

The impact of talent management on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt

أثر إدارة المواهب في تعزيز الابتكار التنظيمي بالجهاز المركزي للتنظيم والإدارة في مصر

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جهاز العمل: الجهاز المركزي للتنظيم والإدارة

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المستخلص

تهدف هذه الدراسة إلى دراسة أثر إدارة المواهب على تعزيز الابتكار التنظيمي في الجهاز المركزي للتنظيم والإدارة في مصر ، واستخدمت الدراسة المنهج الوصفي التحليلي واعتمدت على الاستبيان الإلكتروني كأداة للدراسة. بلغ عدد أفراد عينة الدراسة 119 فرداً. توصل البحث إلى عدد من النتائج منها المستوى العالي لإدارة المواهب والمستوى العالي للابتكار التنظيمي في المؤسسات العاملة بالجهاز المركزي للتنظيم والإدارة في مصر وهناك أثر إيجابي ذو دلالة إحصائية لإدارة المواهب. فيما يتعلق بالابتكار التنظيمي ، اتضح أنه كلما زادت إدارة المواهب بنسبة 1% زاد الابتكار التنظيمي في الجهاز المركزي للتنظيم والإدارة في مصر بنسبة 0.445% ، وهناك أثر إيجابي ذو دلالة إحصائية لجذب المواهب وتنمية المواهب ، استثمار المواهب والحفاظ على المواهب على الابتكار التنظيمي في الجهاز المركزي للتنظيم والإدارة

في مصر أوصت الدراسة بوضع خطة استراتيجية لتنفيذ إدارة المواهب في جميع المؤسسات العاملة في مصر من خلال تطبيق العمل في إدارة المواهب ونشر ثقافة إدارة المواهب و معهد مشجع الأيونات لاكتشاف وتبني المواهب وعقد الندوات والدورات التدريبية وورش العمل لنشر ثقافة إدارة المواهب بين الموظفين ، والتعريف بإدارة المواهب وأهميتها وأهدافها وأبعادها ومعوقاتهما في جميع المؤسسات العاملة في مصر والاهتمام بتوفير كافة القدرات. والاحتياجات التي تساهم في زيادة قدرة إدارة المواهب على تحقيق أهدافها بكفاءة وفاعلية.

الكلمات المفتاحية : إدارة المواهب - بناء استراتيجية إدارة المواهب - الابتكار التنظيمي - بكفاءة - فاعلية - عقد ندوات - دورات تدريبية - ورش عمل - ثقافة إدارة المواهب - مواهب الموظفين

Abstract

This study aims to study the impact of talent management on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt and the study used the descriptive analytical method and relied on the electronic questionnaire form as a tool for the study. The number of the study sample was 119 individuals. The research reached a number of results, including the high level of the Talent management and the high level of the organizational innovation in the institutions working in the Central Agency for Organization and Administration in Egypt and there is a statistically significant positive impact of the Talent management on organizational innovation, it turned out that the more it increased Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 0.445% ,there is a statistically significant positive impact of the Attracting talent, talent development, talent investment and keeping talent on organizational innovation in

the Central Agency for Organization and Administration in Egypt Study recommended Develop a strategic plan to implement talent management in all institutions operating in Egypt through the application of work in talent management, spreading the culture of talent management and encouraging institutions to discover and adopt talents and Holding seminars, training courses and workshops to spread the culture of talent management among employees, and to introduce talent management and its importance, objectives, dimensions and obstacles in all institutions operating in Egypt and Attention to providing all capabilities and needs that contribute to increasing the ability of talent management to achieve its goals efficiently and effectively.

Keywords: Talent management- Building a talent management strategy -organizational innovation- efficiently - effectively - Holding seminars- training courses - workshops - culture of talent management- staff talents

Introduction

Most organizations strive to achieve organizational innovation. Innovation in order to achieve balanced satisfaction for all members of the organization dealing with it and the community, and there are many elements that contribute to achieving organizational innovation such as the availability of leadership with strategic thinking, an appropriate organizational structure, highly qualified human resources, an organizational culture characterized by the ability to keeping pace with changes in the surrounding environment and community participation.

Innovation expresses a way of life and a pattern of thought that organizations can achieve in the short term, but organizational innovation is a management philosophy, and a set of principles,

standards and methods that will lead to the best results in the medium and long term, and thus support the future of sustainable development. It is a comprehensive approach that brings together The elements and components of building organizations on the basis of achieving the ability to face the changes and the external conditions surrounding them, just as organizations today live in an era of fierce competition and tremendous technical developments, which makes the normal performance of organizations insufficient to face change, competition and the increasing and escalating aspirations of customers, so today's business organizations Pays great attention to achieving organizational innovation

Talent management refers to the process of developing and integrating new employees, retaining existing employees, and attracting highly skilled workers to work in the organization. Talent management is concerned with continuing training and developing high performance to take on potential new roles, identifying knowledge gaps for employees, and implementing initiatives aimed at enhancing competencies between Employees, and thus increased interest in talent management as one of the most important factors for institutional success, as it is an integrated system that begins by identifying the organization's needs for talents and comparing them with the talents available within the organization and determining the deficit from them to work on attracting and attracting them from outside the institution, then working to develop and develop current and new talents, and developing strategies to maintain On talents and provide the appropriate environment for them to gain their loyalty and commitment to the institution

1. Pervious studies

Study : Pagan-Castaño , et al (2022). What's next in talent management? : This article presents a literature review of the academic research on talent management (TM). This research topic is contemporary and highly relevant, given its links with human resources, knowledge management, and dynamic marketing capabilities. An exhaustive bibliometric analysis of TM was conducted. The analysis covered publications from the early 21st century. In total, 1,373 documents published from 2003 to 2020 were retrieved from the Web of Science (WoS) database and analyzed. Bibliometric methods were applied using some of the primary bibliometric indicators: number of publications, most cited articles and authors, institutions and countries, and keywords. This analysis reveals the importance of TM in light of companies' decisions to switch to human capital as a source of competitive advantage. The aim of this paper is to highlight the importance of TM in new business realities and to propose areas of further research.

Study Kravariti, et al (2022). Talent management and performance in the public sector: the role of organisational and line managerial support for development : While research shows that talent management (TM) practices are linked to individual and organisational outcomes, little is known about the mechanisms through which these processes unfold, especially in the public sector of emerging market economies. This exploratory study investigates TM in the public sector context of Bahrain addressing an important research gap. Drawing on Organisational Support Theory (OST) and strategic human resource management (SHRM) literature, we test the role of line managerial support for development (LMSD) and organisational support for development (OSD) as mechanisms through which TM practices

influence individual talent performance. Results from a survey based on a talent pool of a Bahraini governmental administrative institution show that LMSD fully mediates the relationship between TM practices and each of the individual talent performance indicators, apart from task performance. We also find that the indirect relationship between TM and individual talent performance was significant at low levels of OSD. The study contributes to unlocking the TM black box in the public sector of developing countries by highlighting the key role of line managers in the implementation of TM practices revealing a substitution effect between LMSD and OSD, as interchangeable sources of developmental support that can enhance talent performance in this context.

Study : Sareen, et al (2022). Organizational innovation in knowledge intensive business services: The role of networks, culture and resources for innovation : Among the service sector firms, knowledge-intensive business services (KIBS) are highly innovative. Traditionally, innovation has looked from a product or process innovation point of view. However, companies may also innovate in terms of their administrative processes and organizational structures, and this is referred to as Organizational Innovation (OI). Organizations have network relationships with their Customers (NC), Suppliers (NS), Select Competitors (NCOM) and Investors (NI). These networks are important sources of knowledge, technology and resources. Furthermore, the Culture for Innovation (CI) and Resources for Innovation (RI) within a firm needs to be considered. The study evaluates the role of NC, NS, NCOM, NI, CI and RI on OI. A cross-sectional survey of middle- to senior-level executives in KIBS firms in India was carried out, and it was found that CI and NI have a positive effect on OI, while NC has a moderately positive effect on OI. A culture

for innovation in KIBS firms stimulates innovation. Strategic investors are able to bring knowledge from the outside world and thus play an important role in OI. Similarly, client relationships may foster OI as administrative processes, and organizational structures need to be aligned to the needs of the clients.

Study : Christ, et al (2022). Internal Auditors' Role in Organizational Innovation: A Social Network Perspective : Organizations use innovations to adapt, grow their business, and differentiate themselves from their competitors. However, innovations can introduce new risks to the organization that the internal audit function (IAF) should address. We interview and survey internal auditors about how they respond to innovations, such as the use of emerging technologies, adopted by their organizations. We find that social network theory provides a useful lens through which to interpret our interview results and to guide our survey development and analysis. In particular, we find that the embeddedness of the internal auditors with management, but not with the audit committee, is a key factor in internal auditors' ability to prepare for and effectively respond to innovation. Furthermore, we find that IAFs that are better able to prepare for innovations are more likely to increase staff and improve the mix of staff skills to effectively respond to innovation. Also, when organizations rely on outsourced IAFs, we find that those IAFs are less prepared for, but respond more effectively to innovations. These findings reveal that social network factors are important for internal auditors to develop embeddedness and to be prepared for and effective in their response to innovation in their organizations.

Study : Widodo, et al (2020). Investigating the role of innovative behavior in mediating the effect of transformational leadership and talent management on performance : The research

investigates the role of innovative behavior in mediating the effect of transformational leadership and talent management on the lecturer's performance of private higher education in Indonesia. Samples of this research are 230 lecturers selected by purposive sampling. Data were obtained by spreading questionnaires and analyzing with path analysis using supporting descriptive statistics. The results confirm that transformational leadership and innovative behavior had significant direct effects on performance, transformational leadership and talent management had significant direct effects on innovative behavior, transformational leadership and talent management had significant indirect effects on performance mediating by innovative behavior, and talent management did not have any significant direct effect on performance. A fit research model has been achieved about the effects of transformational leadership and talent management performance by mediating innovative behavior but requires verification through further research, especially to verify the effect of talent management on performance.

Study : Salau, et al (2018). Data regarding talent management practices and innovation performance of academic staff in a technology-driven private university : The article presented an integrated data on talent management practices and innovation performance of academic staff in a technology-driven private university in Nigeria. The study adopted a quantitative approach with a survey research design to establish the major determinants of talent management practices. The population of this study included academic staff and the use of questionnaire was adopted to elicit from the study population. Data was analyzed with the use of structural equation modeling and the field data set is made widely accessible to enable critical or a more comprehensive

investigation. The findings identified talent development and retention strategies as predictors for facilitating innovation performance in the sample University. It was recommended that management of the sampled university will consistently need to adopt reliable range of strategies to attract and retain people for excellence performance.

By studying the aspects of agreement and differences between previous studies, we point out that the current study agrees with previous studies in its main theme and general objective, but it differs in several aspects that represent the scientific gap that the study addresses.

- The previous studies tended to deal with the variables of the current study separately, so the previous studies dealt with talent management as applied administrative studies within many organizations, and other studies dealt with the applications of organizational innovation in other sectors, and the previous studies proved their positive results.
- The current study focused on the impact of organizational innovation on promoting organizational innovation, and it is mentioned that there is a severe scarcity of studies that dealt with the relationship between organizational innovation and organizational innovation in the Egyptian government environment.

From the previous presentation, it is clear that this study addressed an important scientific gap in the Egyptian government sector by addressing the impact of organizational innovation on enhancing organizational innovation in the Central Agency for Organization and Administration in Egypt, and the inclusion of its sample of workers at all administrative levels in the Central Agency for Organization and Administration in Egypt. The study

is the questionnaire as a tool and according to the descriptive analysis methodology based on the analysis of the literature and previous studies related to the subject of the study

2. Pilot study

The researcher carried out the exploratory study, which was conducted on a soft sample consisting of (30) individuals working in the Central Agency for Organization and Administration, bearing all the characteristics of the field study sample. Employees' awareness of the dimensions of the talent management and its impact on promoting organizational innovation . The questions of the exploratory study were as follows:

- Talent management is concerned with attracting employees with high personal and professional qualities.
- Talent management identifies the type and nature of jobs that need talented employees.
- Talent Department provides specialized training programs for talented employees
- Talent management constantly evaluates training programs
- Talent management is keen to define the objectives upon which to attract different talents.
- Talent management is involved in assigning talented individuals to jobs that are right for them.
- Talent management participates in laying the foundations and rules that will maintain creative individuals.
- Talent management creates a work environment that motivates and encourages innovation.
- The Foundation is interested in providing different and diverse practices of innovation

- The institution encourages employees to use modern technology in the practice of their work
- Employees are interested in increasing their innovative capabilities and raising their level of creativity
- Innovation helps an organization compete and increase its market share

The results showed the following:

- 30% of the sample of the survey confirmed that Talent management is concerned with attracting employees with high personal and professional qualities.
- 40% of the sample of the survey confirmed that Talent management identifies the type and nature of jobs that need talented employees.
- 50% of the sample of the survey confirmed that Talent Department provides specialized training programs for talented employees
- 50% of the sample of the survey confirmed that Talent management constantly evaluates training programs
- 30% of the sample of the survey confirmed that Talent management is keen to define the objectives upon which to attract different talents.
- 90% of the sample of the survey confirmed that Talent management is involved in assigning talented individuals to jobs that are right for them.
- 10% of the sample of the survey confirmed that Talent management participates in laying the foundations and rules that will maintain creative individuals.
- 20% of the sample of the survey confirmed that Talent management creates a work environment that motivates and encourages innovation.

- 30% of the sample of the survey confirmed that The Foundation is interested in providing different and diverse practices of innovation
- 20% of the sample of the survey confirmed that The institution encourages employees to used modern technology in the practice of their work
- 40% of the sample of the survey confirmed that Employees are interested in increasing their innovative capabilities and raising their level of creativity
- 10% of the sample of the survey confirmed that Innovation helps an organization compete and increase its market share

3. Research problem

The researcher conducted a pilot study by asking employees of the Central Agency for Organization and Administration in Egypt to find out the problem of the study and its various dimensions, through interviews, effort and cost.

After these personal interviews, the researcher noticed that there is an awareness among employees of the extent of organizational innovation for companies, and the researcher also noted their awareness of the importance of talent management strategies, but they have no awareness of the dimensions of talent management strategies and their impact on innovation in the Central Agency for Organization and Administration in Egypt

Accordingly, the problem of the study is summarized in the workers' failure to realize the dimensions and impact of talent management strategies in achieving organizational innovation within the Central Agency for Organization and Administration in Egypt

Through the previous presentation of the problem, the study problem can be formulated in the following main question :

- What extent are employees aware of the impact of talent management strategies on organizational innovation within the Central Agency for Organization and Administration in Egypt?

This main question can be divided into the following sub-objectives:

- What extent are employees aware of the impact of Attracting Talent on organizational innovation within the Central Agency for Organization and Administration in Egypt?
- What extent are employees aware of the impact of Talent Development on organizational innovation within the Central Agency for Organization and Administration in Egypt?
- What extent are employees aware of the impact of Talent Investment on organizational innovation within the Central Agency for Organization and Administration in Egypt?
- What extent are employees aware of the impact of keeping talent on organizational innovation within the Central Agency for Organization and Administration in Egypt?

4. Research objective

This study aims to study the impact of talent management on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt

This general objective can be divided into the following sub-objectives:

- Determine the impact of Attracting Talent on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt

- Determine the impact of Talent Development on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt
- Determine the impact of Talent Investment on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt
- Determine the impact of Keeping Talent on promoting organizational innovation in the Central Agency for Organization and Administration in Egypt

5. Literature Review

There is agreement that talent management is the implementation of integrated strategies or systems designed to improve the processes of hiring and developing people, retaining those with the required skills, and preparing to meet current and future organizational needs (Claus, 2019) .

From another point of view, the term talent management is a thought that emerged and developed from human resource management, and it is an integrated process that includes attracting individuals with outstanding performance and then supporting and developing them in order to retain them and benefit from their talent within clear plans that seek to achieve the goals of the organization. Some organizations used the term talent management to denote only the talents within them, and some used it to denote the talents that they obtain from outside only, and some organizations also used it to denote the attraction and identification of each of the talents, whether inside or outside the organization, and both attracting external talents and managing internal talents. Designed to identify the top talent within the organization. But the focus on managing internal talent gives more effort to retain and develop it rather than external sources related to acquiring new talent (Claus, 2019).

5.1 Talent management

It is a set of processes that seek to formulate a strategy that focuses on planning the organization's current and future need of talented people and working to attract them on the one hand, and diagnosing the level and quality of talents currently available in the organization, and at all its organizational levels, to develop and enrich its knowledge by adopting objective standards and sustainable development programs on the other hand, And work to preserve and retain the talented by providing them with appropriate conditions and encouraging incentives to support them and manage their career path (Collings, et al , 2019) .

Because of Bethke- Langenegger, et al (2011) Many authorities consider and treat HR as expenses! This in itself is a perilous matter on the grounds that for some associations, HR are the lone wellspring of upper hand over the long haul. Associations that don't put resources into their HR hazard their reality but instead their prosperity. Hence, associations should follow significant methodologies in drawing in, choosing, creating and holding ability for their advantage.

Successful work with capable individuals depends on the ability the board technique got from the association's methodology, where the ability the executives system endeavors to guarantee that current, qualified, and serious capable individuals add to accomplishing the current and future requirements of the association, and this strategy is known as the ability store. There are a bunch of fundamental methodologies for ability the board in associations as expressed in the writing, research and articles, which are as per the following (Cheese, et al, 2007) :

□ **Attracting ability.**

It incorporates the arrangements and practices through which gifted people are distinguished and chosen. Where they can be classified as follows (Mupepi, 2017) :

Ability arranging and conveyance

Ability arranging (otherwise called human asset arranging) and its conveyance. The job of ability arranging in deciding the future requirements of gifts is vital at all levels of the association, as the spotlight in this field is on the nature of capabilities like information, abilities, capacities, and individual qualities, which will be utilized in numerous areas, for example, when it is expected to shed a few Employees, additionally used it in the retirement accounting page for current representatives, and this is in a state of harmony with the association's work plans (Mupepi , 2017).

The objective of ability arranging is to have an ideal degree of ability finding which will ultimately bring about the right ability being put in the perfect spot at the perfect time with the vital capabilities and impetuseds at all areas and levels of the association. Henceforth, the ability arranging measure has gotten more significant than any other time in recent memory. It has passed, particularly when a large portion of the world's economies have recuperated from the monetary downturn, and consequently the repercussions of the financial downturn and what associations have gained from this worldwide occasion has become a basic part and a significant justification ability arranging (Mupepi, 2017).

Human asset notoriety.

Associations center around the attributes that make them more alluring to a pool of potential candidates, particularly gifted ones. Numerous associations center around working on the standing of

their HR to draw in human ability. The standing of HR gets back to the impression created by candidates to work through the picture that the association can reflect as an element and On the other hand, the worker is positive, unbiased or negative (Mupepi, , 2017).

At long last, associations, regardless of whether they are in a condition of stagnation, can zero in on building a standing and engaging quality for HR as the option to pick. For instance, associations can utilize powerful execution the board practices to recognize ability, rebuild work or update responsibilities to roused and connect with representatives (Mupepi, 2017).

□ **Talent Development**

The ability advancement measure envelops four wide regions (Marinakou and Giousmpasoglou, 2019) :

□ **Identification**

Who is the advancement for? Who is the worker who needs improvement?

□ **The plan**

What abilities ought to be created, and how long does it require?

□ **Evaluation**

What are the insightful instruments used to quantify adequacy?

□ **Organizational support**

What backing can senior administration give?

Note here that the ability improvement measure contrasts starting with one association then onto the next, in any case, countless organizations utilize uncommon models in ability advancement.

□ **Retaining ability**

Ability maintenance incorporates all exercises that forestall capable workers from leaving the association. Exploration in this field can be assembled into two classifications (Pandita, and Ray, , 2018) :

- **Compelling ability maintenance techniques :**
One of the fundamental drivers that permit laborers at all levels to change occupations regularly (for instance, changing perspectives towards work and work structure).
- **Retaining ability turns into a significant test for all associations.**
- **One of the major difficulties** that numerous associations battle with is the reason skilled workers are left, taking the essential abilities and mastery with them. Occupation fulfillment and craving for the work they do is something that assume a part in lessening ability movement to the association.
Ability maintenance systems incorporate (Pandita, , and Ray, , 2018):
- **Engaging ability**
There is a colossal assemblage of examination that shows that representatives who are more occupied with their work and more associated with their association are bound to have more occupation fulfillment, have a positive assessment of their manager, are more averse to leave deliberately, and have more prominent unwaveringness Loyalty to clients, and their degree of occupation execution is extremely high.
- **Career Development**
Associations that offer vocation anticipating gifted workers are bound to see a lower level of willful turnover. Consequently when representatives have a decent comprehension of their vocation way and guarantee that their association thinks often about its turn of events, they can be more associated with their work and their association.

□ **Training**

Hands on preparing is the premise that accomplishes the constant advancement of representatives in a manner that guarantees completing their undertakings, obligations and obligations in a way that is comparable with the improvements of their work that didn't exist when planning before administration. It influences patterns, adjusts thoughts, changes conduct, creates propensities and techniques, and prompts an increment in the soul of having a place among students towards their foundations, as they feel that they are the main component in fostering their usefulness.

□ **Talent the executives culture**

Show representatives that ability the board is a need for all workers, a wellspring of worldwide ability, and an asset for skilled supervisors trying to further develop their ability maintenance procedure.

□ **The return of ability to the country**

This region centers around the issues that associations and representatives face when skilled workers get back from abroad tasks. Where distance has become a key instrument for drawing in, creating and holding worldwide ability, exile additionally assumes a significant vital part in the global business procedure for the association, for example, keeping up with and controlling the activities of the auxiliary. Most returnees from outer tasks or tasks have novel unsaid information and can work with the exchange of information from auxiliaries to central command, and the other way around. Nonetheless, in spite of the fact that returnees have a significant task to carry out, a considerable lot of them like to leave the association after the task is finished, and this is a significant worry for some global associations that have exiles.

5.2 Organizational innovation

Organizational innovation and creativity are one of the basic necessities in managing our lives, and in managing business and educational institutions, as time is on the rise and the needs and ambitions are also growing and expanding. Continuing with it leads to stability and freezing, which is thus a retreat from the accelerating pace in moving forward or failure. Therefore, successful institutions, and in order to ensure their survival and continuity, strong and influential, must not stop at the limit of efficiency, in the sense that they are not only convinced to do their work in a correct manner with honesty and sincerity, but their ambition must be beyond that. So it casts its gaze to the farthest and its hopes to the highest and highest, so that it may be brilliant in ideas, performance and goals, in other words, so that it may be a creative and innovative institution. Thus, organizational innovation, creativity, innovation and effective change, in its necessary places, become the distinguishing features of its performance and services (Leckel, et al 2020) .

Spearman (1931) defined the innovative mind as the mind that is able to reach new and original solutions to problems that no one else has preceded before, meaning that it is the mind that can produce the new and the original. The innovative person is the organization that precedes other members of his society in the fields of presenting, adopting, and testing innovative ideas (Liu, et al 2017) .

The owners of this trend see that organizational innovation is a productive mental process, and this process does not happen suddenly, but rather it must pass through several stages until the individual reaches innovative ideas or solutions. According to this curve, Torrance defined organizational innovation as “a process of sensitivity to problems, awareness of them and weaknesses,

gaps, inconsistencies and shortages, formulating new hypotheses, making new connections using available information, searching for solutions, modifying hypotheses and re-examining them when necessary, and communicating results” (Hameed, et al 2021).

From this reading, we conclude that organizational innovation consists of the following components (Leckel, et al 2020) :

- A complex and purposeful mental activity directed by a strong desire to search for solutions or reach original outcomes that were not previously known.
- The process that leads us to invent new tools, methods, approaches and ideas to deal with the problem.
- The process of merging two or more ideas (independent of each other) into a new idea that did not exist before.
- Organizational innovation thinking is comprehensive and complex because it involves overlapping cognitive, emotional, and ethical elements that form a unique state of mind.

5.3 Conditions for Organizational Innovation:

In order for the organizations’ methods to be creative and creative, some basic conditions should be observed, including (Henderson, 2021):

- Allow space for any idea to be born, grow and grow as long as it is in the right direction
- Respecting, encouraging and developing individuals to provide them with opportunities to participate in the decision-making and achieve successes for the organization.
- Abandoning routine and allowing decentralization in dealing.
- Transforming work into something enjoyable, by transforming activity into responsibility and responsibility into ambition.

- Continuous renewal of the soul, thought and ambitions, and this will not be achieved unless the individual feels that he is integrated in his work.
- It is necessary to observe and evaluate the experiences of others, and take the good and leave the bad so that the actions are a set of positives.
- A good idea should not be left unimplemented.
- Applying what has been learned to work, is of great importance, because it is the best way to develop competencies, expand activities and integrate individuals with tasks and jobs.

Some researchers also believe that there must be four basic pillars to achieve organizational innovation, and they are (Henderson, 2021):

- **Availability of a sense of organizational innovation:** whether within organizations or individuals, this sense is available to varying degrees, according to culture, laws, and the quality of the prevailing economy.
- **Providing resources:** Organizations that usually achieve satisfactory results in the market, and later fear losing those results, want to reduce costs, in the sense of reducing investment in scientific research or resorting to reducing employment and undermining informal relationships, which are considered one of the pillars of empowerment.
- **Methods:** such as the teamwork method, through which ideas flow without bureaucratic restrictions, and the used of good communication methods makes the team global, and the idea of outsourcing some new project activities to external parties has emerged to expand the circle of organizational innovation and distribute its various risks.

- **Organizational Climate:** Organizational innovation needs a dynamic environment characterized by freedom and encouragement for all new opinions, and this requires the transformation of the mental structure of management men from the presidency to businessmen, who accept new proposals and give opportunities and freedom to workers.

5.4 Barriers to organizational innovation:

The process of organizational innovation is constrained by a set of determinants that penetrate into the folds of its obstacles, the most important of which are (Hameed, et al. 2021):

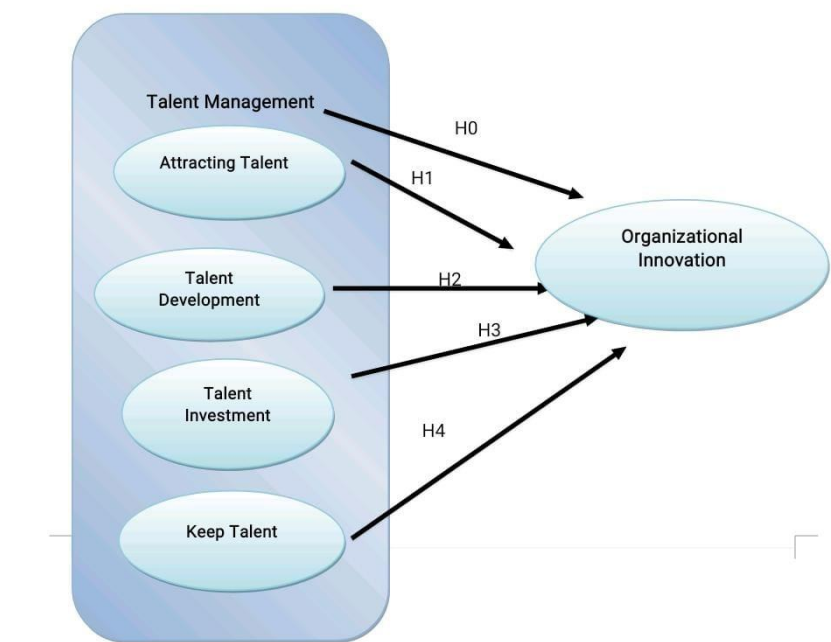
- **Maintaining familiar habits:** meaning leaders maintain the status quo and do not want to take risks or engage in bets that require a high level of effort. Taking risks, behavior within the old behavior contrasts with organizational innovation.
- **Previous rulings:** by them we mean the adoption of slogans or sayings that prepare others to accept a static and unchanging reality, for example, the slogan: It is not possible to be better than it was, and usually this type of ruling is in the interest of the leaders and serving their interests, and thus the renewal or Regulatory innovation is a threat to them.
- **Stagnation and laziness:** Modernization at its various levels requires breaking the deadlock and moving to a new location, and there is no doubt that renewal leads to the expansion of activity, operations, market or commodity. And that expansion in this way requires a determination parallel to responsibilities and tasks. And in the absence of the motivation or desire of the organizational leadership, the opportunities for organizational innovation are almost impossible.

- Deficiency and inability to show the idea: Many leaders may possess enthusiasm for creativity, but their abilities to deal with it are limited, as the birth of the idea is not enough to reach organizational innovation, but rather present the idea in light of its causes, assumptions and results, which requires Distinguished intellectual and cognitive capacity. The idea may be present in the mind of the leader, but he does not have the courage to launch it for fear of criticism that he may face.
- Absence of opportunity: The availability of organizational innovation thought, the ability to organizational innovation, and the desire to present the new and abandon tradition and its path, requires the availability of the opportunity in which the idea is presented, since organizational innovation on this basis is the outcome of the interaction of ability, desire and opportunity. And the loss of one of them affects the outcome of organizational innovation.
- Lack of an organizational innovation environment: Organizational innovation is a matter based on mobilizing joint thinking to support the creative individual within the framework of organizational innovation values and their prevalence in the organizational community, and organizational innovation work requires acceptance of ideas that intersect with oneself and the ability to withstand differences in opinion and content. or out of the ordinary.
And there are those who add some obstacles, such as managers' lack of confidence in themselves and psychological and cognitive limitations, as well as poor communication process regarding the transmission and interpretation of data and information.

6. Methodology

The research used the descriptive analytical method, through which analysing the research data to reach Findings and recommendations that achieve the objectives of the research.

7. Research Model and Hypotheses



H0 : Talent Management have a positive impact on the Organizational Innovation of Real Estate sector in Egypt

H1 : Attracting Talent have a positive impact on the Organizational Innovation of Real Estate sector in Egypt

H2 : Talent Development have a positive impact on the Organizational Innovation of Real Estate sector in Egypt

H3 : Talent Investment have a positive impact on the Organizational Innovation of Real Estate sector in Egypt

H4 : Keeping Talent have a positive impact on the Organizational Innovation of Real Estate sector in Egypt

8. Data Analysis

The research will use the SPSS23 statistical program to analyze the data obtained through the questionnaire using the following methods) Alpha coefficient - Frequencies, percentages, mean, standard deviation, and relative weight - Pearson correlation - Regression coefficient)

9. Study population and sample:

The study population consists of all workers in the Central Agency for Organization and Administration in Egypt , The Central Agency for Organization and Administration is an independent body with a public legal personality affiliated with the Council of Ministers. The agency aims to reform government administration systems, achieve the goals of administrative reform, develop the level of civil service, raise the efficiency of performance in the various units of the state's administrative apparatus, achieve justice among workers, and ensure the extent of implementation of government agencies. to its responsibilities. The Central Agency for Organization and Administration was established by Law No. 118 of 1964, then the decision of the head of the agency No. 300 of 1991 was issued to reorganize the agency, then the decision of the Minister of State for Administrative Development No. 648 of 2001 to restore the organizational structure of the agency (Official Central Agency for Organization and Administration website 2022) , we can

mention the main objectives of it (Official Central Agency for Organization and Administration website 2022) :-

- Achieving the objectives of the administrative reform program
- Reforming government administration systems
- Developing the level of civil service.
- Raising the efficiency of performance in the various units of the state's administrative apparatus
- Achieving justice among employees
- Ensuring the extent to which government agencies implement their responsibilities

Also it performs the following tasks (Official Central Agency for Organization and Administration website 2022) : -

- Proposing laws, decisions, and regulations related to civil servants in the state, and expressing an opinion on projects related to their affairs before approving them, including supervising the implementation of those laws, decisions, and regulations, and issuing technical instructions and bulletins organizing implementation.
- Developing civil service affairs systems to achieve unity of treatment, while providing the necessary technical assistance to personnel affairs departments when carrying out their work, conducting technical inspections on the work of those departments, and sending reports of inspection results to the heads of these agencies.

- Studying and determining the needs of the various administrative units of workers in various professions and specializations based on the proposal of the competent authorities, and establishing systems for selecting and distributing workers to fill positions on the basis of competence and equal opportunities, and adherence to the rules prescribed for appointment in public jobs in order to achieve justice and transparency.
- Proposing a policy of salaries, bonuses, allowances, bonuses, compensation, health and social care programs, and setting up systems for implementing and evaluating the job arrangement system, recording their descriptions, publishing them, and keeping them in records.
- Studying and reviewing draft wage budgets with regard to the approvals of workers, the number and levels of jobs, determining their grades and approving them in light of the needs of the competent authorities and referring them to the Ministry of Finance
- Draw policy and plans for administrative training of workers in the areas of organization and administration, raise their level of competence, supervise the work of the personnel training centers and assist the personnel training units and technical inspection of their work, with the organization of general training courses and participate in the development of mission programs for workers in the areas of organization and administration.
- Maintaining records and data for employees at leadership levels, developing a system for job statistics, developing management information systems, and recording data for employees in the state's administrative apparatus.

- Participating in the mobilization of the war effort at the level of the various administrative units in quantity and quality, and planning for its mobilization in times of emergency.
- Draw up an administrative reform policy and set implementation plans and programs in order to improve the level of leadership and administrative competence and to improve the level of performance efficiency in general.
- Reviewing projects for the establishment of new agencies as well as organizational structures, studying proposals for reorganization or amending the terms of reference of existing agencies before their approval by the competent authority, and expressing an opinion on the regulations related to the conduct and organization of work, while expressing technical opinion and providing assistance in organizing processes, simplifying procedures, developing the level of performance of government services, and improving systems methods and means of work.
- Develop systems for inspection, performance evaluation, and follow-up to ensure the safety and efficiency of employee performance.
- The agency has the right to communicate directly with the various authorities at all levels and to request the necessary data and statistics to carry out its functions. It also has the right to contact local and international scientific bodies that engage in similar activity to benefit from their experiences and expertise after the approval of the competent authority.

The research community consists of the employees of the Central Agency for Organization and Administration, amounting to 1468 individuals of different organizational levels, according to the Statistical Manual of the Central Agency for Organization and Administration. Table No. (1) shows the data of the research community:

administration	Number of employees
1- The central administration for the affairs of the head of the agency.	133
2- The central administration for the affairs of the General Secretariat.	283
3- The central administration of information systems and digital transformation.	79
4- Central administration for arranging and balancing jobs (administrative body)	60
5- Central administration for arranging and balancing jobs (public bodies)	54
6- Central administration for arranging and balancing jobs (universities and scientific research)	51
7- The central administration for arranging and balancing the functions of Greater Cairo localities	48
8- Central administration for arranging and balancing tribal and channel functions	43
9- The central administration for arranging and balancing the functions of Bahri localities	59

10- Central Administration for Civil Service	53
11- The Central Complaints and Inspection Department	40
12- Central Administration for Organization	34
13- Central Administration for Manpower Planning	21
14- The central administration for the affairs of the directorates of organization and administration	26
15- The central administration for the affairs of the organization and administration units	15
16- Central Administration for Training	39
17- Sector of the Central Agency for Organization and Administration branch in Alexandria	76
18- Central Administration for Development and Performance Evaluation Policies	40
19- Central Administration of Human Resources	188
20- The central administration of the Leadership Development Center for the government sector	103
21- Central Administration for Research	23
Total	1468

Source: Data from the Central Agency for Organization and Administration for the year 2021.

Also Because of the difficulty of enumerating all members of the study population, the study used a simple random sample in collecting data through the electronic questionnaire form, and the number of the study sample that answered the questionnaire was 119 individuals.

10.Study tool

The research used electronic questionnaire form as tool for study and the questionnaire included Artificial intelligence and it consists of three dimensions (Personal Data, talent management and organizational innovation) and the number of questionnaire 26 phrases and the five-degree Likert scale was used, which consists very true (6), Absolutely true (5), true (4), neutral (3) , Not entirely true (2) and Not true at all (1), in answering the study’s questions

11.Validate the study tool

Table (2) Validate of talent management

Phrases	Correlation coefficient person	P-value
Attracting talent		
Talent management is concerned with attracting employees with high personal and professional qualities.	**0.636	0.000
Talent management identifies the type and nature of jobs that need talented employees.	**0.675	0.000
Talent management sets a set of criteria and foundations that are relied upon when selecting talented people.	0.678**	0.000
Talent management is keen to set up an incentive system that helps attract talented people.	0.568**	0.000
talent development		
Talent Department provides specialized training programs for talented employees	0.650**	0.000
Talent management constantly evaluates training programs	0.636**	0.000
The needs of talented individuals are taken into account when designing various training programs	0.675**	0.000
Talent management is keen to prepare a comprehensive plan for talent development	0.653**	0.000
talent investment		
Talent management is keen to define the objectives upon which to attract different talents.	0.665**	0.000
Talent management is involved in assigning talented individuals to jobs that are right for them.	0.607**	0.000
Talent management calls on the public administration to allow creative employees to used their creativity in the tasks assigned to them.	0.680**	0.000

Tasks and costs are allocated based on the talents and creativity of the employees.	0.687**	0.000
keeping talent		
Talent management participates in laying the foundations and rules that will maintain creative individuals.	0.653**	0.000
Talent management creates a work environment that motivates and encourages innovation.	0.665**	0.000
Talent management addresses all the problems that talented people face in order to retain them.	0.741**	0.000
Talent management constantly measures the satisfaction of talented individuals with their work.	0.642**	0.000

Table (3) Validate of organizational innovation

Phrases	Correlation coefficient person	P-value
The Foundation is interested in providing different and diverse practices of innovation	0.537**	0.000
The institution encourages employees to used modern technology in the practice of their work	0.493**	0.000
Employees are interested in increasing their innovative capabilities and raising their level of creativity	**0.713	0.000
Innovation helps an organization compete and increase its market share	**0.771	0.000
The organization uses new innovative methods to reduce the cost of the work it performs	0.484**	0.000
The institution is expanding in the innovative business that it performs	0.749**	0.000
The institution seeks to diversify and innovate in the business it offers to enhance the value of the product compared to competitors.	0.766**	0.000
The institution is working on using new and innovative methods to increase the level of quality of performance.	0.749**	0.000
The organization attracts innovative employees, which contributes to increasing the quality of the work that is implemented	0.739**	0.000
The organization uses high-level technologies and innovations to increase the quality of the employees' capabilities level.	0.407**	0.000

From the previous table, we notice that all correlation coefficients for study tool items were statistically significant at the level of significance $\alpha = (0.01)$, and this means that the tool has structural validity and is valid for the purposes of the study.

12.Stability of study tool

Table (4) Stability of questionnaire

dimension	Alpha Cronbach	number of elements
talent management	0.913	16
organizational innovation	0.834	10
Total questionnaire	0.928	26

It turns out that the value of the stability of coefficient Alpha is greater than 0.6 for all dimension of the questionnaire, which confirms the validity and correlation of the statements of the questionnaire axes and the stability of the tool used in the study.

13.Analysis of the questionnaire:

Table (5) sample according to Personal Data

Personal Data	Categories	N	%
Gender	Male	87	73.1
	female	32	26.9
Age	18 to 25	17	14.3
	26 to 35	43	36.1
	36 to 45	35	29.4
	46 to 55	17	14.3
	55 and above	7	5.9
	Academic qualification	High school	39
	Bachelor	65	54.6
	Postgraduate	15	12.6
Duration of work experience	1 – 5	22	18.5
	6 -10	39	32.8
	11 - 15	44	37.0
	16 years and over	14	11.8

14. The variables of study

First: Talent management

Attracting talent

Table (6) Phrases of the Attracting talent

N.	Phrase	Mean	S.D	Relative weight	Degree	Arrangement
1	Talent management is concerned with attracting employees with high personal and professional qualities.	3.950	0.735	0.790	High	1
2	Talent management identifies the type and nature of jobs that need talented employees.	3.840	0.748	0.768	High	4
3	Talent management sets a set of criteria and foundations that are relied upon when selecting talented people.	3.882	0.761	0.776	High	2
4	Talent management is keen to set up an incentive system that helps attract talented people.	3.874	0.743	0.775	High	3

The all-expression Attracting talent in Talent management axes were the high and it shows the high level of the Attracting talent in Talent management where mean was 3.887 and S.D 0.747

Talent development

Table (7) Phrases of the talent development

N.	Phrase	Mean	S.D	Relative weight	Degree	Arrangement
1	Talent Department provides specialized training programs for talented employees	3.798	0.777	0.760	High	4
2	Talent management constantly evaluates training programs	3.950	0.735	0.790	High	1
3	The needs of talented individuals are taken into account when designing various training programs	3.840	0.748	0.768	High	2
4	Talent management is keen to prepare a comprehensive plan for talent development	3.822	0.662	0.764	High	3

The all-expression talent development in Talent management axes were the high and it shows the high level of the talent

development in Talent management where mean was 3.853 and S.D 0.730

Talent investment

Table (8) Phrases of the talent investment

N.	Phrase	Mean	S.D	Relative weight	Degree	Arrangement
1	Talent management is keen to define the objectives upon which to attract different talents.	3.857	0.615	0.771	High	3
2	Talent management is involved in assigning talented individuals to jobs that are right for them.	4.185	0.713	0.837	High	1
3	Talent management calls on the public administration to allow creative employees to used their creativity in the tasks assigned to them.	3.849	0.684	0.770	High	4
4	Tasks and costs are allocated based on the talents and creativity of the employees.	3.992	0.786	0.798	High	2

The all-expression talent investment in Talent management axes were the high and it shows the high level of the talent investment in Talent management where mean was 3.971 and S.D 0.700

keeping talent

Table (9) Phrases of the keeping talent

N.	Phrase	Mean	S.D	Relative weight	Degree	Arrangement
1	Talent management participates in laying the foundations and rules that will maintain creative individuals.	3.822	0.662	0.764	High	4
2	Talent management creates a work environment that motivates and encourages innovation.	3.857	0.615	0.771	High	3
3	Talent management addresses all the problems that talented people face in order to retain them.	3.941	0.784	0.788	High	2
4	Talent management constantly measures the satisfaction of talented individuals with their work.	4.067	0.789	0.813	High	1

The all-expression keeping talent in Talent management axes were the high and it shows the high level of the keeping talent in Talent management where mean was 3.922 and S.D 0.712

It shows the high level of the Talent management where mean was 3.908 and S.D 0.722

Second: organizational innovation

Table (10) Phrases of the organizational innovation

N.	Phrase	Mean	S.D	Relative weight	Degree	Arrangement
1	The Foundation is interested in providing different and diverse practices of innovation	4.353	0.755	0.871	High	2
2	The institution encourages employees to used modern technology in the practice of their work	4.076	0.879	0.815	High	6
3	Employees are interested in increasing their innovative capabilities and raising their level of creativity	4.136	0.784	0.827	High	5
4	Innovation helps an organization compete and increase its market share	3.941	0.784	0.788	High	8
5	The organization useds new innovative methods to reduce the cost of the work it performs	4.067	0.789	0.813	High	6

N.	Phrase	Mean	S.D	Relative weight	Degree	Arrangement
6	The institution is expanding in the innovative business that it performs	4.286	0.783	0.857	High	4
7	The institution seeks to diversify and innovate in the business it offers to enhance the value of the product compared to competitors.	4.286	0.815	0.857	High	4
8	The institution is working on using new and innovative methods to increase the level of quality of performance.	4.311	0.789	0.862	High	3
9	The organization attracts innovative employees, which contributes to increasing the quality of the work that is implemented	4.370	0.711	0.874	High	1
10	The organization uses high-level technologies and innovations to increase the quality of the employees' capabilities level.	4.025	0.828	0.805	High	7

The all-expression organizational innovation axes were the high and it shows the high level of the organizational innovation where mean is 4.185 and S.D 0.792

15. Test Research Hypotheses:

H1: There is a statistically significant impact of Talent management on organizational innovation

Table (11) impact of the Talent management on organizational innovation

B	T	F	P-VALUE
0.445	**9.517	**90.582	0.000

The simple regression equation was significant at the level of 0.01, and the There was a statistically significant positive impact of the Talent management on organizational innovation, it was correct the first hypothesis it turned out that the more it increased Talent management 1% was the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 0.445%

H2: There is a statistically significant impact of Attracting talent on organizational innovation

Table (12) impact of the Attracting talent on organizational innovation

B	T	F	P-VALUE
0.932	**4.843	**23.454	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Attracting talent on organizational innovation, it was correct the second hypothesis it turned out that the more it increased Attracting talent in Talent management 1% was the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 0.932%

H3: There is a statistically significant impact of talent development on organizational innovation

Table (13) impact of the talent development on organizational innovation

B	T	F	P-VALUE
1.527	**8.403	**70.609	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the talent development on organizational innovation, it was correct the third hypothesis it turned out that the more it increased talent development in Talent management 1% was the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 1.527%

H4: There is a statistically significant impact of talent investment on organizational innovation

Table (13) impact of the talent investment on organizational innovation

B	T	F	P-VALUE
1.615	**9.380	**87.985	0.000

The simple regression equation was significant at the level of 0.01, and the There was a statistically significant positive impact of the talent investment on organizational innovation, it was correct the fourth hypothesis it turned out that the more it increased talent investment in Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 1.615%

H5: There is a statistically significant impact of keeping talent on organizational innovation

Table (14) impact of the keeping talent on organizational innovation

B	T	F	P-VALUE
1.609	**10.106	**102.136	0.000

The simple regression equation was significant at the level of 0.01, and there was a statistically significant positive impact of the keeping talent on organizational innovation, it was correct the fifth hypothesis it turned out that the more it increased keeping talent in Talent management 1% was the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 1.609%

16. Conclusion

- ✓ The high level of the Talent management in the institutions working in the petroleum sector in Egypt where mean is 3.908 and S.D 0.722
- ✓ The high level of the organizational innovation in the institutions working in the petroleum sector in Egypt where mean is 4.185 and S.D 0.792
- ✓ There is a statistically significant positive impact of the Talent management on organizational innovation, it turned out that the more it increased Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 0.445%
- ✓ There is a statistically significant positive impact of the Attracting talent on organizational innovation, it turned out that the more it increased Attracting talent in Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 0.932%

- ✓ There is a statistically significant positive impact of the talent development on organizational innovation, it turned out that the more it increased talent development in Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 1.527%
- ✓ There is a statistically significant positive impact of the talent investment on organizational innovation, it turned out that the more it increased talent investment in Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 1.615%
- ✓ There is a statistically significant positive impact of the keeping talent on organizational innovation, it turned out that the more it increased keeping talent in Talent management 1% is the organizational innovation in the Central Agency for Organization and Administration in Egypt has increased 1.609%

Recommendations

- ✓ Develop a strategic plan to implement talent management in all institutions operating in Egypt through the application of work in talent management, spreading the culture of talent management and encouraging institutions to discover and adopt talents
- ✓ Holding seminars, training courses and workshops to spread the culture of talent management among employees, and to introduce talent management and its importance, objectives, dimensions and obstacles in all institutions operating in Egypt

- ✓ Attention to providing all capabilities and needs that contribute to increasing the ability of talent management to achieve its goals efficiently and effectively

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