

Investigating the Moderating Role of Paternalistic Leadership in the Relationship between Talent Management Practices and Employees Engagement: A Case of Five-Star Hotels in Egypt

التحقق من دور القيادة الأبوية كعامل وسيط في العلاقة بين ممارسات إدارة المواهب ومشاركة الموظفين: حالة الفنادق الخمس نجوم في جمهورية مصر العربية

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Abstract

الملخص

The current study focused on the relationship between talent management and employee engagement. Talent management is the most important internal factor that leads an organization towards success and running it competently, effectively, and efficiently. It is the best selection to attract, recruit, and retain well-trained and qualified employees which builds a long-term competitive advantage. Therefore, it aimed for exploring the existence of a relation between talent management and employees' engagement. Moreover, exploring the existence of a relation between paternalistic leadership and talent management. The population included 5-star hotels in Egypt which are 126 hotels but due to the large sample size, only 63 hotels were reached with 682 respondents. The target population for this study included employees at the back and front of the house. Questionnaires were used as a data collection tool and by calculating the questionnaire's Reliability using the Alpha Cronbach method, it has a high degree of Reliability, which indicates the credibility of the research results. These results showed a positive significant correlation between talent management and employee engagement, and also talent management and paternalistic leadership. Finally, it is recommended that applied this study on another sector such as restaurants or by using another moderator.

ركزت الدراسة الحالية على العلاقة بين إدارة المواهب ومشاركة الموظفين. إن إدارة المواهب هي العامل الداخلي الأكثر قيمة واستراتيجية وحاسمة وهو الذي يقود المنظمة نحو النجاح وتشغيلها بكفاءة وفعالية. إن هذا هو أفضل اختيار لجذب وتوظيف واستبقاء الموظفين المدربين تدريباً جيداً والمؤهلين والذي يبني ميزة تنافسية طويلة الأجل. لذلك، هدفت هذه الدراسة إلى استكشاف وجود علاقة بين إدارة المواهب ومشاركة الموظفين. علاوة على استكشاف وجود علاقة بين القيادة الأبوية وإدارة المواهب. شملت عينة الدراسة فنادق ال ٥ نجوم في مصر والتي تضم ١٢٦ فندقاً ولكن نظراً لحجم العينة الكبير لم يتمكن الباحث من الوصول إليها جميعاً، حيث تم الوصول إلى ٦٣ فندقاً فقط مع ٦٨٢ مستجيباً. شملت العينة المستهدفة لهذه الدراسة الموظفين في المناطق الخلفية والأمامية في الفندق. حيث تم استخدام الاستبيانات كأداة لجمع البيانات ومن خلال حساب موثوقية الاستبيان باستخدام طريقة ألفا كرونباخ، وجد أنه يتمتع بدرجة عالية من الموثوقية، مما يدل على مصداقية نتائج البحث. أظهرت هذه النتائج وجود ارتباط إيجابي قوي بين إدارة المواهب ومشاركة الموظفين، وبين إدارة المواهب والقيادة الأبوية. وأخيراً فإن الدراسة توصي بتطبيقها على قطاع آخر مثل قطاع المطاعم أو باستخدام وسيط آخر.

Keywords: Talent management; Employee engagement; Paternalistic leadership; Egypt; Hotels.

الكلمات الدالة: إدارة المواهب؛ مشاركة الموظفين؛ القيادة الأبوية؛ مصر؛ الفنادق.

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1. Introduction

Globally, the hospitality industry is the largest and fastest-growing one, which is characterized by booming, (Johnson, Huang & Doyle, 2019) and it's helping to create a lot of jobs for people, this industry always struggles for eternal success which depends on many external and internal factors (Alvesson & Karreman, 2016). Based on that, one of the factors is talent management which is the most valuable, strategic, and crucial internal factor that leads an organization towards success and running it competently, effectively, and efficiently (Brewster, 2017). Furthermore, talent management techniques have shown to be an effective solution for hospitality businesses to address contemporary issues such as attracting, recruiting, and retaining well-trained and qualified employees (Chung & D'Annunzio-Green, 2018). Also, it focuses on building people's capacities to help them reach their full potential (Omotunde & Alegbeleye, 2021).

However, the reasoning behind talent management is founded on the idea that people run businesses; they are the ones who generate value by putting corporate assets to work to develop products and services that customers want (Lyria, Namusonge & Karanja, 2017). It could be noted that the greatest method to build a long-term competitive advantage is through talent management (Al Aina & Atan, 2020). Moreover (Atli, 2017) added that it's a new approach and management philosophy resulting from new roles and responsibilities in human resource management, and consists of four main areas (Lyria, et al., 2017). A study by Sophia, Kurniawan, Nora, & Narmaditya, (2020) indicates that employees' engagement enhances a sense of belonging and responsibility for choices, according to this, it is linked to talent management. Therefore, engaging them is a key success basis for organizations that aim for continual growth and gain competitive advantage (Nazir & Islam, 2020).

Obviously, it is observed that employees who are engaged; working harder, doing their duties better, can work for longer periods of time, pay better attention, and are more focused on their responsibilities because they are emotionally linked to the tasks that make up their position (Srivastava & Singh, 2020). With regard to, paternalistic leadership which is used to manage and protect employees who are expected to be faithful and respectful. As a consequence, leaders who adopt this type of leadership are called paternalistic leaders (Aycan, 2015; Chen, Yang, Jing., 2015). This type of leader uses a family-like approach to manage employees, and they play a paternalistic style in the workplace (Cheng, Chou, Wu, Huang, Farh., 2004; Pellegrini, Scandura & Jayaraman; 2010). This type of management is suitable for organizations that operate in a hierarchical system in their management. It is worth mentioning that the region of Asia uses this method in management a lot. Moreover, it has three dimensions: authoritarianism, benevolence, and morality (Yüzbaşıoğlu & Doğan; 2018).

2. Literature Review

2.1 Talent Management

Talent management becomes an integral part of business objectives (Eröz & Özgürel, 2017), because it is one of the most important pillars that companies and organizations rely on, helps organizations to attain their strategic vision in the twenty-first century, which is defined by high speed and competition, not to mention that demand for it has expanded (Almaaitah, Al safadi, Altahat & Yousfi, 2020). According to Atili, (2017) a new technique and management system that can emanates from new roles, regulations and responsibilities in human resource management, including the selection, training, expansion and retention people with high performance and potential that the enterprise needs in accordance with their strategic objectives in order to provide competitive advantage.

2.1.1 Talent Management Practices

2.1.1.1 Talent Attraction

Apparently, talent management refers to attracting the most acceptable of prospective employees to a certain business and motivating them to apply for jobs with suggested and envisioned rewards (Poorhosseinzadeh & Subramaniam, 2012). Moreover, the concept of attracting talent is demonstrated and reinforced by the understanding that each person has unique requirements (Wangechi, Koome & Gesimba, 2020). So, many techniques and processes are required to attract good personnel, including corporate identity, what they need and wants, the hiring process, and selection (Schiemann, 2014). When it comes to recruiting, companies utilize a variety of approaches or procedures to find the right people who fit the company's values and culture (Kontoghiorghes, 2016). Where, work-life balance and, in particular, work-hour flexibility, have been identified as the most critical criteria in attracting talents as well as the company's reputation, so they should work to establish a brand and a solid reputation (Chen, Hussain & Low, 2020). Moreover, there are four ways to recruit talents: internally, externally, through rivals, and finally academically (Saad & Mayouf, 2018).

2.1.1.2 Talent Retention

Seemingly, talent retention is a complicated issue with no single formula for retaining personnel with a firm (Sinha & Sinha, 2012). However, employee retention is sometimes defined as the number of employees retained each year (Chitsaz-Isfahani & Boustani, 2014). Also, it is a significant way to enhance job satisfaction and encourage employees to stay with a company for a long duration of time. Where higher employee turnover rate in a corporation is a bad thing because it lowers productivity and raises the expense of attracting new employees (Tatoglu, Glaister & Demirbag, 2016). Furthermore, it provides a competitive advantage for companies and is considered the most important issue affecting workflow in the modern economy (Sigler, 1999). The importance of employee retention originated from the sentence of "In order to be successful, a firm must invest in staff retention" (Mendez & Stander, 2011). According to Bhatnagar, (2007) there are top five elements that influence employee retention in an organization: Interest work environment, Professional development and learning, Relationships/collaboration with outstanding coworkers and employees, Fair salaries and wages and Integrated management and excellent manager and supervisor

2.1.1.3 Learning and Development

Evidently, learning and development are continual instructional activities that take place within a company to help employees achieve their goals and improve their performance (Alias, Nor & Hassan, 2016). However, it refers to all skills training programs, educational efforts, and employee development initiatives that take place inside the hospitality organization in order to increase employees' knowledge and skills (Allen, 2005). Notably, organizations that encourage conducting successful learning and development see their employees as its core by identifying their employees who require learning and development, as well as the amount of learning and development required and the time frame for learning (Lyria et al., 2017). Those firms focus and are interested in listening to employee's needs, wants and desires and finally, sharing those requirements with them in simple and understandable ways (Davis, Maggie & Flynn, 2007).

2.1.1.4 Career Management

Obviously, career management is described as the process of gathering information about one's values, interests, and skill benefits and limitations, identifying a career goal, and implementing career methods to enhance the chances of achieving that objective (Greenhaus, Callanan & Godshalk, 2000). Also, it can be seen as a collaborative effort between the individual employee and the organization, which may refer to the ongoing task of balancing life, learning, and work (Lyria et al., 2017). With

regard to the company perspective, it is difficult to encourage and inspire employees to develop their careers can appear in some results like; Scarcity of personnel to fulfill available jobs, Poor employee engagement and Inefficient use of funds given for training and development opportunities (Gupta & Govindarajan, 2000). Finally, the main advantage of this phase as recorded by Dargham (2013), is that it can improve employee engagement and as a result enhance organizational performance.

2.2 Employees' Engagement

In recent studies in the hospitality industry, employee engagement has been employed as a motivating component in order to increasing productivity and performance too (Tsaur, Hsu & Lin, 2019). According to Sun & Bunchapattanasakda, (2019) employee engagement is defined in a variety of ways by different researchers, companies, and nations. Also, this idiom was used for the first time by Kahn (1990) which refers to it as "the harnessing people inside organization' to do their work responsibilities; and can express their self-identity, ego, and personality physically, cognitively, and emotionally in their work lives". According to studies, employees who are totally engaged perform better than those who are not engaged and they work for the organization's goals rather than the income, promotion, or personal goals (Ludwig & Frazier, 2012). Its importance stems from the fact that engaging employees is a key success basis for organizations that aimed to continually grow and gain a competitive advantage (Nazir & Islam, 2020). They have higher organizational performance, profitability, and productivity, and are maintained longer than others (Jindal & Shaikh, 2016). Consequently, they because hard workers, doing their duties better, can work for longer periods of time, pay better attention, and are more focused on their responsibilities because they are emotionally linked to the tasks that make up their position (Srivastava & Singh, 2020).

In any organization, high levels of engagement help to retain personnel, encourage customers' loyalty, and enhance organizational performance and profits for shareholders (Lockwood, 2007). In general, the most important advantages of employee engagement can be gathered and clarified as staying with the company for a longer period and operating as its defender and ambassador, the atmosphere of work is better in terms of level of investment, involvement, and commitment, activate the working environment, the employee is more committed to the firm, organizational goals, objectives, strategies, and be more enthusiastic and works hard, having confidence in the organization and a strong emotional relationship (Alshammari, 2015), improved performance and increase productivity, and employee absenteeism is reduced (Ulfig, 2019). Wjile the disadvantages are mentioned as the workload is shifted to your home which may damage employees' work-life and personal life balance (Ulfig, 2019), and the other one is that women need more effort than men in order to be involved at work, so leaders need to be more aware of it even don't do a mistake such as, some firms' managers and supervisor may have outdated beliefs that discourage women from rising through the ranks. So, women at these firms may feel humiliated and insecure, reducing their motivation to remain passionate and devoted to the company's objectives (Banihani, Lewis & Syed, 2013).

According to Jindal & Shaikh, (2016) in order to engage employees, some steps must be clarified such as; the job's characteristics and roles, to know if the employee is cognitively stimulated with this type of job or not, the relationship between employees and management that should be characterized by honesty, trust, and efficient communication channels, the ability and willingness of an employee to recognize how his effort affects the overall operation and performance of the organization, the chance of advancement inside the company, and finally the degree of honor that the employee has in his or her work or association with the firm.

2.3 Paternalistic Leadership

Paternalistic leadership is a type of fatherly management style that is utilized to manage and safeguard loyal and grateful workers, and a manager who applies this type of leadership. (paternalistic manager) may prefer to work for an organization with a formal and hierarchical structure because there is a little need for subordinates to think creatively (Shafi, Raza, Bajwa & Gul, 2020).

2.3.1 Characteristics of Paternalistic Leadership

Paternalistic leadership is a type of leadership that can successfully pull of this management style has to showcase the characteristics of influence (Ansary, 2019), the ability to empower people, compassion, decisiveness and good organizational skills (Sposato, 2019). However, the key paternalistic leadership characteristics are (Veloen, 2016); compassion which refers to the goal of paternalistic leadership is to ensure that the staff feels respected and at ease you can't relate to your employees' feelings if you lack empathy and compassion, solid Organizational Skills (Ansary, 2019), clarifies that the excellent organizational skills are required for paternalistic management. These are a set of abilities that enable a leader to plan, prioritize, and accomplish their goals (Sposato, 2019), decisiveness focuses on getting the best out of his subordinates when he wants them to grow and flourish. Similarly, great leaders enable their followers to attain their objectives and improve both personally and professionally (Aycan, 2015). Moreover, decision making is totally in the hands of the leader under paternalistic leadership, which necessitates competence, knowledge, and the ability to make the appropriate decision with paternalistic leadership traits (Harappa, 2021).

2.3.2 Pros and Cons of Paternalistic Leadership

This leadership style has many advantages which revolve around; employees who need to feel valued and fulfilled, an open communication channel between them and the management, and managers who should be aware of the succession of everyone (Ndemo, 2022). It has a strong focus on employee welfare, which gives it an edge over other management styles (Harappa, 2021). Also, it enables employees to express their thoughts and take part in the discussion. So, talking about your thoughts may foster an open channel where individuals don't feel as though their issues are being disregarded and this will lead to effective communication in the business.

This effective communication creates increased transparency and trust in the workplace (Gupta, 2015). All of this led to job satisfaction which happened as a result of utilizing kindness and empathy to comprehend workers' comments or worries and considering their opinions when making corporate judgments (Aycan, 2015). Additionally, they encourage employees to feel respected and appreciated, which can increase levels of job satisfaction.

Paternalistic leadership has received criticism despite the aforementioned benefits, which can help you decide if it is the best choice for your firm such as (Jia, Zhou, Zhang & Jiang, 2020); employees are rarely involved in the decision-making process itself, which leads to a low level of employee morale. Although employees can provide criticism or opinion on corporate choices, employees' morale may be negatively impacted if paternal leaders make judgments that the workforce may not agree with (Ndemo, 2022). Also, employee reliance manifests because paternal bosses frequently make all business-related decisions, and as a result, workers may learn to rely on them for direction (Luenendonk, 2020).

Moreover, this style of leadership sometimes has perceptions of imbalance like employees may occasionally feel that managers treat their subordinates unfairly. Furthermore, the leader became more partial and shows some time favoritism. Fourthly, Paternal leaders may find it difficult to delegate tasks to others which leads to a lack of delegation. This lack of delegation may cause employees to question whether leaders trust them with important tasks or projects (Jia et al., 2020).

Moreover, sometimes those leaders forced to reprimand staff in ineffective methods, and bad decisions from above cause significant staff dissatisfaction like exclude the employee who is less loyal rather than attracting them (Gupta, 2015).

3. The Problem and Importance of the Study

Generally, the hospitality sector in developing countries, including Egypt, suffers from a problem, which is the management's flaws. It means that, the manager can't manage employees effectively so they can't lead them correctly and get the most benefit, quality and willing to work (Gupta, 2015). If the managers have a lack of methods and benefits of leadership, they cannot communicate with employees and engage them together (Tonga, 2007). In order to raise the level of the establishment and achieve a competitive advantage and a special general atmosphere, managers should know how to manage the employees to be talented and to engage them with the existence of paternalistic leadership as a moderator in the study (Lyria, et al; 2017). Therefore, this study aims to fill the gap through examining the relationship between talent management and employees' engagement in five-star hotels in Egypt by using paternalistic leadership is a moderator in order to investigate the relationship and exploring their effects. Eventually, generalizing the results to this sector of hotels.

4. Objectives of the Study

1. To explore the existence of a relation between talent management and employees' engagement.
2. To explore the existence of a relation between paternalistic leadership and talent management.

5. Research Hypotheses Development

There are many studies and research clarify the importance of talent management and employee management at the work environment, such as the study of Azmy (2021) which refers that, talents lead to competencies that can be improved by training programs that align with the organizations' strategic plans and at the same time employees' engagement requires the same competencies to engage employees correctly, in a reference to their need and association for each other. Also, Sharma (2019) illustrates the relationship from the point of workability which means the greater the talent management improved, the more workability happens, and the greater employee engagement appears. As part of an attempt to maximize work productivity, each employee is required to be able to develop a thorough work engagement (Azmy, 2021). Hence, employee engagement is correlated with employee behavior which is a part of talent management's job description (Hughes & Rog, 2008). Furthermore, employee retention and engagement are linked to talent management, which complex idea refers to as, a philosophy centered on recruiting, developing, motivating, and maintaining people as assets of a business, has an influence on employee engagement, this is according to the study of Hughes & Rog (2008). According to the Corporate Leadership Council (2004)., employees are more engaged and turnover is lower when talent management practices reflect a commitment to managing human resources. It's worth noting that managerial support is a key predictor of talent management strategy in terms of attracting and retaining top personnel (Piansoongnern, Anurit & Kuyawattananonta, 2011), and (Alias et al., 2016). While there is no study refuses these results, which refer to the strength of the relationship between those variables.

H1: There is a positive relationship between talent management and employees' engagement

There are many studies and research that referred to the importance of talent management and paternalistic leadership, such as the study of Pellegrini and Scandura (2007) and Nazir, Shafi, Asadullah, Qun & Khadim (2020) that explained the care, support, and protection offered by paternalistic leaders fulfill employees' desire for regular contact and intimate personal ties, so, paternalistic leadership has a favorable effect on employees' views, attitudes, and behavior in different situations. In terms of staying in the job or leaving it, or developing himself in this position to give his best or not. Furthermore, Nazir et al., (2007) express that since parental leaders express sincere

and comprehensive concern about the personal well-being of their followers (both at work and not related to work), they are likely to stimulate positive emotional feelings in their followers and thus benefit from the emotional foundations of the relationship. This motivation is the basis for the work of talent management, where the leader's authoritarian, ethical and benevolent behaviors affect the reputation of the organization and therefore the employee's decision whether to accept, retain or develop himself in this field or not. Moreover, the study of Martins, Kashif, Dantas, Rafiq and Lucas (2022) pointed out that the relationship between them is mutual, they influence each other greatly because adopting an appropriate style helps managers to establish rapport, trust and respect, engage their team members and build good working relationships. So, it's worth mentioning that talent management can play its role to the fullest and choose the best workers for the available jobs, but the behavior of the leader makes the employee want to withdraw and not keep the job and vice versa.

H2: There is a positive relationship between talent management and paternalistic leadership

6. Methodology

6.1 The Population of the Study and Data Collection Method

6.1.1 The Population

The target population was 5star hotels in Egypt which are 126 hotels according to Egyptian Hotel Association retrieved at 2021 and the sample will be the employees of these hotels, with 20 employees from each hotel. Which leads to a sample size of 1260 employee from 63 respondent hotel, those employees will be selected randomly among back and front of the house departments.

6.1.2 Data Collection Method

This study collected primary data by designing questionnaire form, which will be developed and distributed to employees in five-star hotels by two ways; self-administered and online questionnaire. Then, modifications, additions and pilot study will be made according to the progress of a deeper investigation of related literature. While, secondary data, which was reviewed in previous research and review of literature, was used to suit the specific needs, research objectives, and hypotheses of the research.

The field study was adopted to collect data from: -

1- Questionnaire survey

When designing the questionnaire, the following was considered; using clear phrases, words, language and terminology which are easy and smooth to understand. Then it was distributed to some respondents to ensure that the wording is correct, the terms is clear and the respondents understand it correctly. Answers were rated on a five-point Likert scale

2- Test the sincerity and clarity of the questionnaire by two ways; truly content when viewing the questionnaire to a commitment which consists of universities' professors. And truthfully consistency to make sure the attachment of each sentence at the questionnaire with its center and with the existence of a logical sequence during the dialogue.

6.1 Sample Selection and Size

The sample was employees of 5-star hotels in Egypt, those employees were selected randomly among back and front of the house departments; hence, constituting the target population for the research and the questionnaires were distributed at the period from 1 December 2022 to 1 May 2023.

The researcher tried to reach all of the hotels but due to the large sample size, the researcher could not reach all of them. Although, emails were sent to all of them, only 63 hotels were reached, 20 of them responded to the hotel's official email. While, the remaining 40, communication was made with the human resources and deputy managers, whether by phone or by his own email, and some of them the researcher traveled to.

All of this led in the end to reaching 50% of the sample, which is considered acceptable according to Ali, Ciftci, Nanu, Cobanoglu, & Ryu, (2021) particularly in hospitality management research, there isn't a set criterion for that, but generally, acceptable response rates range from 50% to 80% and response rates in the social sciences may fall between the acceptable range of 30% to 70%. Also, the number of distributed questionnaires for each hotel is 20, this number was determined by the hotels' human resources and deputy managers, totaling finally 1,260. While, the number of corrected questionnaires which collected was 682 with the response rate of 54% which is acceptable too according Ali et.al., (2021) and Ceave (2020).

Table 1 Geographical Distribution

Name of Country	Number of Hotels	Number of Respondents	Name of Country	Number of Hotels	Number of Respondents
Al-Ein El-Soukhna	3	12	Hurghada	26	100
El-Alamein	2	35	Luxor	7	35
Alexandria	9	102	Marsa Alam	3	0
El-Arich	1	0	Marsa Matrouh	3	60
Aswan	5	30	Port Said	1	0
Cairo	19	105	Al-Qouseir	2	0
Dahab	2	5	Safaga	8	0
El-Fayoum	1	0	Sharm El-Sheikh	14	135
El-Giza	10	63	Taba	7	0
El-Gouna	3	0			

Table 2 Sample and Population Numbers

Number of 5-star hotels in Egypt	Number of answered hotels	Number of distributed questionnaires	Number of corrected questionnaires
126	63	1260	682

6.2 Measurement

In order to ensure the content validity of the instrument, pilot study test was crucial for determining the research instruments' validity and reliability. Hence, it was conducted in only 15 hotels from whole five-star hotels in Egypt, with 30 employees from these hotels to test the questionnaires' validity and reliability. It was made in order to assist in finding and changing difficult, offensive, or confusing questions and ensures that the words are clear and easy to understand, so improving the questionnaire's reliability and validity.

Accordingly, the results showed that there are only two sentences that must be rephrased because they weren't clear and made some of confusing. The designed a questionnaire was a data collection tool, and it was divided into four sections. Each section was well designed for achieving the intended objective. First part was concerned with employee demographic data. While second part was specialized in collecting data about talent management practices and it was divided into four sub titles; talent attraction, talent retention, learning and development and career management (Aljunaibi, 2014), (Almaaitah, Alsafadi, Altahat & Yousfi, 2020), and (Wangechi, Koome & Gesimba, 2020). The third part focused on gathering information about employee engagement using Gallup Q12® statement questions. (Gupta & Sharma, 2016), (Guan, Yeh, Chiang, & Huan, 2020), (May, Gilson &

Harter, 2004) and (Gallup Q12® statements). Finally, fourth part was interested in information about paternalistic leadership and its divided into three sub titles; authoritarian, benevolent and moral leadership. (Erol & Senturk, 2018), (Cheng, Chou & Yu Wu, 2004) and (He, Wang, Zheng, Guo & Zhu, 2021)

7 Findings and Discussion

7.1 Validity and Reliability

7.1.1 Validity

Term "validity" refers to the truthfulness and veracity of information sources. (Braun, Marks, Thiel & Grüneberg, 2019) it's main goal to ensures that if the questionnaire was measuring what it was supposed to be measuring. (MWANGI, 2020) Hence, validity can be measured by using the root square of Cronbach's alpha which was 0.913 that means its valid because it was more than 0.6.

7.1.1.1 Content validity

The questionnaire was presented in its first image of (18) of the professors of tourism and hotels at Egyptian universities, the percentages of agreement of the university faculty members on each item of the questionnaire ranged between (88.9-100%), and the total agreement of the arbitrators on the items of the questionnaire was (94.302%) while about the Content Validity Ratio (CVR) (Johnston, Wilkinson, 2009), it was found that all items of the questionnaire had acceptable content validity values, and the average content validity percentage for the questionnaire as a whole was (0.894), which is an acceptable validity percentage.

7.1.1.2 Factorial validity

Factor analysis seeks to identify underlying variables (factors) that explain the pattern of associations among many variables, and is used to reduce the abundance of data in order to calculate the validity and the reliability of the questionnaire, the researcher administered the questionnaire to a sample consists of (n=103) As a result of the Exploratory factor analysis (EFA) by SPSS (Version 25), there is just one factor explains (79.64%) of the variance in performance on Questionnaire and all the items of questionnaire was saturated by substantially.

7.1.2 Reliability

The constancy of a metric is referred to as reliability which is the estimation of how free measurement is of random or unstable mistakes (Heale & Twycross, 2015). Based on that a participant filling out a motivation test should have roughly the same replies each time the exam is finished. Although it is impossible to give an exact reliability measurement, multiple measures can be used to assess reliability. However, Cronbach's alpha is the most widely used test for determining an instrument's internal consistency. Table 3 shows reliability coefficient values using "Cronbach's alpha" method for the dimensions of the questionnaire. Hence it was clear that it had a high degree of reliability. ((Field, 2009), which indicated the credibility of the results that resulted from the research.

Table 3 Reliability coefficients values using "Cronbach's alpha" method for the dimensions of the Questionnaire (n=103)

Dimensions		Cronbach's α
Paternalistic Leadership	Benevolent leadership	.842
	Moral leadership	.826
	Authoritarian leadership	.834

	Total	.869
Talent Management	Talent Attraction.	.831
	Talent Retention.	.837
	Learning and Development.	.835
	Career Management.	.840
	Total	.884
Employees Engagement.		.875
Total		.913

7.2 Discussion of Results

7.2.1 Testing the research hypotheses

H1: There is a positive relationship between talent management and employees' engagement.

To test this hypothesis has been used Pearson correlation coefficient, table 4 indicated correlation coefficients values between talent management and employees' engagement.

Table 4 Correlation Coefficients Values between Talent Management and Employees' Engagement (n=682)

Variables	Talent Management				
	Talent Attraction	Talent Retention	Learning and Development	Career Management	Total
Employees' Engagement	.293**	.242**	.230**	.341**	.359**

As illustrated in Table 4, there is positive significant correlation at level of (0.01) between talent attraction, talent retention, learning and development, and career management and employees' engagement. So, finally it leads to a positive significant correlation at level of (0.01) between talent management and employees' engagement.

This result agrees with the results of many previous studies and research, such as the study of Azmy (2021) which refers that, talents lead to competencies that can be improved by training programs that align with the organizations' strategic plans and at the same time employees' engagement requires the same competencies to engage employees correctly, in a reference to their need and association for each other. Also, Sharma (2019) illustrates the relationship from the point of workability which means that the greater the talent management improved, the more workability happens, and the greater employee engagement appears (Azmy, 2021). Also, the more emotionally and intellectually linked their relationships are, the more effort they will put out to finish their task, even if it means going above and beyond the organization's expectations for their job positions. Hence, employee engagement is correlated with employee behavior which is a part of talent management's job description (Hughes & Rog, 2008).

Furthermore, employee retention and engagement are linked to talent management, which complex idea refers to as, a philosophy centered on recruiting, developing, motivating, and maintaining people as assets of a business, has an influence on employee engagement, this is according to the study of Hughes & Rog (2008). According to the Corporate Leadership Council (2004), employees are more engaged and turnover is lower when talent management practices reflect a commitment to managing

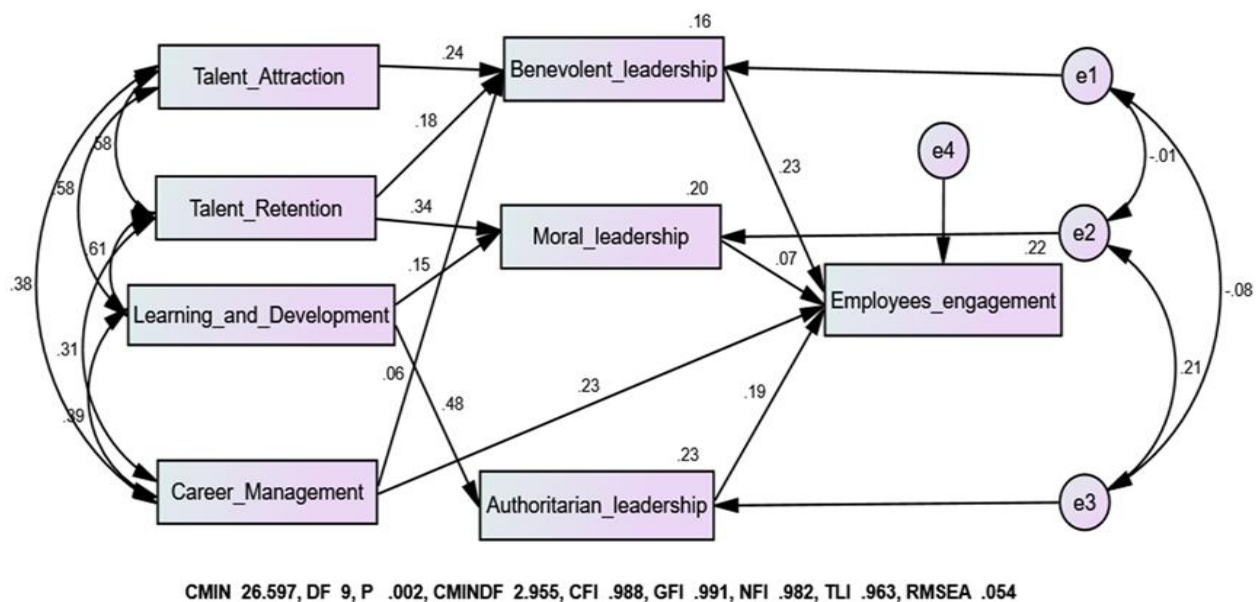


Figure 1 the model depicting the effects between paternalistic leadership, talent management and employees’ engagement

human resources (Ellehuus, 2012). It can be return this result to the following reasons: talent management is the foundation for employee engagement, and all managers should work to maintain employee engagement. Employees that are engaged are more productive, happier, and healthier, and they are less inclined to search for other employment opportunities.

H2: There is a positive relationship between talent management and paternalistic leadership. To test this hypothesis has been used Pearson correlation coefficient, table 5 indicated correlation coefficients values between talent management and paternalistic leadership.

Table 5 Correlation Coefficients Values between Talent Management and Paternalistic Leadership (n=682)

Variables		Paternalistic Leadership			
		Benevolent leadership	Moral leadership	Authoritarian Leadership	Total
Talent Management	Talent Attraction.	.373**	.323**	.234**	.463**
	Talent Retention.	.345**	.425**	.242**	.488**
	Learning and Development.	.292**	.361**	.483**	.564**
	Career Management.	.199**	.216**	.248**	.329**
	Total	.390**	.425**	.380**	.589**

As illustrated in Table 5 there is positive significant correlation at level of (0.01) between talent attraction, talent retention, learning and development, and career management and all dimensions of paternalistic leadership (benevolent - moral - authoritarian) leadership and its total scores. So, finally it leads to positive significant correlation at level of (0.01) between talent management and all dimensions of paternalistic leadership (benevolent - moral - authoritarian) leadership and its total scores.

This result is in agreement with the results of many previous studies and research, such as the study of Pellegrini and Scandura (2007) and Nazir, Shafi, Asadullah, Qun & Khadim (2020) that explained the care, support, and protection offered by paternalistic leaders fulfill employees' desire for regular

contact and intimate personal ties, so, paternalistic leadership has a favorable effect on employees' views, attitudes, and behavior in different situations. In terms of staying in the job or leaving it, or developing himself in this position to give his best or not. Moreover, the study of Martins, Kashif, Dantas, Rafiq and Lucas (2022) pointed out that the relationship between them is mutual, because talent management can play a role to fullest and choose the best workers for the available jobs, but the behavior of the leader makes the employee want to withdraw and not keep the job and vice versa. While this result differs with some results of previous studies and research, such as the study of Pellegrini and Scandura (2006) and Pellegrini et al., (2007) and Pellegrini, Scandura, & Jayaraman, (2010).

This result can be returned to the following reasons: management and leadership generally are tied to each other where their key components are attitudes and behaviors that help at dealing, judging and controlling through it. So, by using the right leadership, managers can engage their teams, earn their team members' respect, and create positive working relationships. Which finally leads to retaining employees, training and learning them and the desire to develop themselves at work appears. Finally, talent management practices (talent attraction – talent retention – learning and development – career management) and paternalistic leadership (authoritarianism – benevolent – moral) are linked together and have a mutual effect. Finally, the Path analysis model which was formulated statistically by Amos, reported in Figure 1, had satisfactory goodness of fit which is evident from the Table 6.

Table 6 Model Fit Measures (n=682)

Measure	Estimate	Threshold	Interpretation	Terrible	Acceptable	Excellent
CMIN	26.597	--	--			
DF	9	--	--			
CMIN/DF	2.955	Between 1 and 3	Excellent	> 5	> 3	> 1
CFI	0.988	>0.95	Excellent	<0.90	<0.95	>0.95
SRMR	0.025	<0.08	Excellent	>0.08	>0.06	<0.06
RMSEA	0.054	<0.06	Excellent	<0.90	<0.95	>0.95
PClose	0.363	>0.05	Excellent	<0.90	<0.95	>0.95

As illustrated in the structural model, reported in Figure 1, had satisfactory goodness of fit (χ^2 (9, N =682) = 26.597, $p < .05$, CFI = .98, RMSEA = .054). Although the chi-square test was significant, the chi-square to degrees of freedom ratio ($\chi^2/df = 2.955$) was adequate according to the more stringent criterion of below 3.0 (Kline, 1998).

The mediating effect of Paternalistic leadership proposed in the hypothesis was supported (see Figure 1 and Table 6). It indicated that talent management was related to Paternalistic leadership, and Paternalistic leadership was related to employees' engagement.

8 Conclusions

This study examined the talent management concept which is used to identify and assess a person's whole work life and interests. Where there are at least two major factors that make talent management so significant. The primary one is its role in attracting and retaining top employees to ensure and achieve exceptional business results, while the second is to fully immerse people in their work. So,

enterprises that wish to be successful always want to hire the smartest and brightest employees for the long term. Also, it will be a great help for the government in terms of policy formulation, serve as a guide in making decisions, and go a long way to assist the managers in discovering, nurturing, and properly engaging their staff for optimal return and lastly. When employees are engaged, they are more likely to invest in the work they do which leads to a higher quality of work produced. Besides, by investing in employee engagement, your hotel will be able to increase productivity, and work quality, and retain top talent.

It's worth mentioning that, leaders in any organization are the ones that can motivate and demotivate the employees therefore the organizations need to choose the best and most effective leadership style. Practically it will help the managers of hospitality sector to understand if that type of leadership makes employees more committed and loyal to the organization or not. It will also help the managers to recognize that when employees are committed, they participate in such behaviors that increase the overall productivity of the organization. Moreover, the relationship between talent management and employee engagement can be illustrated from the point of view of; competencies and workability. Because talents lead to competencies that can be improved by training programs that align with the organization's strategic plans. On the same hand, employee engagement requires the same competencies to engage employees correctly.

Also, the more emotionally and intellectually linked their relationships are, the more effort they will put out to finish their task, even if it means going above and beyond the organization's expectations for their job positions. Hence, employee engagement is correlated with employee behavior which is a part of talent management's job description. It's worth mentioning that, talent management, employee well-being, leadership communication, and the psychological contract are all linked to employee engagement. Also, employee retention and engagement are linked to talent management, which complex idea refers to as, a philosophy centered on recruiting, developing, motivating, and maintaining people as assets of a business, which influences employee engagement.

However, in many developing countries such as Egypt, China, Vietnam, and Thailand, hospitality occupations do not appear to be appealing to high-quality employees due to a variety of factors including poor salaries, limited career advancement chances, and severe physical and/or emotional stress at work such as long periods of standing or sitting, dealing with many customer complaints. As a result, many graduates who looking for work may take hospitality positions as a temporary solution throughout their career transition and think that, unlike high-tech employment, hospitality jobs do not command a high social prestige in society. The research showed that the employees' performance in hospitality organizations is influenced by the used leadership system, which affects work engagement and talent management which makes it categorized as high or not if the system is wrong with those employees.

Finally, the findings of the study agreed that talent management, employee engagement, and paternalistic leadership are very connected to each other and have a direct and indirect impact on each other. The study showed a positive significant correlation at the level of (0.01) between talent attraction, talent retention, learning and development, and career management and all dimensions of paternalistic leadership (benevolent - moral - authoritarian) leadership and its total scores, which led at the end to a positive significant correlation at a level of (0.01) between talent management practices and all dimensions of paternalistic leadership (benevolent - moral - authoritarian).

9 Recommendations and Implications

The study put more emphasis on adopting talent management practices, employee engagement, with the presence of paternalistic leadership dimensions as a moderator. Because of their importance in the field of hospitality and hotels specifically which helps in producing superior behavior, and engagement, to do the work perfectly.

The major results after examining the study showed that the level of involvement in the use of talent management practices should be intensified in order to improve the job performance of hotels' employees. So, a well-planned and structured strategy on how well to attract, retain, develop, learn, engage, recognize and prepare for succession in the leadership position. Also, its recommended that hotels must have an effective talent management department in their organizational chart to attract, retain, learn, develop, and manage the careers of those talented employees. By determining the best selection methods, supervision system, and training programs importance can lie in the fact that it is possible to have an employee who seems to have normal abilities in a certain department, but his talent can be used better in another department, besides the ability to attract talented people and put them in their right place from the beginning. Additionally, organizations should ensure their employees receive good treatment from managers because the research results find that the paternalistic leadership with its three variables, especially benevolent and moral leadership, affects employee engagement.

Moreover, its recommended that hospitality organizations should adopt career management practices such as career centers and mentors in order to ensure and clarify their standards through training courses or workshops within the hotel or in cooperation with other hotels. This is because of its proven ability to enhance employee behavior and attitude, consequently improving employee engagement. In addition to keep using talent retention techniques, its necessary to maintain a constant dialogue with employees in both official and social situations and give attention to their personal life and their special circumstances, just as the paternalistic leadership directs in order to make them feel at home, give their best, be loyal to the organization, be retained and finally, it will be difficult to leave the work.

Hospitality organizations should identify role models such as ethics officers or ethics counselors in order to establish motivated teamwork, to actualize the values of the organization that the paternalistic leadership advocated for. Also, it can adopt practices and programs for empowering and recognizing talented employees by inviting them into key decision-making processes, such as hiring decisions for job candidates. Leaders can also empower workers by using strengths assessments to identify their talents and then planning assignments accordingly. Furthermore, leaders can have a brainstorming session to develop new ideas for recognizing hard workers, such as an employee-of-the-month as a way of motivation. Based on the previous results, it concludes that hotels must implement a well-trained program that clarifies the importance and the way to apply paternalistic leadership besides other variables to attract talented employees, improve their skills, and engage them because the relationship between these variables affects each other highly.

10 Limitations and Future Research

10.1 Limitations

This study focused on talent management because it is an important issue in hospitality businesses and attracting increasing attention, but this research area needs to be extended with the existence of other considerations. Therefore, the study is interested in talent management and employee engagement by using paternalistic leadership. Like many other studies, certain limitations have been identified within this current study. The study is limited to five-star hotels due to financial and time-

wise limitations and the large sample size. So, in the future, researchers need to focus on several matters, such as examining external and internal factors affecting employees' performance, having plenty of time, and selecting a different segment or another hospitality sector. Moreover, further research is expected to be able to sort and compare hotels' ownership, whether it's chains or private ownership, and how much this affects the leadership system that will used or not.

10.2 Future Research

Talent management and employee engagement are very important concepts. Therefore, future research in these subjects would require more considerations. Where it is possible to reach much more general results by broadening the scope and expanding the scope of research. In addition, comparative studies can be made by including other hospitality segments such as restaurants, hotels in other categories, motels, and entertainment enterprises within the sample layer. Moreover, a research that compares Arab world to western world might give different perspectives. In addition, other researchers could also study the employee engagement level in the private and public sectors. Furthermore, scholars could also explore the impact of talent management practices on employee engagement with another moderator variable such as demographic aspect e.g. (age, gender, level of education and position) such studies will provide important information that could improve organizational understanding of other important factors that may affect employee engagement.

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