a positive relationship between investment in TD practices and ITS. It also found that affective commitment partially mediated the relationship between TD and ITS. Also, Ghazali et al. (2011) study indicates that all practices (training, performance appraisal) have significant positive relationships with employees' ITS. Chami-Malaeb & Garavan (2013) study demonstrates a positive relationship between investment in TD practices and two important outcomes, affective commitment and ITS.

e) There is a significant correlation at 0.05 level between TR & the ITS.

The results of Pearson's correlation coefficients in Table (28) indicate that there is a positive relationship between the TR and the ITS, (r=0.696, p-value=0.000) at 0.05 level of significance. It therefore means that the TR strategies like total rewards, self-growth, career planning, performance appraisal, succession planning, safety audit and work-life balance will contribute immeasurably to enhancing employee ITS at work. TR strategies mean that the organizations value their employees and do great efforts so that not losing them. This in term will increase the employees' ITS at their work. Ghazali et al. (2011) indicated that all practices (the compensation system, performance appraisal, job security) have significant positive relationships with employees' ITS. Gosser (2011) study indicates that primary wage earner status is significantly related to an employee's ITS.

Impact of Talent Management Practices on the Intention to Stay:
For the purpose of evaluating the impact of the TMP, namely TA, TS, TE, TD and TR on the ITS and for testing the second main hypothesis.

2. *There is a significant impact at 0.05 level of TMP on ITS.*

The multiple regression analysis was applied on the collected data from the employees of the IT companies in the Gaza Strip.

Table 29: Multiple Regression Analysis of the TMP on the ITS

Predictors	Unstandardized Coefficients		Standardized Coefficients	T	P-value
	β	SE	β		
Constant	0.72	0.70	-	1.03	0.31
TA	0.09	0.11	0.09	0.83	0.41
TS	0.07	0.08	0.07	0.86	0.39
TE	0.44	0.12	0.36	3.67**	0.00
TD	0.17	0.09	0.21	1.85**	0.07
TR	0.19	0.06	0.27	2.96**	0.00

R^2 =70.5%, df=5; F=35.314 (p-value =0.000)
** Statistically significant at 0.01 level of significance, * Statistically significant at 0.05 level of significance.

Table (29) presents the results of building the multiple regression model include the parameters' estimate and relevant significance tests, as well as some measures of model adequacy.

The results of the multiple regression analysis in Table (29) show that there are three variables significantly contribute in predicting the ITS. The significant predictors are TE (β =0.44, p-value=0.00), TD (β =0.17, p-value=0.07) and TR (β =0.19, p-value=0.000), while other two predictors, namely TA & TS are considered as insignificant variables where their associated p-values are greater than 0.05.The multiple regression model explains 70.5% of the variability in the ITS with (F=35.314, p-value =0.000). The researcher contributes this result that TA and TS almost not have influence on the current (old) employees. And this indicates that IT companies recruited suitable employees who have satisfaction about their work, where TA and TS provide benefits on selecting the right employee for the right job in the right time. This result is inconsistent with Jansen & Oster (2014) study which indicates that a weak employer brand constrains the process that leads employees staying with their current employer when being offered a job.

The Stepwise multiple regression is used to find the best multiple regression model for the dependent variables (i.e. ITS) and the three significant predictors (i.e TE, TD and TR) is given in Table (30). Results in of the Stepwise multiple regression analysis in Table (30) is consistent with the findings of the multiple regression model in Table (29). Furthermore, the estimated regression model can be given in the following mathematical form

$$Y = 1.03 + 0.48X_1 + 0.21X_2 + 0.23X_3 + \varepsilon \tag{4.1}$$

Where Y is the ITS, X_1 is the TE, X_2 is the TD, X_3 is the TR and ε is the term of error (residuals).

Table 30: Stepwise Multiple Regression Analysis of the TMP on the ITS

Predictors	Unstandardized Coefficients		Standardized Coefficients	T	P-value
	β	SE	β		
(Constant)	1.03	0.06	-	2.57	0.02
TE	0.48	0.11	0.39	4.23**	0.00
TD	0.21	0.06	0.29	3.45**	0.00
TR	0.23	0.08	0.27	2.71**	0.01

R^2 **=69.8%, df=2; F=58.433 (p-value =0.000)**
** Statistically significant at 0.01 level of significance, * statistically significant at 0.05 level of significance.

Findings in Table (30) and the multiple regressions Table (29) reveals that the TE is the most influential factor affecting the ITS, where the increase of the TE by one unit will increase the ITS by 0.48 units by controlling other factors. The TR is the second influential factor, where one unit increase in the TR will increase the ITS by 0.23 units by controlling other factors. Furthermore, the TD is the third influential factor, where one unit increase in the TD will increase the ITS by 0.21 units by controlling other factors.

As seen in the previous results, the TMPs is integrated, working in a closed circuit and they are mutually support one another and jointly influence intention of talented employee to stay at the organization. The researcher will address the related studies together where researches study the TMPs in different way such as some studies treat with the dependent sub-variable compensations in the current study as dependent variable. Moreover, as illustrated in the theoretical section above, some strategies are serving more than one TM practice. For ex., compensations are a strategy of attraction, engagement, and retention. By competitive total rewards, the talented employees can be attracted then it can contribute to the engagement of them, which lead to retain those talented employees and increase their ITS at their jobs. And the final reason, that there is a few studies addressed ITS, most studies addressed turnover and turnover intention, which considered as opposite to ITS.

Jansen & Oster (2014) study indicates that a weak employer brand constrains the process that leads employees staying with their current employer when being offered a job. This is inconsistent with this study results that there is no impact of TA on the term ITS. Also, the results show that the functional factors (career opportunities, type of work, self-esteem) have the highest explanatory power for individual's job switching propensity. Results from qualitative data show that salary in itself is not the crucial factor that explains the propensity to stay or leave the current employer.

AlJunaibi (2014) study indicates that TM factors such as talent development, recognition, and leadership support have a positive correlation with employee engagement.

Murrar & Hamad (2013) Study indicates that only job security, pay, work nature and coworkers were able to significantly influence turnover intention. While work conditions, career advancement, supervision and management not have significant

Ghazali et al. (2011) Study indicates that communication is proven to have a significant influence on the turnover of employees. Other practices in this study that showed significant influence on the retention of employees include recruitment and selection and a compensation system.

Johari et al.(2012) study indicates the notion that compensation and benefits are of utmost importance in enhancing ITS among employees.

Nasyira et al. (2013) study confirms on the impact of organizational commitment on employee's ITS with their current jobs.

Yllner & Brunila (2013) study indicates that organization should employ talent management to increase the self-perceived status of the technical career, and this in turn may increase the likelihood that talented technical specialists remain within their technical area of expertise and choose to make a technical career.

Roman (2011) study found that 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.

Sadangharn (2010) even thought the employees agree with HR practices in the HiPPS and also engage in both the organization and their job, they do not intend to stay in the public sector until retirement. Both organizational and job engagement are significantly associated with talent retention. This indicates that the higher level of engagement, the higher the level of retention.

Dawwas & Zahare (2014) showed that job characteristics, training, performance appraisal, career development and compensation play a significant role in influencing nurses' level of turnover intention, where the findings indicated that nurses who tend to show positive feelings the previous variables are likely to report lower levels of turnover intention.

Morsy (2013) study concluded that TM had an effect on two types of employee engagement, and asserted that variable of Work – family balance mediated the relationship between talent management and the two types of employee engagement.

Chami-Malaeb & Garavan (2013) study found that affective commitment partially mediated the relationship between TD and ITS.

Gamage & Buddhika (2013) results of the study revealed that there is a negative significant relationship between the (compensation, supervisor, job variety, coworkers, working conditions) and intention to leave of IT professionals in Sri Lanka. It is found that (compensation, supervisor, job variety, coworkers, working conditions) have also been negatively linked to intention to leave and actual turnover.

Figure (8) displays the histogram of the errors obtained after fitting the model, the plot reveals the normality of the obtained residuals with the absence of any outliers, with mean 0.01 and standard deviation of 0.95. The value of the Durbin-Watson statistic as a measure of independency 1.730 which fell between the lower and upper limits of the Durbin-Watson1.71 and 1.76 respectively. Thus, there is no autocorrelation between the residuals and the residuals are uncorrelated. Therefore, we can conclude that the suggested multiple regression model is adequate.

Figure 6: Histogram of the Residuals of the Multiple Regression Model
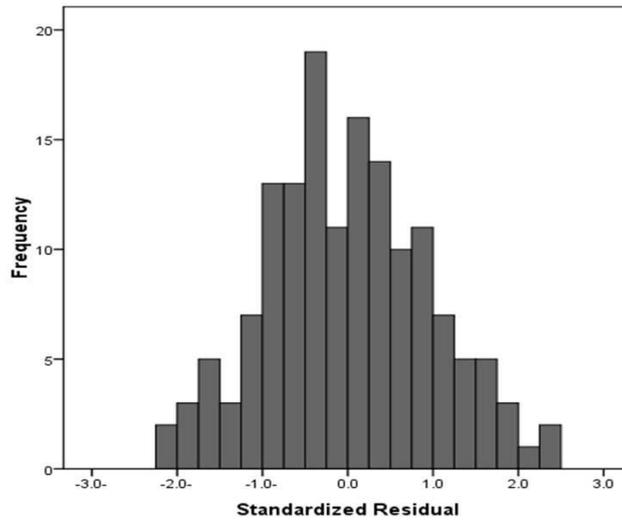
The effect of personal characteristics:
In order to study the effect of personal characteristics on the TMP and intension to stay, the researcher conduct statistical tests to test the following hypothesis

3. *There is a significant difference in the responses of the research sample due to the following personal characteristics (age, sex, educational qualification, job title, years of Service)*

1. Age
One-way ANOVA's test was conducted to study the differences between responses with respect of different age groups.

Table 31: One Way ANOVA Test Comparing Age Groups by their P-values, (n=80)

Dimension	Age group	Mean	SD	F- test	P-value
TA	Less than 25 years	7.48	1.67	0.768	0.549
	25-30	7.87	1.34		
	30-35	7.68	1.43		
	35-40	7.62	1.03		
	40 or more	9.17	0.94		
TS	Less than 25 years	6.86	1.65	1.911	0.117
	25-30	7.50	1.56		
	30-35	7.65	1.10		
	35-40	8.58	0.68		
	40 or more	8.55	1.80		
TE	Less than 25 years	7.85	1.60	1.563	0.193
	25-30	8.53	1.03		
	30-35	8.71	1.11		
	35-40	8.60	1.03		
	40 or more	9.05	0.64		
TD	Less than 25 years	7.35	2.44	0.605	0.660
	25-30	7.87	1.57		
	30-35	7.74	1.58		
	35-40	7.73	0.56		
	40 or more	9.17	1.18		
TR	Less than 25 years	7.57	3.31	0.259	0.903

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	25-30	7.77	1.56		
	30-35	7.88	1.74		
	35-40	7.95	0.66		
	40 or more	9.13	0.53		
ITS	Less than 25 years	7.81	1.90		
	25-30	8.45	1.40		
	30-35	8.87	1.09	1.712	0.156
	35-40	8.98	1.06		
	40 or more	9.61	0.24		

Table (31) presents the results of the one way – ANOVA test, the results show that p-value for all considered sub-dimension/ dimension are greater than 0.05. Then there are insignificant differences between the means of responses due to age. The researcher explains this result that usually the people who work at IT are ambitious and seek to develop themselves regardless of their ages. This result is consistent with Hewahi (2008) study that indicates there is no substantial differences based on age group concerning the following variables which considered strategies of TMP; work environment, job security, the relationship between supervisors and subordinates, salaries and incentives, expectations, the value of achievement and justice. Also, according to Verhoeven (2011) study there was a clear difference found in age as well, while younger employees were more interested in self-learning possibilities, professional growth and challenging opportunities, the older employees were more interested in salary and personal recognition.

2. Sex
To determine if there were statistically significant differences in the responses between respondents according to their sex, an independent samples t-test was conducted.

Table 32: Independent Samples t-test for Difference in Responses according to Sex

Dimension		*N*	Mean	SD	Mean Difference	T- test	P-value
TA	Male	57	7.67	1.35	-0.29	-0.779	0.441
	Female	23	7.96	1.60			
TS	Male	57	7.40	1.46	-0.17	-0.450	0.654
	Female	23	7.57	1.69			
TE	Male	57	8.22	1.30	-0.62	-2.046**	0.044
	Female	23	8.83	0.95			
TD	Male	57	7.43	1.88	-1.06	-2.481**	0.015
	Female	23	8.49	1.31			
TR	Male	57	7.59	2.31	-0.67	-1.289	0.201
	Female	23	8.26	1.51			
ITS	Male	57	8.32	1.62	-0.34	-0.917	0.362
	Female	23	8.66	1.17			

** Significant at 0.01 level of significance. * Significant at 0.05 level of significance.

Table (32) presents the results of independent samples t-test. Generally, female means of responses are larger than male means. There are significant statistical differences in TE and TD between means of male and female at 0.05 level of significance. This result is inconsistent with Verhoeven (2011) study which indicates that no clear

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difference regarding gender with regard to the perceptions on retention. Also, Hewahi (2008) study indicates there is no substantial differences based on gender category concerning the following variables which considered strategies of TMP; work environment, job security, the relationship between supervisors and subordinates, salaries and incentives, expectations, the value of achievement and justice.

3. Educational Qualification

One-way ANOVA's test was conducted to study the differences between responses with respect of different educational qualification.

Table 33: One Way ANOVA Test Comparing Educational Qualifications by their P-values, (n=80)

Dimension	Educational Qualification	Mean	SD	F- test	P-value
TA	PhD	7.71	3.01	0.747	0.563
	Master	7.88	0.63		
	High Diploma	7.84	0.89		
	BSc	7.58	1.59		
	Diploma or less	8.46	1.06		
TS	PhD	8.36	2.06	1.690	0.161
	Master	7.27	1.24		
	High Diploma	7.96	1.34		
	BSc	7.15	1.61		
	Diploma or less	8.18	0.88		
TE	PhD	7.90	2.26	0.959	0.435
	Master	8.55	0.47		
	High Diploma	8.75	0.74		
	BSc	8.22	1.40		
	Diploma or less	8.84	0.78		
TD	PhD	5.50	6.36	1.448	0.227
	Master	7.97	0.48		
	High Diploma	7.67	1.79		
	BSc	7.66	1.70		
	Diploma or less	8.65	1.02		
TR	PhD	6.75	3.89	0.674	0.612
	Master	8.00	0.64		
	High Diploma	8.11	1.64		
	BSc	7.56	2.36		
	Diploma or less	8.60	1.45		
ITS	PhD	7.44	2.83	1.194	0.320
	Master	8.17	1.12		
	High Diploma	8.73	1.44		
	BSc	8.24	1.59		
	Diploma or less	9.21	0.69		

Table (33) presents the results of the one way – ANOVA test, the results show that p-value for all considered sub-dimension/ dimension are greater than 0.05. Then there are insignificant differences between the means of responses due to educational qualification. This result is consistent with Nakhala (2013) study which shows that there are no differences in the level of talent management and its components in Al Aqsa voice radio station attributed to educational Qualification. Also, This result is consistent with Hewahi (2008) study that indicates there is no substantial differences based on qualification concerning the following variables which considered strategies of TMP; work environment, job security, the relationship between supervisors and subordinates, salaries and incentives, expectations, the value of achievement and justice. Moreover, Verhoeven (2011) study indicates that no clear difference

regarding education with regard to the perceptions on retention. While Sadangharn (2010) study shows a negative significant relation between education and TR. This indicates that the higher education, the lower the retention.

4. Job title

One-way ANOVA's test was conducted to study the differences between responses with respect of different job title.

Table 34: One Way ANOVA Test Comparing Job Title groups by their P-values, (n=80)

Dimension	Job title	Mean	SD	F- test	P-value
TA	Admin	8.45	0.96	2.932*	0.026
	Programmer	7.52	1.44		
	Analyst	6.81	1.85		
	Designer	8.36	0.92		
	Technician	7.02	1.87		
TS	Admin	7.90	1.44	2.033	0.098
	Programmer	7.10	1.50		
	Analyst	6.52	2.81		
	Designer	7.82	1.11		
	Technician	8.23	1.15		
TE	Admin	9.11	0.67	2.757*	0.034
	Programmer	8.15	1.42		
	Analyst	7.67	0.92		
	Designer	8.59	0.94		
	Technician	8.03	1.00		
TD	Admin	8.74	1.02	2.643*	0.040
	Programmer	7.31	1.91		
	Analyst	7.04	1.67		
	Designer	8.13	1.16		
	Technician	7.36	2.36		
TR	Admin	8.58	1.14	1.934	0.114
	Programmer	7.64	2.36		
	Analyst	5.71	3.71		
	Designer	8.18	0.97		
	Technician	6.94	2.26		
ITS	Admin	9.05	0.92	2.378	0.059
	Programmer	8.32	1.55		
	Analyst	7.19	2.13		
	Designer	8.75	0.50		
	Technician	7.51	2.19		

Table (34) presents the results of the one way – ANOVA test, the results show that p-value for TS, TR and ITS sub-dimension/ dimension are greater than 0.05. While the p-value for TA, TE and TD are less than 0.05 which reveals that these sub-dimensions have significant difference between the means due to the job title.

The This result is consistent with (El-Nakhala,2013) study which shows that there are differences in the level of talent management and its components (Talent Recruitment, TD, TR) in Al Aqsa voice radio station due to the respondents' job title attributed to heads of sections and heads of departments. Also, The Verhoeven (2011) study revealed a clear difference with regard to the perceptions on retention between developers, designers and some project managers and the sales division and staff members.

The Scheffe post –hoc test is used to identify the source of differences between job titles, the results show that there is a significant difference between Admin and Programmer, where Admin means of responses in TA, TE and TD are larger than programmer means.

5. Years of Service

One-way ANOVA's test was conducted to study the differences between responses with respect of different years of service.

Table 35: One Way ANOVA Test Comparing Years of Service by their P-values, (n=80)

Dimension	Years of Service	Mean	SD	F- test	P-value
TA	Less than 5 years	7.76	1.50	0.481	0.697
	5-8 years	7.62	1.28		
	8-11 years	7.58	1.69		
	11 years or more	8.38	0.52		
TS	Less than 5 years	7.24	1.75	1.384	0.254
	5-8 years	7.48	0.93		
	8-11 years	7.66	1.39		
	11 years or more	8.53	0.79		
TE	Less than 5 years	8.21	1.42	0.874	0.458
	5-8 years	8.53	0.91		
	8-11 years	8.79	0.96		
	11 years or more	8.63	0.97		
TD	Less than 5 years	7.62	2.01	0.229	0.876
	5-8 years	7.72	1.60		
	8-11 years	8.01	1.57		
	11 years or more	8.09	1.01		
TR	Less than 5 years	7.86	2.45	0.519	0.670
	5-8 years	7.35	1.69		
	8-11 years	7.70	1.81		
	11 years or more	8.56	0.84		
ITS	Less than 5 years	8.18	1.59	1.519	0.216
	5-8 years	8.42	1.58		
	8-11 years	8.81	1.25		
	11 years or more	9.41	0.43		

Table (35) presents the results of the one way – ANOVA test, the results show that p-value for all considered sub-dimension/ dimension are greater than 0.05. Then there are insignificant differences between the means of responses due to years of service.

This result is consistent with Nakhala (2013) study which shows that there are no differences in the level of talent management and its components in Al Aqsa voice radio station attributed to years of service. Also, this result is consistent with Hewahi (2008) study that indicates there is no substantial differences based on years of service concerning the following variables which considered strategies of TMP; work environment, job security, the relationship between supervisors and subordinates, salaries and incentives, expectations, the value of achievement and justice.

Chapter Six
Conclusions and Recommendations

Introduction

Conclusions

Recommendations

Suggested Topics for Future Studies

Introduction:
In this chapter, the conclusions of the current study are presented. The first paragraph presents the overall conclusion in which the central question of the thesis is answered. In the second paragraph, the recommendations will be suggested. The last paragraph contains directions for future studies in this area of research.

Conclusions:
The research aims to assess the impact of talent management practices namely talent attraction, talent selection, talent engagement, talent development, and talent retention on the intention to stay at work of employees. The study targets the employees of the private sector in the Gaza Strip case study the information technology sector; to explore the most important drivers of intention to stay at work of talented employees in the IT companies. Also, it aims to investigate the employees' perspectives in the IT companies around talent management practices, and identify the similarities and differences in their views. Moreover, to explore the most important drivers of intention to stay at work for talented employees in the IT companies. The findings of the research revealed that of talent management practices excluding talent attraction and talent selection are significant predictors of intention to stay. Also, the results show that there is a positive correlation between talent management & the intention to stay. Moreover, the research indicates that most of talent management practices carried out by the IT companies in the Gaza Strip where results show that talent engagement is the first ranked, followed by talent attraction, then talent development, and then talent retention and the last ranked is talent selection. The study concluded that there are differences in the level of talent management in two practices (talent engagement & talent development) in the IT companies attributed to sex characteristics. Moreover, the study concluded that there are differences in the level of talent management in three practices (talent attraction, talent engagement & talent development) in the IT companies attributed to job title. Finally the study suggest recommendations for the IT companies that contributes on enhancing of talent management practices and increasing talented employees' intention to stay.

The followings are the detailed conclusions that are obtained during the research divided into nine paragraphs: TMP, TA, TS, TE, TD, TR, ITS, Sample characteristics, and the results of hypotheses.

1. Talent Management
   a) In general, All of TMPs carried out by the IT companies in the Gaza Strip in different average, where respondents' results show that TE ranked the first, followed by TA, TD, TR and TS respectively. As IT sector is rapidly developed, since it needs people who are completely involved in this development, leading to pay more attention to the employees by the companies.
   b) The integration between TMPs is apparent, such as total rewards that can be used as attraction, engagement, and retention strategies. This integration refers to the importance of all practices and strategies regardless if it has a significant impact on ITS or not.

2. Talent Attraction
   a) There is a positive correlation between TA and ITS, while there is no significant impact on ITS by the TA. This may be refer that the IT companies

in the Gaza Strip have the right employees, and they engage within their companies, then the impact of TA on ITS not clear.

b) The TA level is accepted in the IT companies in the Gaza Strip, which refers that these companies make efforts to attract talented employees through multiple and different strategies and tactics, such as using adopting meaningful and attractive vision, mission, & strategic goals, the reputation, compensation package and the opportunities for learning and development.

c) There is a high agreement around the vision, mission, and strategic goals from the employees' perspectives that help in attracting right people. This refers that IT companies interest on developing strategic plans.

d) IT companies not use all efforts to attract a privileged functional cadre from universities, colleges, syndicates. Almost only the large companies may attract the employees from the educational institutions.

3. Talent Selection

e) There is a positive correlation between TS and ITS, while there is no impact on the ITS by TS. This may be refer that the IT companies in the Gaza Strip have the right employees, and they engage within their companies, then the impact of TS on ITS not clear.

a) The TS level is accepted in the IT companies in the Gaza Strip. However, there is still a need to develop on some areas such as the item (I have passed a written exam before I got the job), where most of the respondents referred that they didn't passed a written exam to get their jobs.

b) The results show that the appropriate practical experience for the IT jobs plays a great role in selecting the employees.

c) Moreover, the results show that the appropriate practical experience has greater role than the scientific qualifications in selecting the employees.

d) Also, the results show that the common culture and values between the company and the employees has a great effect in selecting the employees.

4. Talent Engagement

a) There is a positive correlation between TE and ITS, also TE has significant impact on ITS which refers to the importance of TE.

b) The TE level is very accepted in the IT companies in the Gaza Strip, the results show that this sub-dimension is the best one of all TMPs, which indicates that the IT companies in the Gaza Strip do great efforts to engage their employees within the company.

c) The item "My relationship is good with my colleagues at work" is very strong which means that the social atmosphere is very important.

d) Also, the findings indicate that the respondents were primarily engaged by the delegation, teamwork, discussion and constructive dialogue, expression point of view, having the information and knowledge about the company and systems of work, harmonization with the job intellectually and emotionally, and innovative and creative brainstorm.

5. Talent Development

a) There is a positive correlation between TD and ITS, also TD has significant impact on ITS which refers to the importance of TD.

a) The TD level is accepted in the IT companies in the Gaza Strip which indicates that most of the IT companies in the Gaza Strip make efforts to develop their employees through multiple and different strategies and tactics since the IT sector develop rapidly and the IT companies need to keep pace with this development.

b) The findings show that almost there is a guiding and orientation process for the new employees.

c) The findings indicate that companies not give high interest to the training and development process for old employees.

d) Also, IT companies not give high attention to career path.

6. Talent Retention
   a) There is a positive correlation between TR and ITS, also TR has significant impact on ITS which refers to the importance of TR.
   b) The TR level is accepted in the IT companies in the Gaza Strip which indicates that most of the IT companies in the Gaza Strip make efforts to retain their employees through multiple and different strategies and tactics.
   c) The employees have acceptance about their salaries in comparing with IT market and with the load of work.
   d) There is low acceptance of employees about the justice in the career development among employees at work.

7. Intention to stay
   a) As concludes above, TE, TD, & TR have significant impact on ITS, while TA & TS not have significant impact.
   b) The results indicate the employees have high intention to stay at their work, and support the companies to grow, develop, and success.
   c) The employees' acceptance about ITS is more than their acceptance of TMP, the researcher contributes that to the current (political, economic) circumstances of Gaza Strip.

8. The Sample Characteristics
   a) The respondents for the research's questionnaire are males in major, have less than 35 years old, hold a bachelor degree or high diploma, work as programmers, and have years of service less than 8 years.

9. Results of Hypotheses
   a) The study approved the first hypothesis of the research and its sub-hypotheses, as there is a positive correlation between TM & the ITS, where, there is a positive correlation between (TA, TS, TE, TD, TR) & the ITS which refer to the importance of TMPs.
   b) The Study approved the second hypothesis partially, where there are three TMP (TE, TD, and TR) significantly contribute in predicting the ITS, while other TMP, namely TA, TS are considered as insignificant variables. Thus, the researcher sees that companies should focus more on those two strategies to increase the retention rate within the companies.
   c) The Study approved the third hypothesis partially, where it indicated that there are no differences in the level of talent management and its practices in the IT companies attributed to (Age, Educational Qualification, and Years of

Service). While, there are differences in the level of talent management in two practices (TE & TD) in the IT companies attributed to sex characteristics. Moreover, there are differences in the level of talent management in three practices (TA, TE & TD) in the IT companies attributed to job title.

Recommendations:
The following are the suggested recommendations based on the results showed by the research divided into seven paragraphs: TMP, TA, TS, TE, TD, TR, and the results of hypotheses.

1. Talent Management
    a) IT companies should ensure the integration of TMPs by conveying career and development opportunities in their employer brands and ensuring that the talents in fact develop when they work at the company, which will impact on their subsequent engagement and retention.

2. Talent Attraction
    a) Instead of dropping the TA practice, IT companies interested in increasing levels of ITS need to establish proper TM systems that focus on TA strategies, which will lead to higher rate of attracting the right employee for the right job, this will support the companies to grow, develop, and success.
    b) The IT professional staff show significant difference regarding TA, thus companies should pay attention to this practice for different job titles, thus attracting the right people then increasing their intention to stay at work.
    c) IT companies should increase their efforts to attract a privileged functional cadre from universities, colleges & syndicates.

3. Talent Selection
    a) Instead of dropping the TS practice, IT companies interested in increasing levels of ITS need to establish proper TM systems that focus on TS strategies, which will lead to higher rate of selecting the right employee for the right job, this will support the companies to grow, develop, and success.
    b) IT companies should pay more attention for the written exams for some job titles.

4. Talent Engagement
    a) IT companies should pay always attention to TE where it has a high impact in the employees' ITS, which will increase the companies' effectiveness by better performance, innovation and loyalty.
    b) The IT professional staff show significant difference regarding TE, thus companies should pay attention to this practice for different job titles, thus increasing their job satisfaction and their intention to stay at work.
    c) TE is of high importance in determining levels of ITS. Accordingly, TE needs continuous efforts from inside IT companies. Also, IT managers and supervisors should always pay high attention on how to instilling the spirit of cooperation among IT coworkers, which enhance the relationship between coworkers and the supervisors.

5. Talent Development
   a) IT companies should pay always attention to TD where it has a high impact in the employees' ITS, which will increase the companies' effectiveness by better performance, innovation and loyalty.
   b) The IT professional staff show significant difference regarding TD, thus companies should pay attention to this practice for different job titles, thus increasing their job satisfaction and their intention to stay at work.
   c) The training and development still need more efforts especially for old employees where IT Companies should ensure that their talents can develop through the daily job by firstly conducting needs assessment for employees to determine the training needs, then conducting performance appraisal and providing feedback after receiving the training through providing a supportive environment, mentoring, coaching, a career management, and performance appraisal. This dimension has special side for IT companies, where the IT sector is rapidly and continuously developed, thus training and development needed all the time for the IT employees.
   d) IT companies should pay more attention to career path.

6. Talent Retention
   a) IT companies should pay always attention to TR where it have a high impact in the employees' ITS, which will increase the companies' effectiveness by better performance, innovation and loyalty.
   b) The study suggests that IT Companies could retain talents by ensuring good total rewards, self-growth, career planning, performance appraisal, succession planning, safety audit and work-life balance, where the cost of retaining old employee is less than the cost of recruiting new employee.
   c) IT companies should pay more attention to the justice in the career development among employees at work.

7. Results of Hypotheses
   a) The second hypothesis has been approved partially, where it shows that TA & TS are considered as insignificant variables in predicting ITS. Thus IT companies should focus more on those two practices to increase the employees' intention to stay.
   b) The third hypothesis shows that there are differences in TE & TD practices in the IT companies attributed to sex characteristics. Thus, IT companies should pay more attention to these differences between males and females.
   c) Moreover, the third hypothesis shows that there are differences in TA, TE & TD practices in the IT companies attributed to job titles. Thus, IT companies should pay more attention to these differences between different job titles.

Suggested Topics for Future Studies:
The followings are suggested related topics that other researchers can be benefited from it:
1. To study each TMP separately in details and its impact on ITS in different sectors in the Gaza Strip.
2. Assessment of TA and Employer Branding in the IT companies in the Gaza Strip.
3. Assessment of TS in the IT companies in the Gaza Strip.
4. The impact of different TMP on the IT companies' performance.
5. Assessment of Turnover in the IT companies in the Gaza Strip.

6. Study the external factors that have influence on employees' ITS such as the general conditions of economy, market demand, industry factors, and firm financial stability.

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Appendices

Appendix (I): List of Referees and their Job Title

No.	Referee Name	Job Title
1.	Dr. Yousef Bahar	Associate Professor at the Faculty of Commerce – The Islamic University of Gaza
2.	Dr. Akram Sammour	Assistant Professor at the Faculty of Commerce – The Islamic University of Gaza
3.	Dr. Wasim El-Habeel	Associate Professor at the Faculty of Commerce – The Islamic University of Gaza
4.	Dr. Jalal Shabat	Assistant Professor at the Faculty of Administrative and Economic Sciences – AlQuds Open University
5.	Dr. Nehaia Al-Telbani	Associate Professor at the Faculty of Economics and Administrative Sciences – Al-Azhar University - Gaza
6.	Dr. Wafeeq Al-Agha	Assistant Professor at the Faculty of Economics and Administrative Sciences – Al-Azhar University - Gaza
7.	Dr. Abd-Allah Al-Habeel	Professor at the Faculty of Economics and Administrative Sciences – Al-Azhar University - Gaza
8.	Dr. Nabeel Al-Loh	Assistant Professor at Management and Politics Academy
9.	Dr. Ali Abu Zaid	Statistician at Al-Azhar University - Gaza
10.	Dr. Said Abu Jalala	Freelance Consultant

Islamic University of Gaza
Deanship of Postgraduate Studies -Faculty of Commerce
Business Administration Department

Questionnaire

Peace and God's mercy and blessings upon you,

The researcher is implementing a study as a complementary research to complete the requirements of a master degree in business administration which its title is: **"Talent Management Practices as Drivers of Intention to Stay - Case study (IT Companies in the Gaza Strip)".** This questionnaire is a research tool designed specifically to be conducted for this study at the IT companies in the Gaza Strip. Its goal is to study issues related to Talent Management Practices "Talent Attraction, Talent Selection, Talent Engagement, Talent Development, Talent Retention" and measure their impact on the employees' intention to stay at work.

Know that all the collected data will be used for research purposes only.

Thank you for your cooperation and your response,,

The Researcher
Israa Ramadan AlBattrikhi

Section (1): Personal Information

1- Age				
☐ Less than 25 years	☐ 25 to less than 30	☐ 30 to less than 35	☐ 35 to less than 40	☐ 40 and more

2- Sex	
☐ Male	☐ Female

3- Educational Degree			
☐ PhD	☐ Master	☐ High Diploma	☐ Bachelor
☐ Diploma and less			

4- Job Title			
☐ Admin	☐ Programmer	☐ Analyzer	☐ Designer
☐ Technical emp.			

5- No. of services' years in the company			
☐ Less than 5 years	☐ 5 to less than 8 years	☐ 8 to less than 11 years	☐ 11 years and more

Section (2): Talent Management

Talent definition: It is a character called for all employees in case of putting the right person in the right place at the right time.

Please select a score of 1-10 in front of the following statements, where 1 indicates a lack of strong approval and 10 indicates strong approval.

Items	1−10
(1) Talent Attraction	
1. The company adopts a vision, a mission and strategic goals that help to attract a privileged functional cadre.	
2. The company develops strategic plans that identify the current and prospective actual needs of employees.	
3. The company describes and defines the required jobs clearly.	
4. The company makes great efforts to attract and recruit qualified staff.	
5. The Company uses various media to define the existent job opportunities.	
6. The company goes to universities, colleges, syndicates to attract a privileged functional cadre.	
7. The company promotes appropriate employees within the company to fill the vacant positions.	
8. The company promotes good reputation which helps to attract the best employees.	
9. Career development opportunities help to better attract for the outstanding staff.	

10. The Company provides salaries and benefits help to attract outstanding staff.	
11. The company works to attract a distinguished cadre by creating and promoting competitive advantages.	
12. The company works to attract the best employees by creating and promoting a good working environment.	
(2) Talent Selection	
13. I was selected for the job based on my appropriate scientific qualifications for the position.	
14. I was selected for the job based on my appropriate practical experience for the position.	
15. I was selected for the job based on my ability to achieve the company's strategic plans.	
16. I have a common culture and values with the company.	
17. The company studied the talent that I have before hiring me.	
18. I have passed a written exam before I got the job.	
19. I have passed a practical exam before I got the job.	
20. I have passed a variety of exams measure my professional abilities, knowledge and intelligence efficiently and effectively.	
21. Tests are appropriate for the type and level of the job to be filled.	
22. There are clear, specific and prior standards for the interviews in the company.	
23. Specified time for interview is enough and appropriate.	
(3) Talent Engagement	
24. I participate in decision making within the company.	
25. I can express my point of view my opinion within the company.	
26. I have the information and knowledge about the company and systems of work in it.	
27. There is a harmonization between me and my current job intellectually and emotionally.	
28. My relationship is good with my colleagues at work.	
29. There is flexibility and decentralization in work.	
30. The methods of discussion and constructive dialogues are used in work.	
31. The company encourages innovative and creative brainstorm.	
32. I am delegated in work from my direct officials.	
33. The company encourages on teamwork.	
(4) Talent Development	
34. I was guided and oriented during the trial period.	
35. The company's goals supports of my talent and my abilities in the short and long term.	

Items	
36. There are plans and programs for the employees' development in the company.	
37. The company encourages employees to develop their career paths.	
38. The company allocates a budget for training and development of staff.	
39. The company determines the training needs for staff objectively.	
40. The company provides feedback about my performance at work.	
41. The company follows up my performance at work and provides advice to improve it.	
42. The expertise is transferred from experienced staff to less experience.	
(5) Talent Retention	
43. The salaries and job benefits in the company are competitive enough.	
44. The salaries and job benefits in the company are fair and commensurate with the company's work.	
45. There is a justice in the career development among employees at work.	
46. My work in the company commensurate with my abilities and my skills.	
47. The pressure of work in the company commensurate with my actual energy.	
48. The company is following up its employees' satisfaction.	
49. The company is following the working conditions to suit the requirements of life.	
50. The company is constantly working to improve working conditions.	

Section (3): Intention to Stay at Work

Items	1−10
51. I'm not thinking now of leaving my work at all.	
52. I had the freedom to choose my current job.	
53. I have clear goals regarding my career path.	
54. My current job provides growth and development opportunities.	
55. There is a significant stability in my current job.	
56. I'm satisfied about my work.	
57. I have a willingness to do any task assigned to me to retain my current work.	
58. I have a willingness to make great efforts to help the company succeed.	
59. My current work is important and deserves to continue on it.	

Appendix (III): Questionnaire in Arabic Language

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الجامعة الإسلامية ــ غزة

عمادة الدراسات العليا

كلية التجارة ـ قسم إدارة الأعمال

استبانة

السلام عليكم ورحمة الله وبركاته،،

تقوم الباحثة بتنفيذ دراسة كبحث تكميلي لنيل درجة الماجستير في إدارة الأعمال بعنوان: "**ممارسات إدارة المواهب كمحفز للبقاء في العمل – دراسة تطبيقية (شركات تكنولوجيا المعلومات في قطاع غزة)**"، وعليه تضع الباحثة هذه الاستبانة بين أيديكم التي تعتبر احدى أدوات الدراسة، وقد تم تصميمها ليتم تطبيقها على الشركات العاملة في قطاع تكنولوجيا المعلومات في قطاع غزة، وتشمل 5 ممارسات لإدارة المواهب كمحفز للبقاء في العمل وهي (جذب الموهوبين، إختيار الموهوبين، اشراك الموهوبين، تطوير الموهوبين، المحافظة على الموهوبين).

علما بأن جميع المعلومات التي ستجمع من خلال الاستبانة لن تستخدم إلا لأغراض البحث العلمي فقط.

شاكرين لكم حسن تعاونكم واستجابتكم،،،،،

الباحثة /إسراء رمضان البطريخي

</div>

أولا: البيانات الشخصية

1- الفئة العمرية
□ أقل من 25 سنة   □ 25- أقل من 30 سنة   □ 30- أقل من 35 سنة   □ 35- أقل من 40 سنة   □ 40 سنة فأكثر
2- الجنس
□ ذكر   □ أنثى
3- المؤهل العلمي
□ دكتوراه   □ ماجستير   □ دبلوم عالي   □ بكالوريوس   □ دبلوم فما دون (فأقل)
4- المسمى الوظيفي
□ اداري   □ مبرمج   □ محلل   □ مصمم   □ فني
5- سنوات الخدمة
□ أقل من 5 سنوات   □ 5- أقل من 8 سنوات   □ 8- أقل من 11 سنة   □ 11 سنة فأكثر

ثانيا: إدارة المواهب

<u>تعريف الموهوب:</u> هي صفة تطلق على جميع الموظفين في حال تم وضع الشخص المناسب في المكان المناسب وفي الوقت المناسب.

أرجو إختيار درجة من 1 – 10 امام العبارات التالية، حيث أن 1 يدل على عدم الموافقة الشديدة و 10 يدل على الموافقة الشديدة.

10-1	البنـــــــود
	(1) جذب الموهوبين
	1. تتبنى الشركة رؤية ورسالة وأهداف إستراتيجية تساعد على جذب كادر وظيفي متميز .
	2. تطور الشركة خطط استراتيجية تحدد احتياجاتها الفعلية الحالية والمتوقعة من الموظفين.
	3. تعمل الشركة على توصيف وتعريف الوظائف المطلوبة بوضوح.
	4. تبذل الشركة جهودا موسعة لجذب واستقطاب موظفين أكفاء.
	5. تستخدم الشركة وسائل الإعلان المختلفة كمدخل للتعريف بالفرص الوظيفية الموجودة.
	6. تتوجه الشركة للجامعات والكليات والنقابات لاستقطاب كادر وظيفي متميز .
	7. تعمل الشركة على ترقية الموظفين الملائمين من داخل المؤسسة لشغل المناصب الشاغرة.
	8. الشركة تروج سمعة جيدة لها تساعد على جذب أفضل الموظفين.
	9. فرص التطوير الوظيفي تساعد على جذب أفضل للموظفين المتميزين.
	10. توفر الشركة رواتب ومزايا وظيفية تساعد على جذب نوعية متميزة من الموظفين.
	11. تعمل الشركة على جذب كادر وظيفي متميز من خلال خلق و ترويج مزايا تنافسية.

	12.تعمل الشركة على جذب أفضل الموظفين من خلال خلق و ترويج بيئة عمل جيدة.
(2) إختيار الموهوبين	
	13.تم اختياري للوظيفة بناء على مؤهلاتي العلمية المناسبة للوظيفة.
	14.تم اختياري للوظيفة بناء على خبرتي العملية المناسبة للوظيفة.
	15.تم اختياري للوظيفة بناء على قدرتي على تحقيق الخطط الاستراتيجية للشركة.
	16.أمتلك ثقافة وقيم مشتركة مع الشركة.
	17.الشركة درست نوع الموهبة التي امتلكها قبل توظيفي.
	18.لقد قمت بإجتياز إختبار تحريري قبل حصولي على الوظيفة.
	19.لقد قمت بإجتياز إختبار عملي قبل حصولي على الوظيفة.
	20.لقد قمت باجتياز مجموعة من الإختبارات المتنوعة تقيس قدراتي المهنية والمعرفة والذكاء بكفاءة وفعالية.
	21.تكون الإختبارات مناسبة من حيث نوعها ومستواها للوظيفة المطلوب شغلها.
	22.يوجد معايير واضحة ومحددة ومسبقة للمقابلات في الشركة.
	23.الوقت المخصص للمقابلات كاف ومناسب.
(3) اشراك الموهوبين	
	24.أشارك في صنع القرارات داخل الشركة.
	25.أستطيع أن أعبر عن وجهة نظري وإبداء رأيي داخل الشركة.
	26.لدي معلومات ومعرفة حول الشركة وأنظمة العمل فيها.
	27.يوجد اندماج بيني و بين وظيفتي الحالية فكريا وعاطفيا.
	28. علاقتي جيدة مع زملائي في العمل.
	29.يوجد مرونة ولامركزية في العمل.
	30.يتم استخدام اساليب النقاشات والحوارات البناءة في العمل.
	31. تشجع الشركة على طرح الافكار الابتكارية والابداعية.
	32.يتم تفويضي في العمل من قبل مسئولي المباشر.
	33.تشجعني الشركة على العمل الجماعي.
(4) تطوير الموهوبين	
	34.تم ارشادي وتوجيهي أثناء الفترة التجريبية.
	35.تدعم أهداف الشركة موهبتي وقدراتي على المدى القريب والبعيد.
	36.يوجد خطط وبرامج لتطوير الموظفين في الشركة.
	37.تشجع الشركة الموظفين على تطوير مسارهم الوظيفي.
	38.تخصص الشركة ميزانية لتدريب و تطوير الموظفين.
	39.تحدد الشركة الاحتياجات التدريبية للموظفين بشكل موضوعي.
	40.تعمل الشركة على تقديم تغذية راجعة حول ادائي في العمل.
	41.تتابع الشركة أدائي في العمل وتعمل على تقديم النصيحة لتحسينه.

	42.يتم نقل الخبرة من الموظفين ذوي الخبرة الي الاقل خبرة.
	(5) المحافظة على الموهوبين
	43.الرواتب والمزايا الوظيفية في الشركة منافسة بشكل كافي.
	44.الرواتب والمزايا الوظيفية في الشركة عادلة ومتناسبة مع العمل.
	45.يوجد عدالة في تطوير المسار الوظيفي بين الموظفين في العمل.
	46. عملي في الشركة يتناسب مع قدراتي ومهاراتي.
	47.يتناسب ضغط العمل في الشركة مع طاقتي الفعلية .
	48.تتابع الشركة رضا الموظفين لديها.
	49.تتابع الشركة ظروف العمل لتتناسب مع متطلبات الحياة.
	50.الشركة تعمل باستمرار على تحسين ظروف العمل.

ثالثا: الرغبة بالبقاء في العمل

10-1	البنود
	51. لا أفكر حاليا في ترك عملي إطلاقا.
	52.كان لدي حرية في اختيار عملي الحالي.
	53.أمتلك أهدافا واضحة تتعلق بمساري الوظيفي.
	54. عملي الحالي يوفر فرص النمو والتطور.
	55. يوجد استقرار ملموس في عملي الحالي.
	56.أنا راضي عن عملي.
	57.لدي استعداد للقيام بأي مهمة توكل لي للاحتفاظ بالعمل الحالي.
	58.لدي استعداد لبذل جهود كبيرة لمساعدة الشركة على النجاح.
	59. عملي الحالي مهم ويستحق الاستمرار فيه.