



**Arab American University
Faculty of Graduate Studies**

**The Impact of Talent Management Practices on
Employee Engagement in Ministry of Finance-
Ramallah, Palestine**

By
Hawa Mahdi Sameeh Aghbar

Supervisor
Prof. Dr. Fathallah Ghanem

**This Thesis was submitted in partial fulfillment of the
requirements for the Master's degree in Human
Resource Management**

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Thesis Approval**The Impact of Talent Management Practices on Employee Engagement in
Ministry of Finance- Ramallah, Palestine**

By


Hawa Mahdi Sameeh Aghbar

This thesis was defended successfully on 5/9/2022 and approved by:

Committee members**Tittle****Signature**

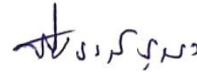
1. Prof. Fathallah Ghanem

Supervisor


17-9-2022

2. Dr. Asri Sammudi

Internal Examiner



3. Dr. Abdallatif Abuowda

External Examiner



Declaration

I am aware of the nature of plagiarism and the University's stance on the subject. Unless otherwise stated, the work presented in this thesis is the researcher's original work and has not been submitted by anyone for any other degree or certification.

Student's Name Hawa Mahdi Sameeh Aghbar

Signature

Date

Dedication

To whom Allah has bestowed prestige and dignity...to whom I proudly bear his name...to

my father Mahdi Aghbar

Whose supplication was the key to my success...To the source of all love, hope, and

optimism to my darling...to *my mother Samah Aghbar*

To those who devote their lives to displaying the most beautiful things in life... Regarding

my brothers, Adam, Rakan and Kareem

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Abstract

This study aims to demonstrate the effect of talent management on employee engagement in Ministry of Finance in Ramallah, Palestine. Based on this primary aim of the study, hypotheses and questions were formulated to attain this objective.

This study, employed the descriptive analytic approach, with the questionnaire serving as the major data gathering instrument, as well as using a number of personal interviews and observations. There a total of 1,308 employees from the Ministry of Finance in Ramallah who were included in the study population. Data was collected using a random sample of 302 employees, and after excluding questionnaires that were invalid for analysis, the total number of questionnaires studied was 296. The questionnaire responses were examined, and the relevant tests were performed to test the hypotheses. The most significant findings were as follows:

1. The function of the HR department in the ministry must be activated because its role appears to be quite poor, as evidenced by the responses of the study sample members. The median responses to the questionnaire assure that the HRM is not performing its tasks effectively. The activation of the HR department in the ministry will be beneficial.
2. People who are skilled in the ministry should have a distinct a status that is distinct from that of their employees because it appears that talented people do not have any benefits that set them apart from their colleagues.

Among the most important recommendations of this study, that attracting talent people is everyone's responsibility, also that human resource management more important than financial resource management and MOF should focus on HRM.

Keywords: Talent Management, Employee Engagement, Ministry of finance (MOF), Attract, Develop, Motivate, and Retain high-performing employees.

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List of Abbreviations

Human Resource: HR

Human Resource Management: HRM

Ministry of Finance: MOF

Chapter One

Introduction

1.1 Overview

This chapter includes an introduction to the research problem and a discussion of the research challenge. In addition, the study's objectives and relevance were stated, hypotheses were created, and the study's scope and timetable were described.

1.2 Background

Perhaps the development that the world has witnessed in recent years has developed new administrative and organizational concepts in business. After individuals were looking for opportunities to work in institutions, the institutions began looking for individuals of distinct qualities to join them, which brought about an important development in the field of HRM, and attention has since become focused on the distinguished and talented people. (Dayel et al, 2020: 1-2). However, the biggest concern that preoccupies the minds of HR managers in organizations is talent management, which led to the emergence of the concept of talent management. There is no doubt that the talented are the ones who contributed to bringing about change, technological breakthroughs and the entry of globalization, so that economic systems depended on knowledge economies more than before, which in its turn indicates the essential role of those talented people, which makes them a source of competition, facing challenges, entering new markets, and moving forward. (King, 2015: 2).

It is achieved through strategic planning that the available talents are placed in relation to the context designated for them to work, as the right person is in the right place or position

for him/her to give an advanced positive advantage to the work. (Sharma & Singh, 2013: 49). Currently; recognition of talent management has become a critical factor for organizations' success, and there is intense competition to attract talent, especially in the private sector, in order to achieve competitiveness and rise to the top, and the phrase (the war for talent) has emerged. Talent management is the biggest challenge facing organizations, because talented employees are a scarce currency. (Dayel et al, 2020: 2). By defining talent management; As it is the process of developing and integrating new employees, developing, and retaining existing employees, and attracting highly skilled employees to work in the organization which is beneficial to it. Therefore, the importance of this study comes by explaining the importance of HR in employee management and why talent management is important, how it works, and what are the benefits that accrue to the organization through the talent management strategy. (Annakis et al., 2014: 165).

From the foregoing, this study aims to demonstrate the impact of HRM practices on talent engagement in MOF, whether in decision-making, planning at work, or contributing to the development of short or medium-term plans, as one of the Ministry's HR management strategies. Therefore, to get a closer look at the mechanism of involving employees in administrative processes such as planning, policy-making, decision-making, etc., the researcher made a field visit to the ministry, and toured among the employees, to identify the extent of engagement in various administrative processes, especially the processes related to senior management. In addition to that, the researcher conducted some interviews with some executives in the ministry to find out the possibility of involving employees in decision-making, or any short or medium-term plans. The answer was yes, they can participate, but to a small degree, whereas some employees say have been never engaged in

any process that belongs to senior management. Thus, this study addresses the following main question: what is the effect of talent management practices as an aspect of HRM strategy on employee's engagement in the MOF?

1.3 Research Problem

Since the problem of the study is exposed to a clear reality, which is the lack of employee engagement in the decisions of the MOF; It is expected that this study contributes to developing a vision that serves the Ministry in developing the work of the HR Department in order to activate the role of talents in the Ministry and to involve them in work, planning and decision-making in line with their qualifications.

This necessitates a culture centered on attracting talent, which is experiencing intense rivalry across institutions. The human talent management method necessitates attaining a competitive advantage at work in order to enhance employee engagement. In addition, this entails attaining a competitive advantage at work in order to enhance organizational job performance. If an environment that fosters innovation, creativity, and operation improvement is created for institutions, the existing skills and capabilities of those institutions offer a resource that can contribute value to those activities. Because MOF plays such an important role in Palestinian institutions, it is crucial that it build a culture that prioritizes talent acquisition and employment. Consequently, the study question can be summed up as the relationship between exceptional job performance and talent management in MOF.

1.4 Research Significance and Justifications

The work of the HR Management Department is important in organizations in general, especially in attracting talents that contribute to the development of the work of institutions, which has become of great importance at the present time due to technological development and institutional work. Therefore, the problem of the study is summarized in the extent of the impact of HR management strategies on the engagement of employees working in the MOF in the West Bank / Ramallah.

The results of the study might be of great benefit to the following:

-HR department: the results of this study might contribute to setting important standards for HRM departments in terms of employee selection, inclusion in and engagement in work.

-Employees: as for the employees; this study might be of particular importance in motivating them to develop their talents, develop themselves and their performance, so that they have a positive impact in the organization in which they work.

-Ministry of Finance: this research paper may also contribute to giving results and suggestions to MOF in the importance of integrating employees and their engagement in work and developing performance for the ministry, as well as in developing talents that the ministry must seek to bring to them and motivate them to work and participate in decision-making, and make them part of it.

-For other researchers: this study can be an important reference for researchers after that, to benefit from the steps of scientific research in it and from the theoretical and applied study that it is carrying out. And the future researchers conduct complementary studies from where this study ended.

Through the objective of the study related to knowing the importance of HR management in the process of talent selection, development, and training, and making these talents in a decision-making process in the MOF, this study has theoretical and practical justifications as follows:

Theoretical justifications: the researcher seeks to develop a new study that contributes to clarifying the importance of HR management in developing talents and integrating them in work and responsibility in the MOF, where the theoretical dimension of talent development, HR management, and employee integration will be addressed.

Practical justification: the current study can also contribute to highlighting the strengths and weaknesses in the work of the HR Department in the MOF in terms of selecting talents, training them, and integrating them into the work of the ministry.

1.5 Research Objectives

This study has the following objectives:

Main objective:

To examine the effect of talent management practices as an aspect of HRM strategy on employee's engagement in MOF.

Sub Objectives:

RO1) To investigate the effect of attracting talents on employee's engagement.

RO2) To investigate the effect of developing talents on employee's engagement.

RO3) To investigate the effect of motivating talents on employee's engagement.

RO4) To investigate the effect of retaining high performance talents on employee's engagement.

1.6 Research Questions

This research has the following questions:

Main Question

To what extent talent management practices affect the employee's engagement in the MOF?

Sub Questions:

RQ1) What is the effect of attracting talents as an aspect of HRM strategy on employee's engagement?

RQ2) What is the effect of developing talents as an aspect of HRM strategy on employee's engagement?

RQ3) What is the effect of motivating talents as an aspect of HRM strategy on employee's engagement?

RQ4) What is the effect of retaining high performance talents as an aspect of HRM strategy on employee's engagement?

RQ5) Do Talent Management practices (attracting, developing, motivating, and retaining high performance talents has an effect on employee's engagement?

RQ6) Do the estimates of the study sample members differ about the level of employee engagement in improving performance in MOF according to the study variables: gender, age, education level, administrative title, years of experience?

1.7 Research Hypotheses

The research hypothesis of this study are:

H1: Attracting talents as an aspect of HRM has a positive effect on employee's engagement.

H2: Developing talents as an aspect of HRM has a positive effect on employee's engagement.

H3: Motivating talents as an aspect of HRM has a positive effect on employee's engagement.

H4: Retaining high performance talents as an aspect of HRM has a positive effect on employee's engagement.

H5: There is a positive effect at ($\alpha \leq 0.05$) between the averages of the reality of talent management practices as an aspect of the HRM strategy in MOF according to the following:

- Gender
- Age
- Education level
- Administrative title
- Years of experience

H6: There is a positive effect at ($\alpha \leq 0.05$) between the average levels of engagement of employee in improving performance in MOF according to the following:

- Gender
- Age

- Education level
- Administrative title
- Years of experience

1.8 Conceptual Framework

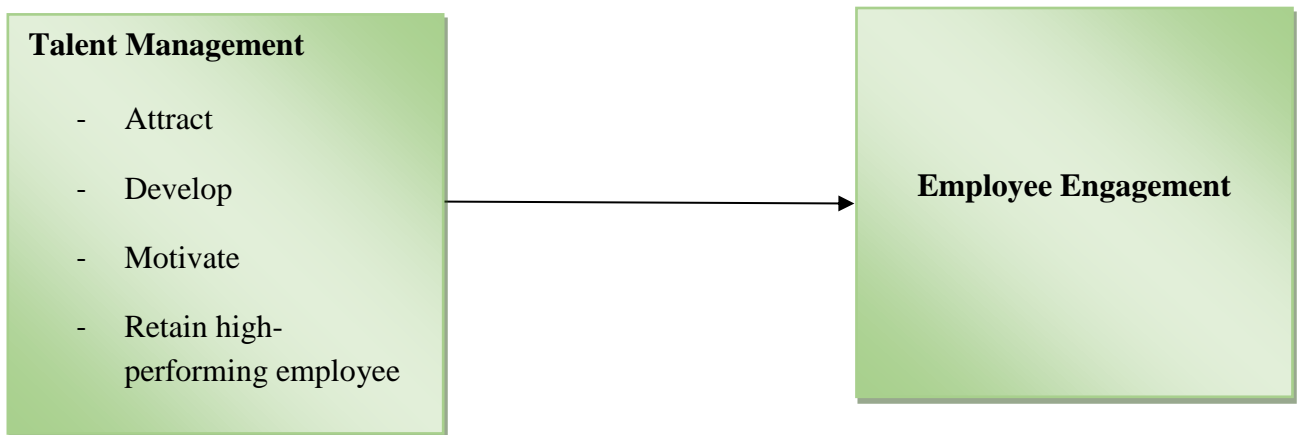


Figure (1): Conceptual Framework:

It is abundantly clear from the above figure that the components of talent management represent the independent variable, employee engagement represents the dependent variable. As per the components of talent management, they include the following:

- Attract
- Develop
- Motivate
- Retain high-performing employee

1.9 Delimitations of the Study

Geographical: Employees of MOF's Ramallah headquarters were the subject of this investigation.

Population and Sample: The population of the study included eight departments located in the ministry's headquarter. The researcher administered the questionnaire to 302 ministry's employees. Of these, the researcher collected data from 296 participants. The sample size was chosen to offer sufficient information on dependability and a degree of validity.

Knowledge: The study focused on the impact of talent management on employee engagement, thus helping attracting talent employee to the ministry. Therefore, helping MOF to improve employee's performance and increase employee's engagement.

Approach and Instrument: The researcher employed the descriptive analytical method, sometimes referred to as the quantitative method. The researcher then designed a questionnaire, which serves as the primary instrument for collecting primary data from the study sample, followed by the analysis of such primary data in order to reach the study's conclusions.

Time: The questionnaire survey (distribution and collection) was administered over two weeks: April 20- 28, 2022.

1.10 Limitations

The study is expected to face the following potential obstacles:

Some obstacles that might face the researcher while conducting oral interviews with key people in the MOF:

1. It is the difficulty of taking accurate appointments with the decision-makers in the ministry and other key position.
2. Difficulty in getting answers from key people in the MOF based on confidentiality of information.

Other potential obstacles might face the researcher is the lack of sufficient knowledge in the combination of talent management and HRM practices. In addition to data collection, as Palestinian bodies gives acceptance only to a small number of questionnaires for distribution.

1.11 Tentative Thesis Outline

Structure of the thesis:

The researcher divided this thesis into five chapters to create a good flow of information. The outline of the thesis will be as the following:

Chapter 1: Introduction

This chapter provides background information about the study. It includes information in the beginning to help the reader understand the research topic. The issue statement and reason for the investigation, research objectives, questions, hypotheses, research delimitations, research design, research limitations, and research addition to knowledge were included in the introduction, as well as the researcher's thesis outline.

Chapter 2: Literature Review

This chapter gives a review of the literature relevant to the study's research problem. The first section dive deep into the definition of the targeted knowledge management practices for this study, these are attracting, developing, motivation, and retaining high performance

talents. Followed by combining talent management and HRM, in a way that takes the reader to employee engagement, whereas the last section of this chapter determines the gap that the researcher found in the literature review regarding the topic of the study.

Chapter 3: Research Methodology

This chapter presents the detailed research design in addition to the methods used. The chapter also explains the used techniques in the analysis and the issues related to the data collection process.

Chapter 4: Data Analysis and Interpretation

This chapter (the findings) presents the data analysis, discusses the results and links the findings with previous studies in order to develop discussions and arguments.

Chapter 5: Conclusion and Recommendations

This chapter discusses and debates the recommendations and the conclusions of this research.

Chapter Two

This Chapter Covers The Literature, and the Researcher's

Representation of Related Articles.

Literatures Review

2.1 Overview

As attracting talents to organizations is the responsibility of the HR Management Department, many studies on this subject have examined the definition of talents, their characteristics and benefits, and the relationship between the HR Department and bringing these talents, as well as the relationship between talent recruitment and job performance.

So, this research component focuses on prior studies, and the author discusses three topics: The initial topic concerns talent management. The second topic focuses on HRM, while the third topic addresses employee engagement. As these issues are closely related to the subject of the current investigation, the researcher attempts to draw as much as possible from them in terms of the theoretical framework and design of the study instruments for the present study.

2.2 Talent Management

Various researchers have explained different definitions of the term “talent” from different perspectives. The definition depends on the strategy used by the organization, the nature of the organization, the environment in which the organization competes, and some other factors (CIPD, 2007). As Tansely (2011) in his article, wrote that there is no universal definition of "talent" in all languages. The meaning of talent depends on the common

language in the organization. Many companies don't even know what talent means (The Economist, 2006). For example, Morton (2004) believed that talents are those individuals who are capable of making a major transformation to the function of a company. Goffee and Jones (2007) supported Morton's definition that talent is a handful of employees' knowledge, skills, and philosophies, which have the capability to create unusual values for the organization from the existing resources. Pruis (2011) described talent as something intrinsic, something that supports itself and does not require recognition from others.

Talent is unique to any organization and is strongly influenced by factors such as industry and nature, people and inclusion at the group level and is likely to change over time. (Chartered Institute of Personnel and Development (CIPD), 2007). At the Gordon Ramsay Holding talent is defined as the inspired flair of chefs (CIPD, 2007). McKinsey defined talent as "the best and the brightest" (McKinsey Quarterly 2, 2004). Ready and Conger (2007) defined talent as a group of employees who have above average knowledge and skill, and are ready to be promoted to executive positions and thus are the best people in an organization. Smart (2005) described talent as "A-players that are the top 10% of talent available in all salary levels, best of class". CIPD has provided a useful definition of talented individuals: Talented people are capable of making the most significant difference in the firm by representing their innate potential in the current and future performance of the organization (CIPD, 2007). From these definitions of talents, it can be concluded that talent represents the best people for the job in an organization and who would contribute to most to the achievement of its strategic goals.

Regarding the definition of talent management, there are several rational definitions of talent management available. Nevertheless, there is a lack of clarity on what it means

(Lewis & Heckman,2006), and an accurate definition of talent management remains unclear (Hughes & Rog, 2008). Stephenson & Pandit (2008) and several other researchers advised that having the right number of people at the right place at the right time with the right skill sets and motivation levels is fundamental to talent management. Others believe that talent management entirely embraces an organization's activities: attracting, developing, selecting, and retaining the best workforce in the suitable position (Stahl et al., 2007). CIPD (2009) defines talent management as the organized attraction, deployment, development, and retention of high potential employees who are considered of a certain value to the organization.

2.3 Talent Management& HRM

Talent management's top priorities are attracting, developing, and retaining top personnel, who is actively involved in all aspects of human resources management (HRM) (Lewis & Heckman, 2006). Talent management encompasses the entire field instead of just one component of human resources (Stewart. & Harte, 2010). According to some, talent management is a legally-binding agreement to use a coordinated, technology, and strategic approach to HR management (Hughes & Rog, 2008). According to Iles et al.(2010a) and Capelli (2008), talent management and HRM share a theoretical foundation, but their analyses are distinct (2008).

They offered the following three interpretations of the term "toy model": talent management and HRM have no fundamental differences: since it has grown from a traditional phrase to a new concept, talent management might be considered a rebranding word for HRM because it includes all activities related to human resources management.

With this new HRM label, emphasizing the importance of effectively managing employees' potential. Incorporates HRM with a focus on attracting and retaining employees: HRM and organizational development use the same techniques, but talent management places a larger emphasis on talented persons; as a result, the focus is on the "talent pool," both internal and external. In order to ensure the company's long-term success, talent management focuses on personnel training and development. Rather than focusing on talent pools, they are more concerned with the movement of talent it was practical and logical thinking that had an impact on the theory's growth. With the goal of creating talent pools for certain job categories, talent management programs are also designed to focus on the development of employees who are qualified to manage the company's succession planning.

2.3.1 HR and Management Roles

Organizational culture including communication and management styles, as well as trust and respect, leadership, and the firm's reputation, all have an impact on employee engagement. Individually and collectively, HR professionals and managers play essential roles in ensuring the success of a company's employee engagement efforts.

2.3.2 The Role of HR

HR should take the lead in the creation, assessment, and evaluation of proactive workplace policies and practices that help recruit and retain individuals with the skills and competencies needed for growth and sustainability in order to build an engaged culture.

2.3.3 The Function of Managers

By cultivating a cordial and trustworthy relationship with their direct reports, expressing business values, and defining standards for day-to-day operations, middle managers play a critical role in employee engagement. People quit managers, not firms. Hence, it is crucial that managers actively participate in and manage employee engagement (SHRM, 2022).

Nevertheless, middle managers must be empowered by assigning greater duties, training for their enlarged roles, and increased engagement in strategic decision-making. If executives and HR professionals of an organization wish to hold managers accountable for engagement levels, they should (SHRM, 2022):

- Ensure that managers and staff have the necessary tools to do their duties effectively.
- Periodically assign more significant, more exciting responsibilities to managers.
- Give management the necessary authority.
- Boost leadership development initiatives.
- Request that managers communicate the business mission and vision and assist with the organization's transformation.

According to Dale Carnegie (2017), "Just 26% of executives asked to indicate that staff engagement is an important aspect of their daily thinking, planning, and actions. Another 42% claim they work on it regularly, while the rest merely occasionally or infrequently "never."

2.4 Talent Management Process

According to Ghosh (2021) here are crucial steps in the process of efficiently managing talent:

1. **Planning:** In talent management, planning is the first stage, as it is in any process with a predetermined outcome. According to Ghosh, it entails identifying the human capital requirement gaps, defining job descriptions for the required essential jobs to aid sourcing and selection, and developing a workforce plan for recruitment campaigns (2021). Planning links the organization's personnel management style with its overarching objectives for Valamis (2021). Only with appropriate planning can the company be sure that it is hiring candidates with the necessary skills and experience. It also assesses current employees to understand what is working successfully for the company. For example, if employees with specific attributes tend to stay with the company longer, the company should hire more people with those characteristics.

2. **Appealing:** Based on the plan, the next logical step is to assess if the talent requirements should be filled from within the company or from outside sources. In either situation, many candidates would be required to complete the procedure. Job boards, social media, and referrals are common external sources. To ensure that the process goes as smoothly and efficiently as possible. The talent pools must be identified ahead of time. According to Ghosh, this is where an organization's employer brand comes into play, as it influences the quality of applications received (2021). Valamis (2021) observes, on the other hand, that when an employee leaves a company, it does not immediately begin looking for a replacement. The duties or obligations of the company's personnel, for example, may change. Talent management guarantees that there are always enough personnel to fulfill all

jobs and eliminates overworked staff who may become demotivated. The right strategy will help the company find the kind of workers it needs. These new hires will be ambitious, capable, and ready to progress within the company. To attract talent, the company must establish itself as an employer. It needs to raise its profile in order to pitch itself as a desirable place to work. The main objective is to make the company more approachable. Even if an applicant is not selected for a specific position, the company must provide a good experience. As a result, the company will be able to hire these individuals for other positions or use them as talent ambassadors.

3. Choosing: This means putting a set of tests and checks in place to find the ideal candidate for the job – the best person-organization match. Written exams, interviews, group discussions, psychometric testing, and a thorough research of all publicly available information on the candidate, aid in creating a complete portrait of the person. Recruiters may now use AI-enabled tools and solutions to sift through a large pool of CVs to find the best prospects and the perfect fit.

4. Development: Many companies today follow the hiring concept for attitude and abilities training. This makes sense since, while you would prefer a proclivity towards specific skill sets, you are hiring the person, not the CV. Employee loyalty and engagement are also increased through developing employees to help them grow with the company and teaching them how to contribute to its success. This includes a good onboarding technique to smooth the employee's transition into the new function, as well as multiple possibilities to improve the employee's abilities, aptitude, and proficiency, as well as growth-enabling counseling, coaching, mentoring, and job-rotation schemes, according to Ghosh (2021). Actions are done to foster the growth of talent within the organization, according to Valamis (2021), in

the development portion of the model. It should be integrated with the employee development plan. It should include identifying professions to which some employees may be able to transfer in the future, as well as ways to improve employees' abilities and knowledge to address new challenges your company faces. Talent management also analyzes what will keep your employees pleased and motivated to go the extra mile. It is critical to provide employees something of worth. Motivation necessitates appropriate onboarding, which provides new hires with a pleasant first impression of your company. This will increase the likelihood of staying with the company and working hard.

5. Retaining: For a business to be really and sustainably successful, talent must be properly retained. The majority of firms attempt to retain their top employees through promotions and raises, opportunities for growth, encouragement of engagement in special initiatives and decision-making, training for more advanced roles, and rewards and recognition programs, Ghosh (2021). Another objective of talent management is to increase employee retention. Employees must continue to view their place of employment as enjoyable and rewarding. Through training and other forms of engagement, employees have the opportunity to advance within the organization. You can accomplish this by focusing on compensation (both monetary and non-monetary) and business culture, as Valamis (2021) ensures.

6. Transitioning: Effective talent management focuses on the organization's collaborative progress and changes through individual employee development. This necessitates making each employee feel like a vital part of a larger organization. Although providing retirement benefits, conducting exit interviews, and implementing effective succession planning may appear to be unrelated career milestones, they are all transitional tools that make the shared

route easier to navigate. Valamis (2021) notices this. The organization must plan for people's transitions after hiring them and improving their skills. Knowledge management is attempting to maintain their knowledge within the organization. It must have a strategy for promoting or moving employees to new positions, departments, or offices. If an employee decides to leave, the employer must be aware of the reasons

It can be clear that Valamis (2021) declined "selection" from the process that Ghosh (2021) used. Moreover, take the following model:

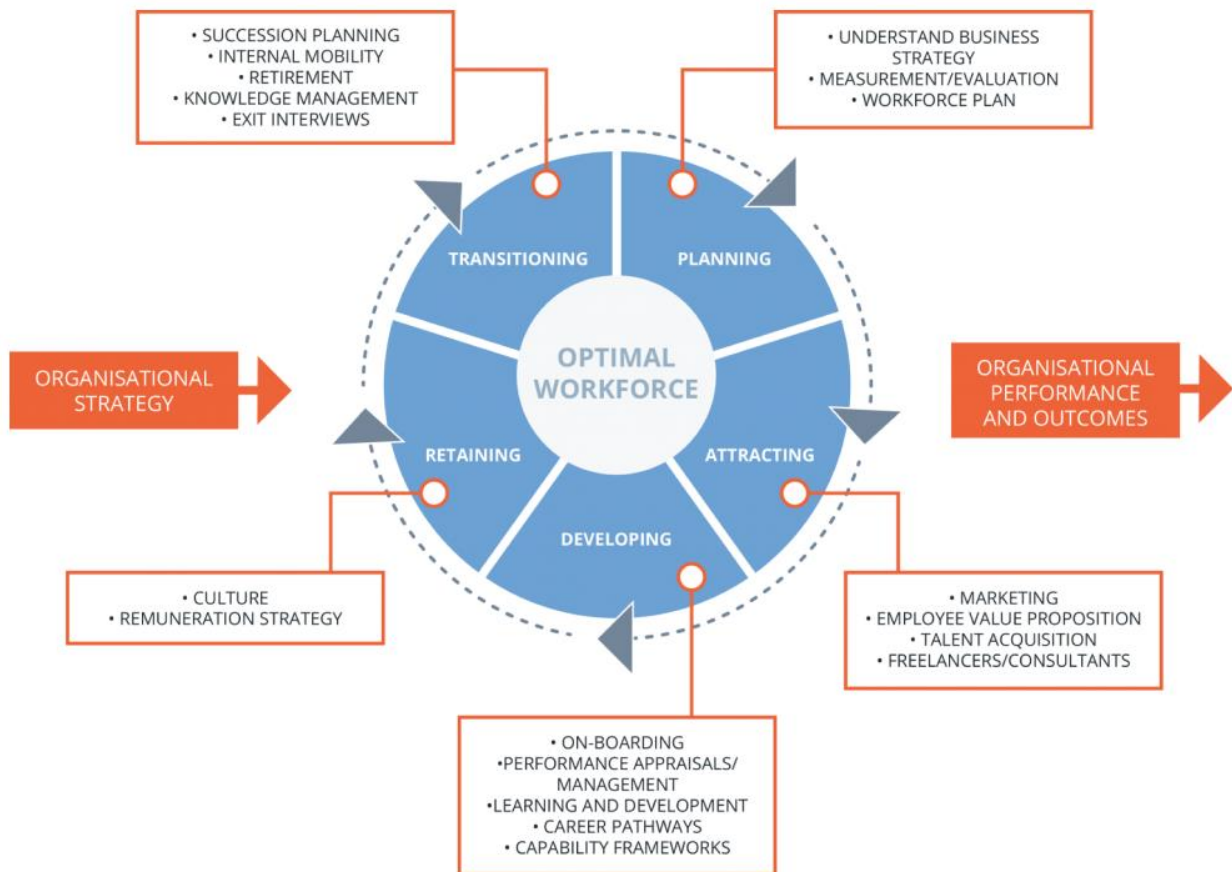


Figure (2): Valamis Model for the Talent Management process (Valamis, 2021).

2.5 The Significance of Talent Management

Valamis (2021) discusses the significance of talent management. The simple answer is that it maximizes the company's most valuable asset: its people. Additionally, talent management assists the firm in optimizing employee value. there is broad consensus that talent management is effective (or perhaps highly effective) at attracting and retaining talent and enhancing overall performance (valamis,2021).

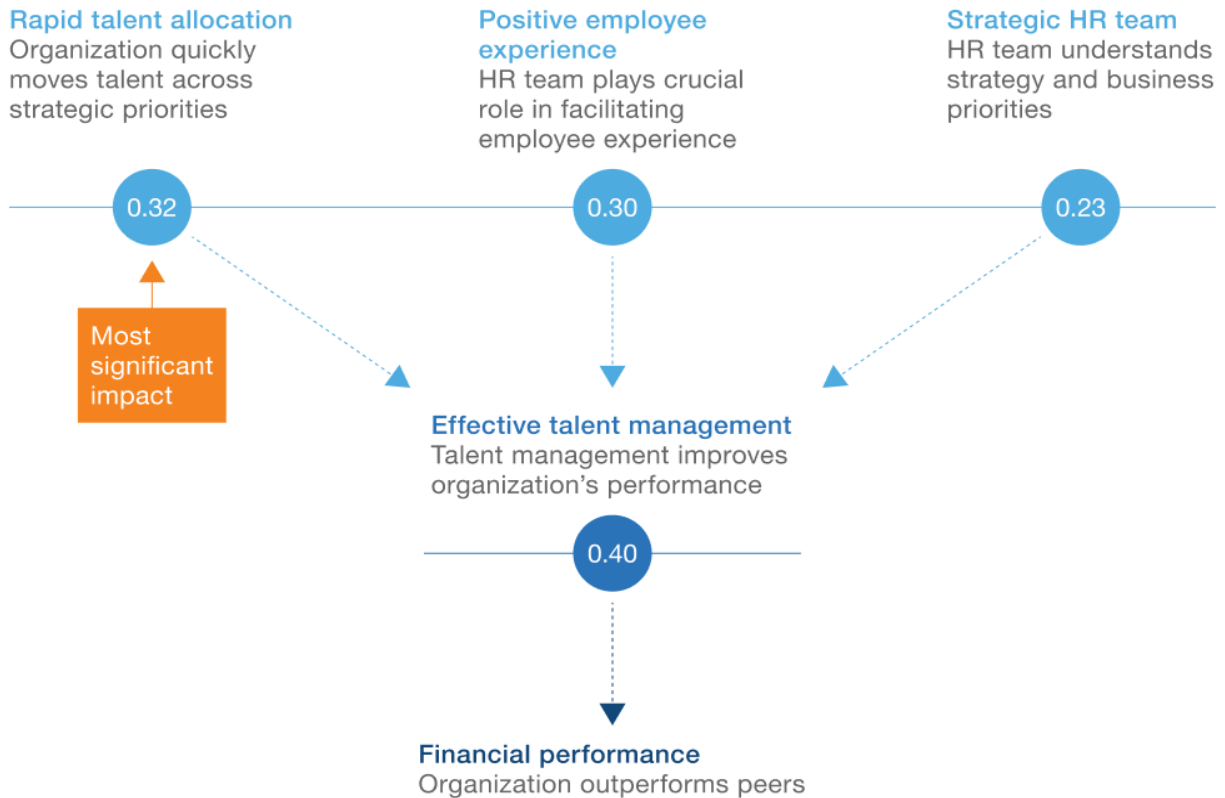
There are several primary causes for this situation.

1. It assists organizations in improving their performance: With top professionals on staff, it is capable of achieving any aim.

As the diagram below demonstrates, talent management is most effective when it includes three critical components: quick talent allocation, great employee experience, and a strategic HR staff (valamis,2021).

The three key practices for effective talent management also support organizational outperformance relative to peers.

Relationship between talent-management practices and outcomes, standardized regression coefficient¹



¹When coefficients were calculated, regression analysis only included 3 practices shown to have strongest statistical relationships with talent-management effectiveness.

McKinsey&Company

Figure (3): The three keys' components combine (valamis,2021).

2. It enables businesses to remain competitive: By recruiting and cultivating outstanding employees, your firm grows stronger and is better equipped to deal with changes and threats.

3. It propels innovation: Regardless of your sector, new technologies are constantly appearing. Talented employees can utilize the possibilities of new tools to solve problems and generate creative concepts.
4. It facilitates the formation of productive teams. You can build a more effective team with the right human management strategy. This is far more valuable than simply having a collection of talented and creative people.
5. It reduces employee turnover: Employees who feel valued at work and know many opportunities for promotion are less inclined to look for work elsewhere.
6. It leads to strong employer branding: Talent management identifies your company as a potential employer. This will assist you in attracting the best candidates for future openings.
7. It motivates and aids the development of others: According to Valamis, having exceptional talent on your team will motivate and aid the development of other employees (2021).

2.6 Employee Engagement

The concept of employee engagement was one of researcher proposed by Kahn (1990) as the harnessing of organization members' selves to their work roles, self-employment, and self-expression of people physically, cognitively, and emotionally in their work lives. Researchers have proposed different definitions of employee engagement. Since Kahn established this notion, it has created a misunderstanding among corporate executives about whether attempts to improve employee engagement are effective in all firms, reflecting differing understandings of employee engagement in each research. Liu (2016) stated that the employee engagement was composed of five dimensions: organizational identity,

dedication, absorption, vigor, and pleasant harmony. Xiao and Duan (2014) stated that employee engagement was a conceptualization including five dimensions: initiative, loyalty, effectiveness, identity, and commitment. Xu et al. (2013) divided employee engagement into four dimensions: organizational identity, work attitude, mental state, and responsibility effectiveness.

What is the precise definition of employee engagement? Despite its increasing popularity, a disproportionately limited quantity of studies undertaken and academic literature published on the issue. On the other hand, this expression contains a sufficient number of meanings. Kahn (1990) describes employee engagement as the link between personal engagement and disengagement. According to him, personal engagement is "the coupling of organization members' selves to their work roles; in engagement, individuals employ and express themselves physically, cognitively, and emotionally during role performances," while personal disengagement is "the decoupling of selves from work roles; in disengagement, individuals withdraw and defend themselves physically, cognitively, or emotionally during role performances. "Employee engagement 's physical, cognitive, and emotional dimensions are arguably the three most influential aspects. They are affected by the psychological experiences of the self-in-role, which are constructed upon the experiences (Kahn, 1990, pp. 694-703). In other words, a person's psychological condition affects their behavior and performance not only in the context of their professional life but also in the context of their everyday lives.

Wellins, Bernthal, and Phelps (2005) describe engagement as "the level to which people like what they do, believe in what they do, and feel valued for doing it," They divide engagement into three aspects: enjoyment, belief, and value. This definition is comparable

to the previously described three characteristics of involvement. People are more content at work if they have occupations that fit their interests and abilities; belief implies they are more engaged at work if they believe their contribution is significant. Value comes from the recognition and compensation they receive for their accomplishments. What people "feel within" is ultimately the most important factor in determining what constitutes involvement.

Employees engaged in their work immerse themselves in their performance on the job, which Kahn characterizes as exhibiting many psychological characteristics (see above). A person is engaged in his or her employment when in a psychological and emotional state characterized by "being charged with energy and fully concentrated on one's work," regardless of the time or the tasks at hand(Markwich and Robertson, 2009) and Hayday (2004) define employee engagement as "a positive attitude toward the organization and its worth maintained by the employee." An engaged employee is knowledgeable about the firm's operational environment and interacts with co-employees to improve performance on the job for the organization's benefit. Engagement requires a connection that benefits both the employer and the employee. Therefore, the business must make an effort to establish and cultivate engagement (Markos & Sridevi, 2010, p. 90).

Engagement not only refers to the aspect that encourages employees to put in extra effort at work but also to the process by which people give their very best in order to succeed (Saks, 2006, p. 602). As a result, the process involves both the employee and the employer in a reciprocal relationship. If employees believe their employers value them, they will feel valued, remain with the firm, and contribute to its success. If, on the other hand, employers

believe that their employees are genuinely interested in their work, they will give adequate facilities and an ideal working environment (Saks, 2006).

The Job Demands-Resources Model affects employee engagement (Salanova et al., 2005; Bakker et al., 2005; Hakanen et al., 2006; Schaufeli et al., 2009; Xanthopoulou et al., 2009; Crawford et al., 2010; Salminen et al., 2014). According to the Job Demands–Resources (JD–R) model, different organizations face different working environments. However, these environments can always be classified into two general categories: job demands and job resources. This results in an overarching model that can be applied to various occupational settings, regardless of the specific demands and resources involved. Job demands are those characteristics of a job that involve persistent physical and/or psychological (cognitive and emotional) effort and, as a result, are connected with physiological and/or psychological expenses. High work pressure, excessive role burden, bad working conditions, and reorganization issues are a few examples (Salanova et al., 2005; Bakker et al., 2005; Hakanen et al., 2006; Schaufeli et al., 2009; Xanthopoulou et al., 2009; Crawford et al., 2010; Salminen et al., 2014).

2.6.1 Employer Practices to the Employee Engagement

Vance (2006) asked How does a motivated staff help a company achieve lucrative business results? Employer practices are part of the method, such as job and task design, recruitment, selection, training, compensation, performance management, and career development, all these approaches influence both employee engagement and job performance. The interaction between performance and engagement then produces business results (Vance,2006).

Instruction and promotion additional levers, such as training and development, can be used to boost engagement and commitment. Orientation is usually the first step in the training process for new workers. Orientation gives a lot of critical opportunities, such as compensation explanations, work schedules, and company policies. Furthermore, it enables you to increase employee engagement by articulating how the new hire's role links to the organization's goals. You explain how your company is structured, introduce the new employee to his or her coworkers, give a tour of the work area, and explain safety regulations and other procedural subjects during orientation. In a nutshell, you promote person-organization compatibility, which is critical for developing productive and loyal employees, as illustrated in the diagram below (Vance, 2006).



Figure (4): Employee Engagement relation with training and development (Vance, 2006).

2.6.2 Job and Task Design

As employers expanded the scope of job duties in flatter organizations with less managerial oversight, academics began to examine the social aspects of work, such as the interdependence of job functions, feedback from others, and opportunities to receive guidance and assistance from co-employees (Morgeson's,2006). According to Morgeson's (2006) work-design study analysis, social features significantly impact both employee engagement and commitment.

Furthermore, according to Parker (2006) has recently begun investigating the link between job enrichment and proactive work practices, which are the self-initiated "extra" contributions stated in many definitions of engagement. Managers who provide enriched work (jobs with high degrees of relevance, variety, autonomy, and co-employee trust) encourage employee engagement and enthusiasm. As a result, staff engagement and excitement motivate them to broaden their work roles. As a result, a broad definition of work tasks enables individuals to take ownership of problems beyond their specialized responsibilities. Individuals are motivated to create and solve problems proactively due to these challenges. As a result, job enrichment encourages participation in both mandatory and elective work activities. Although these researches are in their early stages, they can help your company design work that inspires employee engagement and loyalty. The outcomes of this study are summarized in the book "The Power of Job Enrichment."

2.6.3 Compensation

Salaries can influence employee engagement and dedication in the same way that HR procedures can. Some aspects of remuneration encourage employer loyalty, while others

encourage employee participation. Although it is possible to foster one without the other, fostering both is usually more beneficial. Employees at a company with a high-performance incentive system but no retirement plan, for example, are likely to be highly engaged; yet, they may eventually commit to another company that does offer a retirement plan. Meanwhile, a company with generous retirement benefits but a traditional seniority-based compensation system may have dedicated employees, but these workers may offer average results as they wait to retire. As a result, you must carefully examine employee involvement and commitment when developing pay plans (Bryant, 2013).

2.6.4 Conflicts about Employee Engagement

Throughout many years, there has been a wide range of definitions of employee engagement. Several pieces of research have shown that engagement is related to other aspects of organizational behavior; nevertheless, it is important to note that engagement is not the same as those aspects. (Kular et al.,2008). The concepts of commitment and organizational citizenship behavior (OCB) conduct, common in organizational behavior, have sometimes been used interchangeably with the concept of employee engagement (Robinson, Perryman &Hayday, 2004). Numerous studies and findings have shown that engagement, along with dedication and OCB, plays a significant influence in determining the outcomes of a company's operations. On the other hand, engagement and the other two concepts for organizational behavior have their distinguishing features.

Commitment on the part of employees is recognized as being one of the elements that help drive employee engagement. One of the reasons why many studies confuse commitment and engagement is because engaged individuals tend to stay in their employment because

they enjoy what they do, but even disengaged employees intend to stay in their positions. Employees who are not engaged in their work may choose to remain with the company for a variety of reasons, including financial considerations, career opportunities, feelings of safety and stability, comfort in their working environment, a sense of familiarity with the company, or even a reluctance to change jobs. Un engagement does not equate to a lack of commitment; rather, it causes people to dedicate themselves to the wrong activities, which contributes to an erroneous engagement rate for the firm. The risk of including disengaged employees in the measurement of employee engagement poses a threat to the organization because these employees do not have a strong desire to remain in their jobs, make contributions, or put in extra effort to ensure the success of the business (Rice&Marlow,2012).

On the other hand, it is believed that OCB is one of the most important aspects that contributed to the involvement. The level of commitment to the interaction can be increased thanks to the several components included in OCB. One way to look at the components is as things like helping conduct, organizational loyalty and conformity, initiative, and self-development, among other things. On the other hand, it seems these aspects are more concerned with the individuals' qualities and actions than with the organization itself. (Robinson, Perryman &Hayday, 2004, p. 8).

Many people might argue that commitment and other forms of organizational citizenship behavior are distinct from employee engagement due to individual differences, which can influence not only employee engagement but also commitment and other forms of organizational citizenship behavior in the workplace. Saks (2006) asserts that commitment and OCB are distinct from employee engagement. This is because commitment denotes a

person's attitude and attachment towards their organizations, whereas OCB entails voluntary and informal behaviors in the service of helping others and the organization. On the other hand, engagement has nothing to do with either an attitude or behavior. (Saks, 2006) In addition, many scholars have hypothesized that commitment and OCB are critical components of engagement. A positive willingness to work hard toward the organization's success, to feel happy to be a part of the organization and to become connected with the organization is one definition of commitment. On the other side, organizational citizenship behavior (OCB) refers to employees taking the initiative to contribute to the organization. These are essential in sculpting the idea of employee engagement, but they are not a sufficient substitute for engagement in their entirety (Markos & Sridevi, 2010, p. 91).

Differences in individuals affect the level of involvement displayed by employees. There is a wide range of individual distinctions, such as self-esteem, controlling level, toughness, and self-efficacy. Each person is unique in their way. These factors affect burnout, and as a result, they are vital for the level of engagement (Saks, 2006, p. 614). The opposite of engagement, burnout is a state that occurs when a person is subjected to excessively hard labor. On the other side, engagement is a byproduct of the work, which gives employees a sense of vitality and inspiration (Langelaan, 2007). However, individual characteristics also play a role in shaping personal engagement and disengagement over psychological situations and ultimately affect people's propensity to be involved in their jobs or committed to their work environments (Kahn, 1990, p. 718).

The employee's involvement in their work is another factor that could be a point of contention when trying to conceptualize employee engagement. Employees' high levels of job engagement may result from their being intensely involved in their work, which is

considered a cognitive act (Markwich and Robertson-Smith, 2009, page 51). It is possible to view it as one of the actions that must be taken to define engagement. In addition to their cognitive experiences and performances, people rely on their feelings and behaviors in the day-to-day tasks they complete (Saks, 2006, p. 602). The term "work satisfaction" relates to "an employee's sense of connection, contribution, and ownership." However, engagement is considered to be more than just job satisfaction (Robinson, Perryman & Hayday, 2004, p. 7).

2.7 The Factors that Contribute to an Engaged Workforce

The degree of engagement of employees is affected by several different elements, the driving factors helping to improve the level of engagement and the hindering factors possibly posing a barrier to the level of engagement

2.7.1 The Several Aspects that Comprise Employee Engagement

There is a large number of different things that can play a role in determining how engaged employees are. Markwich and Robertson-Smith (2009) see that in most cases, eight different considerations are brought up, and they are as follows:

- Trust and Integrity: this driver is concerned with the employer's attention and care for the employees' well-being and communication abilities.
- The nature of the job determines how much a worker is allowed to participate in the position's day-to-day activities and decision-making processes.
- In the open - The ability to identify the link between individual and organizational performance indicates the connection between employees' understanding of the

organization's goals and their awareness of how their contributions affect the organization's performance.

- Professional growth and advancement in the employee's career opportunities refer to the employee's professional development path.
- Firm pride: this driver is about self-esteem with the company, defined as a desire to be a part of the organization and a willingness to advance with it. - Work-related pride: this driver is concerned with the quality of one's work.
- Colleagues and team members: this show that employees' levels of involvement are determined by their relationships with their coworkers.
- One of the drivers is employee development, which pertains to employees' competencies and desire to grow in their professional activities.
- A person's relationship with his or her boss: this driver focuses on the interaction between employees and the managers who directly supervise them. (Page 29 in Markwich and Robertson-Smith, 2009).

The Institution for Employment Studies (IES) was surveyed in 2003 to establish the extent to which the aforementioned motivators significantly impact employee engagement. The following figure can be utilized to establish the order in which the criteria should be evaluated:



Figure (5): Engagement Driving Factors (Robinson, 2007a, p. 3)

As seen in the figure that was just presented, the elements that have been shown to have the most significant impact on employee engagement are not rational or physical factors but rather factors such as training, relationships, development, and performance. Clearly, "career growth is one of the top drivers of engagement and retention," as stated in the previous sentence (Rice, Marlow & Masarech, 2012, p. 183). It is generally accepted that emotional drivers have an impact on employee engagement that is four times bigger than rational factors (Imandin, Bisschoff, & Botha, 2014, page 523). This discovery seems to be consistent with Frederick Herzberg's research on the two-factor hypothesis back in the 1970s.

2.7.2 The (Two-Factors) Theory

Employee engagement is more than just a matter of motivation. Whether or not motivation and satisfaction are used to define employee engagement is undoubtedly a hot topic of discussion. Other motivation theories exist that link engagement and satisfaction, but the Herzberg two-factor theory is the most appropriate for engagement driving variables. Some job attributes, according to Herzberg, lead to job happiness, while others contribute to job discontent. His Motivator-Hygiene model, often known as the two-factor theory, divides these characteristics into motivator and hygiene elements, resulting in the motivator-hygiene distinction. Dartey-Baah and Amoako (2011, Dartey-Baah&Amoako) "The factors involved in establishing job satisfaction (and motivation) are unique and separate from the factors that contribute to job unhappiness," according to Herzberg's research. The absence of job contentment, rather than unhappiness, is the polar opposite of job satisfaction. Similarly, the absence of job unhappiness is not the inverse of job dissatisfaction but the absence of job dissatisfaction (1987, Herzberg). Under certain circumstances, the motivational elements lead to satisfaction, while the hygienic aspects lead to dissatisfaction.

Motivating factors are categorized as:

- Achievement
- Recognition for success
- Work itself
- Responsibilities
- Development or progress

Hygiene elements or discontent avoidance factors consist of the following: - Company policy and administration - Supervision - Interpersonal interactions

- Employment circumstances
- Income - Reputation - Safety - Private life (Herzberg, 1966)

According to Herzberg, motivators account for 81 percent of factors that contribute to job satisfaction, while hygiene factors account for 69 percent of factors that contribute to job dissatisfaction. On the job, the lack of sanitary features produces dissatisfaction. The job content components make people happy at work and inspire them. (p. 15 in Herzberg, 1987) Negative hygienic aspects may contribute to job dissatisfaction and a drop in engagement, whereas positive motivational factors are more important for job satisfaction and engagement." According to Herzberg, the aspects that genuinely excite employees are those that promote 'growth' or provide a sense of personal accomplishment through the complexity of the work itself. In other words, motivation is derived from the nature of the job and the internal dynamics the employee encounters while completing his duty. According to Herzberg, the context or environmental characteristics (hygiene) around the workplace cause discontent when working conditions are unhealthy. Because their relevance is only noticed when lacking, these dissatisfies could be classified as "deficient" needs." (Onimole, 2015, p. 203).

2.7.3 Employee Engagement Challenges

In addition to the motivating factors that positively influence employee engagement, some impeding factors and difficulties work to reduce engagement. Because engagement is a relatively recent idea, many challenges are still associated with implementing it across the organization.

Some factors, such as "job insecurity, unfairness, jobs with no space, highly stressful jobs with very little flexibility or autonomy, poor line management behavior and bullying, and working for long periods without a break," contribute to the limitation of an engagement or even damage the level of engagement (Markwich& Robertson-Smith, 2009, p. 39).

Age is another factor contributing to the complexity of the engagement problems that may arise. Those in their 20s are considered to enjoy the highest level of engagement, while employees in their 30s to 50s experience the lowest level. Younger employees are more likely to adapt successfully to changes than older employees who have become more set in their ways. (Robinson, 2007b) It has been discovered that the level of engagement decreases with the increasing length of service; however, this trend is independent of the age gap in engagement issues. This drop can be attributed to various factors, including dissatisfaction with one's profession, boredom, cynicism, disillusionment, and so on (Robinson, Perryman &Hayday, 2004, pp. 26-27).

A lack of security, such as being subjected to harassment or having other growth plans, is another concern that ought to be mentioned. This can manifest itself in the form of an accident or injury that occurs at work. These issues may have a detrimental influence not only on the degree of employee engagement but also on the firm's performance (Robinson, 2007b). People are more likely to leave their supervisors if they do not feel valued, a direct result of poor leadership and management style. This has a negative impact on the degree of employee engagement. The trust necessary to cultivate a healthy two-way engagement orientation is the foundation upon which the relationship between employees and employers is built. As a result of the challenges present, the majority of the reasons preventing progress are rational hygiene factors.

2.7.4 HR thoughts on Employee Engagement

According to the findings of the Institution for Employment Studies (IES) was surveyed in 2003, the HR department has a variety of viewpoints on how to define employee engagement. HR specialists from companies that have already pushed EE or are doing so shared these opinions. The psychological contract is two-way communication between an employer and an employee. Some HR professionals compare employee engagement to the psychological contract. It is an oral tradition founded on trust. It can, however, be quickly harmed if it is not properly cared for and developed over time. Other representatives think employee engagement should be matched with the requirement for employees to identify with the company, believe in its products and services, and, most importantly, the value they give. The remaining HR representatives believe that for employees to be engaged in their work, they must commit to the organization, understand the company's mission, and be aware that any changes or improvements they make may benefit the firm (Robinson, Perryman, and Hayday, p. 5).

It is possible to argue that HR plays a significant part in connecting these two relationships and implementing engagement strategies. Not only is it the responsibility of HR to improve employee engagement, but also the development of organizational performance. Therefore, HR should direct their attention toward the factors that foster employee engagement and should take action at the management level to "understand the impact managers have on engagement at an individual level." (Holley, 2008, page 13). Alongside the perspective of Knowledge Management, which is fundamental in establishing a knowledge culture, the work that HR does is very important in constructing and maintaining it.

HR must measure employee engagement's impact to gain a better understanding of how engagement can benefit the firm, as well as what strategies are successful and which ones are not. It is critical to achieve a level of comprehension regarding their existing methods and the effects those strategies have on their workforce (Kumar &Pansari, 2015, p. 70). There are a number of employee surveys that are used to gauge this level. These surveys were either designed with the help of internal resources by HR departments or prepared by external consultants and agencies. The employers have the ability to "explore a variety of factors, including the extent to which an employee is proud of their organization, their willingness to go the extra mile, be selfless, and act as a team player, as well as their belief in the organization's products and services and their belief that the organization enables them to perform at their best." 44 is where Markwich and Robertson-Smith (2009) can be found.

2.7.5 Benefits of Employee Engagement

As a direct consequence, the employee has a sizeable bearing on the firm's progression. "Employee engagement is a hard-nosed idea that shows results and can be evaluated in costs of recruitment and employee production," the author writes. "Employee engagement is a hard-nosed proposition that shows results and can be assessed according to Markwich and Robertson-(2009) Smith's research.

There are three distinct categories of employees:1) Engaged employees 2) Not-Engaged employees 3) Actively Disengaged employees. Of course, the ideal scenario for any company would be to grow the number of highly engaged employees while simultaneously

maximizing the benefits of employee engagement to the greatest extent possible (Krueger & Killham, 2006).

The advantages and results from employee engagement may be broken down into two categories, also known as the two-way direction. These are the benefits that accrue to the organization as well as those that accrue to the individual. These advantages are inextricably intertwined and mutually dependent upon one another. The following figure illustrates the characteristics of an engaged employee for your perusal (Robinson, Perryman & Hayday, 2004, p. 6).



Figure (6): Characteristics of an engaged employee (Robinson, Perryman & Hayday, 2004, p. 6)

Engagement from employees in organizational decision-making and operations helps organizations improve their performance at every stage, from the planning stage to the evaluation of the results. The business can benefit from both the actions and performance of employees engaged in their work. They are the ones who believe in the organization, continue to improve themselves to make things better, identify with the organization, are reliable when things go difficult, and recognize the organization's importance in the same way that they view it (Robinson, Perryman & Hayday, 2004). According to a report published in 2010 about employee engagement, businesses with high levels of employee engagement —defined as 65 percent or higher—"outperformed the total stock market index and posted total shareholder returns that were twenty-two percent higher than average" during difficult economic times. On the other hand, companies whose employees only participated in forty-five percent or less of company activities had a total shareholder return that was twenty-eight percent lower than the industry average (MacPherson, 2013, page 3). Because of this, employee engagement not only assists the company in obtaining the most significant results in business, but it also ensures that the company continues to provide the best place to work and raises the percentage of employees who remain with the company.

Productivity is impacted by employee engagement, which, in turn, eventually leads to increased consumer loyalty to the organization. "Employees that are engaged in their work put in more effort, are more loyal to the company, and are more likely to go the 'additional mile' for the company." (Markwich and Robertson-Smith, 2009, page 16). Employees that are engaged in their work are more likely to remain with the company, to be willing to meet

the needs of consumers, and to bring customers who are loyal to the business. According to Levinson (2007), "in departments where engaged employees sell to engaged consumers, customer loyalty, repeat purchases, and recommendations to friends are two times higher than in organizations with average employee engagement." According to Markwich and Robertson-(2009) Smith's research.

On the other hand, employee engagement is beneficial for their well-being. Employers are traditionally expected to be responsible for creating a working environment, establishing expectations, and guaranteeing the job itself is appealing and challenging for its staff members. This model of employment has persisted for a significant amount of time. Recently, this perspective has shifted in the sense that employees are pondering the question of how they might push themselves and develop personally within the context of the particular organization. Employees want to feel that they have a say in building their own personal values and goals, as well as their careers (MacPherson, 2013, page 5). Employees have the potential to improve their job skills, invest and develop themselves in line with the value of the business, and become more engaged when they are given a chance to engage. "Behaviors that bring alive the link of self to the role are produced when an individual employs and expresses their preferred selves" (Markwich& Robertson-Smith, 2009, p. 21).

In point of fact, engaged employees exhibit three behaviors that, in the long run, contribute to an improvement in the performance of the organization:

- State that the employee is the organization's voice and identifies with it, that the employee advocates for the organization to other coworkers, that the employee assists the organization in acquiring more potential employees and customers, and that the employee

assists the organization in acquiring more potential employees (Markos & Sridevi, 2010, p. 92)

- Stay: An engaged employee is likelier to stay with the company despite opportunities to work and move jobs elsewhere and/or because the employee genuinely wants to stay (Markos & Sridevi, 2010, p. 92)

- Strive: The employee devotes a greater amount of time, effort, and initiative to contributing to the success of the organization and perceives the success of the organization as being equally vital for both the organization and for themselves (Markos & Sridevi, 2010, p. 92).

2.7.6 Employee Engagement and Knowledge Management

The term "Information and Knowledge Management," or IKM, is becoming increasingly common today. The terms "information" and "knowledge" employed in the IKM idea have been used most of the time interchangeably. Because of this, there is often a lack of clarity in understanding because the knowledge of one person can be information for another person and vice versa, depending on the context. Knowledge can be considered as the consequence of an individual combining and expanding upon the utilization of significant material and information gleaned from his or her own experiences and perspectives. This process is known as knowledge building (Newell &Scarbough, 2009, page 3). When information and data are transformed into a meaningful context, the information and data remain in the heads of the individuals involved as their knowledge, and these individuals continue to use them for their purposes (Newell &Scarbough, 2009).

The distinction between tacit and explicit knowledge is that tacit knowledge is more difficult to describe than explicit knowledge. It is difficult to articulate or put tacit knowledge into words or texts; in other words, it is assumed to be held within the heads of individuals who hold the knowledge (Dalkir, 2005, p.7). Explicit knowledge, on the other hand, can be demonstrated through the use of actual communication tools such as words, audio recordings, or images. Explicit knowledge can be imparted through the use of products, services, and established processes (Dalkir, 2005, p. 8).

Knowledge Management encompasses a wide range of domains and has been recognized in numerous contexts throughout the course of history. From Bergeron's point of view, knowledge management is a methodical approach to optimizing a company's operations that aims to generate, condense, organize, and disseminate information that is vital to the company in a way that boosts employee performance and contributes to the overall success of the organization (Bergeron, 2003, p. 8-9). Knowledge management is a method of gathering intelligence information and knowledge assets to develop competitive advantages for a company as well as business plans for the company to implement to achieve business objectives. Knowledge management facilitates the exchange of information inside a company, which improves the efficiency of existing business procedures and eliminates those that aren't necessary. As a result, knowledge management aims to bring together people, processes, and technology to assist in achieving corporate goals (Bhojararu, 2005, p. 37-38). Knowledge management can, in a sense, be utilized as the instrument responsible for creating an environment in which information can be obtained, shared, and produced by individuals. After that, people are urged to take what they have learned and mold it into their knowledge and point of view so that it can benefit the organization.

The three most common types used in practical applications are the top-down, bottom-up, and middle-up-down approaches to knowledge management. Each of these approaches has its advantages and disadvantages. The top-down method necessitates "the deployment of highly codified procedures and formal knowledge management, doubled by an active use of technology means of information distribution (intranet, extranet, knowledge-based systems, workflow, and groupware)," according to one definition of the methodology (Vărzaru&Vărzaru, 2013, p. 722). At the operational level, the bottom-up strategy generates and disseminates knowledge in an emergent, self-organizing, and autonomous manner (Hackett, 2000, p. 22) "formal, top-down knowledge management systems tend to encapsulate more formal, explicit information," as stated by Dalkir; "on the other hand, community networks tend to be less formal and more tacit, and to have more "work in progress" content" (Dalkir, 2005, p. 134).

Nevertheless, the contemporary "middle-up-down" approach encourages "innovation and capitalization processes of knowledge, so that tacit knowledge, while owned by the senior players leading operational and synthesis, explicit, and incorporated into organizational achievements" (Vărzaru&Vărzaru, 2013, p. 722). This is according to the authors of the article "Middle-up-Down" (Vărzaru&Vărzaru, 2013).

Within the context of an organization, knowledge management practices are said to as "observable organizational activities that are relevant to knowledge management." (Mahmoudsalehi, Moradkhannejad& Safari, 2012, p. 519). "Knowledge management is not really about managing knowledge, but rather about managing and creating a corporate culture that facilitates and encourages the sharing, appropriate utilization, and creation of knowledge that enables a corporate strategic competitive advantage." However, the

company incorporates many knowledge management -related activities and elements into its business process. Nevertheless, "knowledge management is not really about managing knowledge," as stated in the previous quote (Walczak, 2005, p. 330-331).

In large corporations, the necessity of establishing a knowledge culture and the implementation of doing so have previously been carried out. A significant number of businesses use knowledge management as their method of customer relationship management. These businesses typically have "huge customer and product or service databases centered on content management that involves sharing, dissemination, and utilization of knowledge" (Walczak, 2005, p. 331). In addition, knowledge management is used by certain other firms to improve their internal business processes as well as their organizational learning. Because knowledge management helps "embed knowledge into organizational process," and organizational learning is "one of the important ways in which the organization can sustainably improve its utilization of knowledge," it is generally agreed that organizational learning should be the goal of knowledge management (King, 2009, p. 5).

Therefore, knowledge management is necessary for building an effective organizational structure, and vice versa, a successful organization, produces a beautiful approach to increasing knowledge management. Therefore, knowledge management is essential in developing an effective organizational structure. Because "organizational structure is an important factor in leveraging technology and more specifically that organizational structures must be flexible to encourage sharing of knowledge and collaboration across traditional organizational boundaries to promote knowledge creation," there is a consistent and interdependent relationship between organizational structure and knowledge

management (Walczak, 2005, p. 331). The more profitable the firm is, and the more effective the knowledge management practices are, the higher the level of employee engagement there is in the business.

In point of fact, knowledge management is seen as playing a vital part in deciding the level of engagement. Employees' views, attitudes, and behaviors in the workplace are all influenced by engagement, which, in turn, affects the culture of information sharing inside the firm. "Knowledge management also gives employees solutions to the challenges they are facing. If those same problems have been experienced previously and successfully addressed, this promotes a supportive work environment inside the firm (Juan et al., 2016). It is generally agreed that the most important factor in determining whether or not employees are engaged in their jobs is the quality of the working environment, particularly with regard to providing employees with the resources (such as information or knowledge) they require to perform their jobs effectively (Juan et al., 2016, p. 131).

2.8 The MOF

The MOF plays a key role in formulating the financial policy of the Palestinian National Authority and supervising its implementation in order to ensure an effective contribution to achieving integration between economic, financial, and monetary policies and achieving consistency between its tools to form a system for economic stability and growth, which contributes to achieving sustainable development goals and raising the standard of living in all fields. In support of the strength and consolidation of the national economy in the face of the significant challenges it faces at the local and external levels, it also works to finance the budget of the Palestinian National Authority through local revenues generated from

taxes, manage revenues from external funding sources, and carry out the work and responsibilities entrusted to it through an action plan in support of the reform plan. Furthermore, Palestinian development is within a transparent approach that seeks to reach sustainable development.

When CEOs see their top performers achieve business goals, they undoubtedly wish they could attract more people with similar abilities to apply and join their company. Fortunately, any organization can apply some straightforward tactics for building a targeted employee value proposition to attract applicants who are more likely to be top performers and a solid cultural fit (EVP). Recruiting employees can thus be defined as another HR department's responsibility to precisely define what is required for a particular role, followed by recruiting, interviewing, and hiring. Employee development is defined as a process in which an employee, with the help of his or her employer, participates in various training programs in order to improve his or her abilities and learn new things. Employee motivation is the amount of passion, energy, devotion, and innovation that an employee regularly provides to the workplace. The term "motivation" comes from the Latin word "movere," which means "to move." All of the definitions you will find in books or the dictionary all point to the idea that motivation is a behavior that must be channeled to reach desired goals and outcomes. Employee motivation is about how involved and empowered an employee feels concerning the organization's goals. Employee retention is the goal of a business to keep skilled individuals and reduce turnover by building a great work environment, showing appreciation for employees, and providing competitive compensation and benefits as well as a healthy work-life balance.

Chapter Three

This chapter covers the research methodology and the used instrument with the statistical methods that the researcher used. The chapter also clarify the techniques used in the analysis, including the challenges associated with the data collection process.

Research Methodology

3.1 Overview

This chapter represents the research design, population, sample size, data collection, questionnaire design and content, instrument validity, pilot study, and data processing and analysis methods are all covered in this chapter.

3.2 Method of Research

This study employed a descriptive analytic method some time referred as quantitative strategy, this means that the quantitative data of the study are studied quantitatively, because this study used a descriptive analytic method approach, this chapter describes quantitative methodology. The researcher designed a questionnaire was provided to randomly selected participants for collecting primary data from the study sample, followed by the analysis of this primary data in order to reach the study's findings and conclusions. Inferential statistics are employed in the quantitative technique to study and determine the link between the independent variable and the dependent variable (Sauders, Lewis & Thornhill, 2009). Also, the researcher conducted interview with employees that worked in MOF.

3.3 Population of the Study

The population in this research comprised all employees working in the headquarters of MOF employees (1388 employees).

3.4 Study Sample

A 'sample' is a subset of a population chosen to be representative of the whole population. We must take a sample since we cannot examine the entire population. Sampling procedures are divided into 'probability' and 'non-probability' samples. The use of probability sampling allows a researcher to generalize the sample's findings to the target population (Acharya et al., 2013). Morgan (1970) suggested that the best sample size for population between 1300 and 1400 should be between 297 and 302. Therefore, the sample size will be limited to 302 employees from the MOF in west bank. Where 302 questionnaires were distributed and 296 analyzable questionnaires were retrieved which represent the sample of this study.

Herbert equation to compute the sample size:

$$n = P (1-P)/ (E/Z) + [P (1-P)/N]$$

n = required sample size.

Z = Confidence coefficient used to determine the precision interval, represents the number of standard errors along the horizontal axis about the mean under the normal distribution (1.96).

N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

E = the degree of accuracy expressed as a proportion (.05).

3.5 Frequency Distribution of the Respondents' Demographic Profile:

Table (3.1) represents the frequency distribution of the study sample members. It could be noted from the table that 36.8% represent the men and the rest or 63.2% for females. Whereas 48.6% of the respondents are under 30 years old, while 38.2% are 30-40 years old, and 13.2% are above 40 years old. Referring to the level of education 6.4% have a diploma or less, while the majority or 82.4% have a bachelor's degree, and 11.1% have postgraduate studies, majority of them or 61.1% are employees, while 22.3% are department heads, and the rest or 16.6% are managers. It was noted that 49.7% have 1 to 5 years of experience, while 18.9% have 6 to 10 years of experience, and the rest or 31.4% have more than 10 years of experience.

The researcher attributes the presence of more female employees than their counterpart employees in this ministry to the fact that MOF employees are female dominant as female work for secretarial and other administrative work as MOF employee's major works are concerned with paper work.

Table (3.1): Frequency Distribution of Study Sample Members According to Study Demographic Profile.

Variables	Levels	N	%
Gender	Male	109	36.8
	Female	187	63.2
Age	Less than 30 years	144	48.6
	30-40 years	113	38.2
	More than 40 years	39	13.2
Academic Level	Diploma or less	19	6.4
	BA	244	82.4

	High Studies	33	11.1
Job Title	Employee	181	61.1
	Department Head	66	22.3
	Manager	49	16.6
Experience Years	1-5 years	147	49.7
	6-10 years	56	18.9
	More than 10 years	93	31.4

3.5 The Reliability of the Tool

Following the researcher's preparation of the initial version of the questionnaire. And the validity of the research instrument was confirmed by submitting it to the supervisor and a panel of highly educated and knowledgeable arbitrators, who were asked to comment on the different paragraphs of the questionnaire in terms of: the clarity of the language and their linguistic integrity, the extent to which the different paragraphs include the studied aspect, and the addition of any additional information, modifications, or paragraphs they deemed necessary.

Pilot study: As part of an exploratory sample, the researcher delivered thirty questionnaires to MOF personnel from several directorates. This was done to assess the clarity of the questionnaire parts as well as the level of collaboration demonstrated by Ministry of Finance workers when responding to the questionnaire sections. Following these procedures, the researcher circulated the completed questionnaire after excluding the pilot study participants.

The instrument's validity was further determined by assessing the Pearson correlation coefficient between the questionnaire components and the total score of the instrument.

Each paragraph of the questionnaire was found to have statistical significance, indicating that the paragraphs were internally consistent. As indicated in the following tables:

Table (3.2): Results of the Pearson Correlation Coefficient for the Paragraph Correlation Matrix of Talent Management Practices as an Aspect of the HR Management Strategy in MOF

N	Value (R)	Sig	N	Value (R)	Sig	N	Value (R)	Sig
1	0.602**	0.000	10	0.613**	0.000	19	0.747**	0.000
2	0.700**	0.000	11	0.716**	0.000	20	0.773**	0.000
3	0.703**	0.000	12	0.669**	0.000	21	0.471**	0.000
4	0.594**	0.000	13	0.580**	0.000	22	0.689**	0.000
5	0.746**	0.000	14	0.685**	0.000	23	0.702**	0.000
6	0.733**	0.000	15	0.621**	0.000	24	0.673**	0.000
7	0.708**	0.000	16	0.706**	0.000	25	0.552**	0.000
8	0.720**	0.000	17	0.629**	0.000	26	0.714**	0.000
9	0.711**	0.000	18	0.759**	0.000			

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

Table (3.3): Results of the Pearson Correlation Coefficient for the Paragraph Correlation Matrix of the Level of Employee s' Engagement in Improving Performance in MOF

N	Value (R)	Sig	N	Value (R)	Sig	N	Value (R)	Sig
1	0.666**	0.000	4	0.729**	0.000	7	0.726**	0.000
2	0.674**	0.000	5	0.768**	0.000	8	0.682**	0.000
3	0.783**	0.000	6	0.614**	0.000			

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

3.6 Tool Stability

The researcher proved the tool's stability by utilizing Cronbach's alpha to calculate the stability of the entire degree of the reliability coefficient for the domains of investigation.

The entire degree of actuality of Talent Management practices as a part of the HR management strategy in MOF was (0.952), and the level of employee engagement in

enhancing performance in MOF was (0.856). The stability coefficient and overall score for each domain are shown in the table below.

Table (3.4): Results of the Stability Coefficient for the Fields

Fields	N. of questions	Cronbach Alpha
Talent Attraction	7	0.890
Learn and Develop Talent	5	0.853
Talent Retention	8	0.904
Employee Engagement	6	0.880
The overall degree of reality of Talent Management practices	26	0.952
The overall level of performance improvement	8	0.856

3.7 Instrument Design

The research instrument was divided into three primary parts, the first of which was an introduction to the instrument, the second of which represented the respondents' demographic characteristics, the final part includes questions on the study's independent and dependent variables.

3.8 Statistical Processing

After collecting the questionnaires and ensuring that they were eligible for analysis, they were encoded in order to enter the raw data into SPSS, where the required statistical treatments were applied in light of the study objectives. Statistical tests and procedures used included the T-test, One-Way Analysis of Variance (ANOVA), Pearson correlation coefficient, regression, and Cronbach Alpha.

3.9 Likert Scale

The five-point Likert scale was used according to the following table:

Strongly Agree	Agree	Neither/Nor agree	Disagree	Strongly disagree
5	4	3	2	1

Chapter Four

Findings of the Study

This chapter discussed the findings of the study instrument (questionnaire) and their analysis using the tests that were performed.

4.1 Overview

This chapter includes a presentation of the study findings, as determined by the researcher on the subject of the study, as well as a description of the impact of each variable based on sample member replies and statistical data analysis.

The following weighted mean Likert scale was used to determine the degree of agreements of the respondents' answer:

Table (4.1): Scoring Range of Likert Scale

Degrees	Means range	DOA
1.00-1.80	Strongly Disagree	S. D
1.81-2.60	Disagree	D
2.61-3.40	Neither / Nor Agree	N
3.41-4.20	Agree	A
4.21-5.00	Strongly Agree	S. A

4.2 The Findings:

4.2.1 Results Related to the First Question:

What is the Impact of Attracting Talents as an Aspect of HRM strategy on Employee's Engagement?

To address this issue, the researcher assessed the mean and standard deviations of the study sample members' replies in order to reflect the reality of talent management procedures as a part of MOF's HRM strategy.

Table (4.2) Talent Management Practices as an Aspect of the HR Management Strategy in MOF

N	Fields	Mean	SD	Degree	%
1	Employee's Engagement	3.39	0.79	N	67.8
2	Learn and Develop Talent	3.22	0.83	N	64.3
3	Talent Attraction	3.11	0.85	N	62.2
4	Talent Retention	2.66	0.86	N	53.3
Average		3.06	0.72	N	61.2

The above table's mean average ($M = 3.06$, $S.D = 0.72$) expresses the responses of the respondents regarding the actuality of talent management practices as a part of the HR management strategy in MOF. The rest of the domains, on the other hand, achieve neutral agreement on the full variables of the study, with percentages ranging from 53.3 percent to 67.8 percent.

Because employee engagement in the decision-making process was moderate (Neutral), this means that employees are not part of the ministry's decision-making process, which means that the role of talents in the ministry is not apparent, and the researcher attributes this to the fact that the talent management process is not among the MOF's priorities. Furthermore, because the employee's involvement in the decision-making process was moderate.

Table (4.3): Descriptive Statistic of the Respondents on Talent Attraction

N	Sentence	Mean	SD	Degree	%
1	Tests are conducted to measure the capabilities of job candidates	3.59	1.069	A	71.8
2	There are criteria in the ministry based on which people are selected for positions.	3.47	1.073	A	69.4
3	The selection procedures at the Ministry are meticulous according to efficiency.	3.17	1.054	N	63.4
4	Specific talents are identified in the recruitment process	3.07	1.029	N	61.4
5	The Ministry shows great interest in searching for talented people.	3.03	1.139	N	60.6
6	The Ministry treats all employees equally.	2.88	1.121	N	57.6
7	The Ministry grants rewarding salaries when hiring talents.	2.57	1.148	D	51.4
Average		3.112	0.848	N	62.2

According to the previous table, which expresses the replies of the study sample members on the field of talent attraction, the mean average of the overall degree is (M=3.11, S. D = 0.847). This means that the field of acquiring talent has progressed to a medium level (N), with a proportion of (62.2 percent).

On the other hand, the results in Table No. (4.3) show that two paragraphs get the respondents' agreement (M= 3.59, M= 3.47), five paragraphs get a medium degree, and one paragraph gets the respondents' disagreement. The paragraph "Tests are made to measure the capabilities of job candidates" received the highest mean (3.59), indicating that the study sample agreed, followed by the paragraph "There are criteria in the ministry based on which people are selected to fill positions" with a mean of (3.47), indicating that the study sample also agreed. Whereas "The Ministry grants awarding salaries when appointing talents" registered the lowest mean (2.57), indicating that the study sample disagrees with

this paragraph, followed by the statement "The Ministry treats all employees on an equitable footing," which received a mean of 2.57.

As long as they earn the same salary as other employees, salaries and financial incentives do not serve as an incentive for attracting talent, so the researcher believes that hiring skills does not necessarily entail distinguishing them from other employees. This policy is not exclusive to the Palestinian Ministry of Finance; it is the policy of all Palestinian ministries. As a result, the Palestinian ministries have a general shortfall when it comes to their ability to hire competent employees with skills that improve the quality of their work.

Table (4.4): Descriptive Statistic of the Respondents on Talent Learning and Development

N	Sentence	Mean	SD	Degree	%
1	Training contributes to preparing for changes that may occur suddenly in the ministry.	3.49	0.985	A	69.8
2	The Ministry's view of training employees as an investment in the future	3.45	0.980	A	69.0
3	Talent development is an ongoing strategy.	3.24	1.026	N	64.8
4	The training programs and technological techniques provided by the Ministry are sufficient for my development.	2.97	1.076	N	59.4
5	The Ministry's rotation policies are followed in order to provide employees with different skills.	2.93	1.164	N	58.6
Average		3.216	0.8314	N	64.3

As shown in the previous table, the mean of the overall degree is (M=3.21, S. D =0.831), which indicates the mean and standard deviations of the responses of the study sample members on the field of talent learning and development. This means that the field of talent learning and development has reached (N) degree, with a proportion of (64.3 percent).

The results in Table No. (4.4) also show that three paragraphs registered a medium response (N) and two received an (A) response. The phrase "training contributes to preparing for changes that may arise unexpectedly in the ministry" had the highest mean (3.49), followed by the paragraph "the ministry's view of training employees as an

investment in the future," which had a mean of (3.49). Whereas "The Ministry's rotation policies are implemented in order to equip personnel with a variety of abilities" had the lowest mean (2.93), followed by the paragraph "The Ministry's training programs and technological approaches are sufficient for my development," which had an average of 2.94.

It may be claimed that this is because the Ministry does not appear to pay enough emphasis on human resources. The researcher also believes that this is due to the fact that training is the most important factor that contributes to the development of HR, and the fact that the Ministry does not appear to place sufficient importance on its HR reflects the Ministry's low value on these resources, reflecting the Ministry's lack of interest in attracting talented individuals to work in these areas.

Table (4.5): Descriptive Statistics of the Respondents on Talent Retention.

N	Sentence	Mean	SD	Degree	%
1	There is data indicating a decrease in the percentage of talented people who leave the ministry	2.98	1.001	N	59.6
2	Employees enjoy the attention of officials at work.	2.88	1.116	N	57.6
3	The Ministry offers incentives and rewards.	2.82	1.175	N	56.4
4	Satisfaction of employees prevails in the Ministry compared to other workplaces.	2.69	1.152	N	53.8
5	HR policies are effective for employee motivation and retention	2.68	1.099	N	53.6
6	The Ministry works to highlight the role of the talented in their work outside the Ministry.	2.61	1.102	N	52.2
7	The Ministry grants the talented bonuses to motivate them to stay there.	2.45	1.143	D	49.0
8	The salaries provided by the ministry make the employee feel satisfied	2.19	1.146	D	43.8
Average		2.66	0.864	N	53.3

According to the previous table, which expresses the mean and standard deviations of the responses of the study sample members on the field of talent retention, the mean of the

overall degree is (M=2.66, S. D = 0.863). This means that the sector of talent retention reached a medium level (Neither / Nor Agree), with a percentage of (53.3 percent).

Table No. (4.5) shows that (6) paragraphs had a medium degree of agreement (N), and two paragraphs had (D) degree. The paragraph "statistics indicate a drop in the percentage of talented persons leaving the ministry" had the highest mean (2.98), followed by "workers enjoy the interest of officials at work," which had a mean of (2.88). The paragraph "the ministry's salaries satisfy employees" had the lowest mean (2.19), followed by the paragraph "the ministry provides talented employees with bonuses to encourage them to stay" with a mean of (2.45).

According to the researcher, this is due to the ministry's lack of interest in attracting talented people, as well as its lack of interest in developing talents and training HR working in the ministry; as a result, this will have a negative impact on the ministry's retention of brilliant employees. As long as Palestinian ministries' overall policy is not concerned with recruiting talent, it will not be concerned with retaining or attracting talent in the first place.

Table (4.6): Descriptive Statistic of the Respondents on Employees' Engagement

N	Sentence	Mean	SD	Degree	%
1	Having talent helps us participate in decision making.	3.66	0.944	A	73.2
2	I have enough confidence in stating the problems we face at work.	3.62	0.974	A	72.4
3	We innovate new ways of working through the availability of talent among us.	3.39	0.999	N	67.8
4	My opinions are taken into account at work.	3.26	0.968	N	65.2
5	There is freedom to discuss and express an opinion.	3.21	1.029	N	64.2
6	At work, on a daily basis, there is the opportunity to provide the best.	3.21	1.055	N	64.2
Average		3.39	0.787	N	67.8

According to the previous table, which expresses the mean and standard deviations of the replies of the study sample members on the field of employee engagement, the mean of the total degree is (M=3.38, S. D = 0.786). This shows that employee engagement reached a medium level (Neither / Nor Agree), with a percentage of respondents agreeing (67.8 percent).

The results in Table No. (5.4) also indicate that four paragraphs came to a medium degree (N) and two paragraphs came to (A) degree. The paragraph "the presence of talent helps us participate in decision-making" got the highest mean (3.66), followed by the paragraph "I have sufficient confidence in explaining the problems we face at work" with a mean (3.62). The paragraph "there is an opportunity at work, on a daily basis, to provide the best" and the paragraph "there is freedom for discussion and opinion" got the lowest mean (3.21), followed by "my opinions are taken into account at work" with a mean of (3.26).

The researcher believes that employee engagement in government institutions in general is ineffective, particularly with relation to public ministry policies; the MOF is not excluded from this context. However, the study sample agrees that the existence of talent, if present in the ministry, adds to decision-making. However, the degree of discussion freedom is limited, as this paragraph obtained an average level of support. This suggests that not all topics are open for discussion among staff, which is reflected in the ministry's freedom of expression.

4.2.2 Results Related to the Second Question:

What is the Effect of Developing Talents as an Aspect of HRM Strategy on Employee's Engagement?

To answer this question, the researcher assessed the mean and standard deviations of the study sample members' responses to questionnaire items expressing the amount of employee participation in improving MOF performance.

Table (4.7): Descriptive Statistic of the Respondents on the Level of Engagement of Employees in Improving Performance in MOF

N	Sentence	Mean	SD	Degree	%
1	We get our work done on time.	3.95	0.880	A	79.0
2	Having talents in the ministry contributes to improving performance.	3.89	0.992	A	77.8
3	Employee interest in innovations and inventions improves performance.	3.78	0.981	A	75.6
4	I am eager to complete the tasks assigned to me with passion.	3.53	1.092	A	70.6
5	The work contains challenges that help improve performance.	3.45	1.056	A	69.0
6	The Ministry shall provide all materials and equipment necessary to perform the work.	3.26	1.055	N	65.2
7	There are those at work who encourage development and innovation.	3.08	1.067	N	61.6
8	One feel supported to have adequate opportunities for career advancement and personal development.	2.90	1.124	N	58.0
Average		3.480	0.7298	A	69.6

The previous table, which expresses the mean and standard deviations of the responses of the study sample members at the level of employees' engagement in improving performance in MOF, shows that the mean of the total score is (M=3.48, S. D = 0.729), indicating that the level of employees' engagement in improving performance in MOF Finance reached an agreement degree, with a percentage of (69.6 percent).

The results in Table No. (4.7) also indicate that (3) items came with (N) degree and (5) items came with (A) degree. The paragraph "We complete our work on time" got the highest mean of (3.95), followed by the paragraph "The presence of talents in the ministry contributes to improving performance" with a mean of (3.89). The paragraph "One feels that there is support to have sufficient opportunities for career advancement and personal

development" got the lowest mean of (2.90), followed by the paragraph "There are those at work who encourage development and innovation" with a mean of (3.08).

4.2.3 Results Related to the Third Question:

What is the Effect of Motivating Talents as an Aspect of HRM Strategy on Employee's Engagement?

This question was translated into the following hypothesis in order to address it:

Hypothesis Results:

"There is a Positive Effect with Statistically Significant at the Significance Level ($\alpha \leq 0.05$) between the Reality of Talent Management Practices as an Aspect of the HR Management Strategy and the Level of Employees' Engagement in Improving Performance in MOF"

The hypothesis was tested by calculating the Pearson correlation coefficient and the statistical significance between the actuality of talent management practices and the level of employee engagement in enhancing MOF performance, as the table illustrates.

Table (4.8): Pearson correlation Coefficient and Statistical Significance of the Relationship Between the Reality of Talent Management Practices as an Aspect of the HR Management Strategy and the Level of Employee Engagement in Improving Performance in MOF

Variables		Value of (R)	Sig.
The level of Employee Engagement in improving performance	Talent attraction	0.599**	0.000
	Learn and develop talent	0.606**	0.000
	talent retention	0.612**	0.000
	Employee Engagement	0.780**	0.000
	Total marks	0.746**	0.000

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed)

Table (4.8) shows that the Pearson correlation coefficient for the total score is (0.746), and the significance level is (0.000), indicating that there is a positive, direct, statistically significant relationship between the reality of talent management practices as one of the aspects of the human resource management strategy at the significance level (0.05). This means that the larger the actuality of talent management techniques as a component of the HRM strategy, the greater the level of employee engagement in enhancing MOF and area performance.

Higher attention in talents, a ministry HRM practice, invariably leads to increased employee engagement. This is evident in the work quality of the MOF, which is measured by all institutions. This result, according to the researcher, is plausible because increased interest in talents is one of the HRM practices in the ministry that is an important element of its practices due to its impact on performance.

4.2.4 Results Related to the Fourth Question

What is the Effect of Retaining High Performance Talents as an Aspect of HRM Strategy on Employee's Engagement?

To answer this question, it was transformed into the following hypotheses:

The First Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) of the Reality of Talent Attraction Practices on the Level of Employee Engagement in Improving Performance in MOF.

The first hypothesis was tested using regression to assess the effect of the actuality of talent recruiting practices on the level of employees' engagement in increasing MOF performance, and it is as follows:

Table (4.9): Analysis of the Slope of the Regression line to Examine the Effect of the Reality of Talent Attraction Practices on the Level of Employee Engagement in Improving Performance in MOF

Model	Sum of Squares	D.F	Mean Square	F	Sig.
Regression	56.457	1	56.457	164.845	0.000
Residual	100.692	294	0.342		
Total	157.149	295			
Model	B	T	Sig.		
(Constant)	1.874	14.452	0.000		
Talent Attraction	0.516	12.839	0.000		
R2	%35.9				

In the previous table, the value of (R2) reached 35.9 percent, indicating that the percentage of interpretation of the independent variable for the dependent variable (level of employee engagement in improving performance) was 35.9 percent, implying that some variables have an impact but are not included in the independent variables. It was discovered and evaluated using the value of P (164.845) and the level of significant (0.000), suggesting that the variable (attracting talents) has a positive effect on the level of employee engagement in increasing MOF performance, this result goes in line with Valamis (2021) in discussing the significance of talent management saying the simple answer is that it maximizes the company's most valuable asset including its people. Additionally, as talent management assists the firm in optimizing employee value, as there is broad consensus that talent management is effective (or perhaps highly effective) at attracting and retaining talent and enhancing overall performance. The following equation was created:

$$Y \text{ Improve performance} = 1.874 + 0.516(x1) \text{ Attracting talent}$$

The Second Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) of the Reality of Talent Learning and Development Practices on the Level of Employee Engagement in Improving Performance in MOF.

The second hypothesis was tested by performing a regression analysis on the impact of talent learning and development strategies on the level of employee engagement in enhancing performance in MOF, and the results are as follows:

Table (4.10): Analysis of the Slope of the Regression Line to Examine the Effect of the Reality of Talent Learning and Development Practices on the Level of Employee Engagement in Improving Performance in MOF

Model	Sum of Squares	D.F	Mean Square	F	Sig.
Regression	57.804	1	57.804	171.064	0.000
Residual	99.345	294	0.338		
Total	157.149	295			
Model	B	T	Sig.		
(Constant)	1.768	13.074	0.000		
Learn and develop talent	0.532	13.079	0.000		
R2	%36.8				

The value of (R2) in the previous table was 36.8 percent, indicating that the percentage of interpretation of the independent variable for the dependent variable (the level of employee engagement in improving performance) was 36.8 percent, indicating that there are some variables that have an impact but are not included in the independent variables. It was discovered through the value of P (064.659) and the level of significance (0.000), and it was evaluated (T) (13.079) and the level of significance (0.000), indicating that the variable (learning and developing talents) has a positive effect on the level of employee engagement in improving performance in MOF. This result came in line with Valamis (2021) as the organization must plan for people's transitions after hiring them and improving their skills.

Knowledge management is attempting to maintain their knowledge within the organization. It must have a strategy for promoting or moving employees to new positions, departments, or offices. If an employee decides to leave, the employer must be aware of the reasons.

Creating the following equation:

$$Y \text{ Improve performance} = 1.768 + 0.532 (x1) \text{ Talent learning and development}$$

The Third Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) of the Reality of Talent Retention Practices on the Level of Employees' Engagement in Improving Performance in MOF.

The third hypothesis was examined by calculating regression to examine the effect of the reality of talent retention practices on the level of employees' engagement in improving performance in MOF, and they are as follows:

Table (4.11): Analysis of the Slope of the Regression Line to Examine the Effect of the Reality of Talent Retention Practices on the Level of Employee Engagement in Improving Performance In MOF

Model	Sum of Squares	D.f	Mean Square	F	Sig.
Regression	58.903	1	58.903	176.264	0.000
Residual	98.246	294	0.334		
Total	157.149	295			
Model	B	T	Sig.		
(Constant)	2.103	19.286	0.000		
Talent Retention	0.517	13.276	0.000		
R2	%37.5				

The previous table shows that the value of (R2) reached 37.5 percent, indicating that the percentage of interpretation of the independent variable for the dependent variable (the level of employee engagement in improving performance) reached 37.5 percent, indicating that there are some variables that have an impact but are not included in the independent

variables. It was discovered through the value of P (176.264) and the significance level (0.000), and evaluated (T) (13.276) and the significance level (0.000), indicating that the variable (retaining talents) has a favorable effect on the level of employees' engagement in increasing performance in MOF. This result goes in line with (Rice, Marlow & Masarech, 2012) indicating the most significant impact on employees' engagement are not rational or physical factors but rather factors such as training, relationships, development, and performance. Clearly, "career growth is one of the top drivers of engagement and retention," on the other side this discovery seems to be consistent with Frederick Herzberg's research on the two-factor hypothesis back in the 1970s. The formula was used as follow:

$$Y \text{ improve performance} = 2.103 + 0.517(x1) \text{ talent retention}$$

Fourth Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) of the Reality of Employee Engagement Practices on the Level of Employee Engagement in Improving Performance in MOF.

The fourth hypothesis was examined by calculating regression to examine the effect of the reality of employee engagement practices on the level of employees' engagement in improving performance in MOF, which are as follows:

Table (4.12): Analysis of the Slope of the Regression Line to Examine the Effect of the Reality of Employee Engagement Practices on the Level of Employees' Engagement in Improving Performance in MOF

Model	Sum of Squares	D.F	Mean Square	F	Sig.
Regression	95.530	1	95.530	455.793	0.000
Residual	61.619	294	0.210		
Total	157.149	295			
Model	B	T	Sig.		
(Constant)	1.029	8.730	0.000		
Employee Engagement	0.723	21.349	0.000		
R2	%60.8				

The previous table shows that the value of (R²) reached 60.8 percent, indicating that the percentage of interpretation of the independent variable for the dependent variable (the level of employee engagement in improving performance) reached 60.8 percent, indicating that some variables have an impact but are not included in the independent variables. It was discovered through the value of P (455.793) and the level of significance (0.000), and it was evaluated (T) (21.349) and the level of significance (0.000), indicating that the variable (employees' engagement) has a positive effect on the level of employees' engagement in increasing MOF performance. These issues may have a detrimental influence not only on the degree of employees' engagement but also on the firm's performance (Robinson, 2007b). The, formula was used as the following:

$$Y \text{ performance improvement} = 1.029 + 0.723(x1) \text{ Employee Engagement}$$

4.2.5 Results Related to the Fifth Question

Do Talent Management Practices (Attracting, Developing, Motivating, and Retaining High Performance Talents has an Effect on Employee's Engagement?

This question was answered through the following hypotheses:

The Results of the First Hypothesis: There is A Positive Effect at ($\alpha \leq 0.05$) between the Averages of the Reality of Talent Management Practices as an Aspect of the HRM Strategy in MOF According to Gender Variable.

The first hypothesis was examined by calculating the results of the t-test and the mean of sample members' responses to the study in the averages of the reality of talent management practices as one of the aspects of the HRM strategy in MOF due to the gender variable.

Table (4.13): The Results of the Independent Samples T-Test of the Response of the Sample Members in the Averages of the Reality of Talent Management Practices as One of the Aspects of the HR Management Strategy in MOF due to the Gender Variable

Fields	Gender	N	Mean	Std. Deviation	Value of "t"	Sig
Talent Attraction	Male	109	3.0996	0.89436	0.191	0.848
	Female	187	3.1192	0.82131		
Learn and develop talent	Male	109	3.2752	0.84318	0.932	0.352
	Female	187	3.1818	0.82481		
Talent Retention	Male	109	2.6961	0.85397	0.509	0.611
	Female	187	2.6430	0.87130		
Employee Engagement	Male	109	3.4495	0.85241	1.009	0.314
	Female	187	3.3538	0.74597		
Average	Male	109	3.0900	0.75034	0.587	0.558
	Female	187	3.0389	0.70547		

The value of "T" for the total score is (0.587), and the level of significance is (0.558), indicating that there are no differences in the averages of the reality of talent management practices as an aspect of the HR management strategy in MOF due to the gender variable, as well as the fields, and thus the first hypothesis was accepted.

The researcher believes that there should be no differences in male and female responses to the reality of talent management practices as an aspect of the HRM strategy in relation to the areas related to it, given that males and females share the same reality in terms of engagement in decision-making or distinguishing talent from their readers in work, or in the areas of training and development, among others. This indicates that the Ministry does not prioritize human resources, regardless of aptitude or gender.

The Results of the Second Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) in the Averages of the Reality of Talent Management Practices as One of the Aspects of the HRM Strategy in MOF According to Age Variable.

The second hypothesis was examined by calculating the mean of sample members' responses to the study to the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF due to the age variable.

Table (4.14): Descriptive statistic of Sample Members' Responses to the Study to the Averages of the Reality of Talent Management Practices as One of the Aspects of the HR Management Strategy in MOF Due to the Age Variable

Fields	Age	N	Mean	SD
Talent Attraction	Less than 30 years	144	3.3046	0.78778
	30-40 years	113	2.9558	0.87650
	More than 40 years	39	2.8535	0.83331
Learn and Develop talent	Less than 30 years	144	3.3278	0.78611
	30-40 years	113	3.1044	0.90715
	More than 40 years	39	3.1282	0.72328
Talent Retention	Less than 30 years	144	2.7986	0.85882
	30-40 years	113	2.5564	0.91871
	More than 40 years	39	2.4679	0.62284
Employee Engagement	Less than 30 years	144	3.5012	0.71135
	30-40 years	113	3.3053	0.86600
	More than 40 years	39	3.2179	0.76963
Average	Less than 30 years	144	3.1987	0.68244
	30-40 years	113	2.9421	0.78219
	More than 40 years	39	2.8718	0.57843

Table No. (4.14), reveals that there are considerable disparities in the averages of the actuality of talent management practices as part of the HR management strategy in MOF based on the variable of age.

According to the researcher, age influences an employee's knowledge of their role in the MOF. The old employee who wishes to retire is not the same as the new employee who wishes to grow and advance, and he may be dissatisfied with the ministry's procedures, which do not sufficiently value abilities.

Table (4.15): The Results of the One-Way Analysis of Variance Test for the Response of the Sample Members in the Averages of the Reality of Talent Management Practices as one of the Aspects of the HR Management Strategy in MOF Due to the Age Variable

Fields		Mean Square	D.F	Sum of Squares	Value of "F"	Sig
Talent Attraction	Between Groups	10.705	2	5.352	7.795	0.001
	Within Groups	201.176	293	0.687		
	Total	211.881	295			
Learn and Develop talent	Between Groups	3.507	2	1.753	2.563	0.079
	Within Groups	200.416	293	0.684		
	Total	203.922	295			
Talent Retention	Between Groups	5.416	2	2.708	3.695	0.026
	Within Groups	214.744	293	0.733		
	Total	220.160	295			
Employee Engagement	Between Groups	3.744	2	1.872	3.067	0.048
	Within Groups	178.864	293	0.610		
	Total	182.608	295			
Average	Between Groups	5.721	2	2.860	5.669	0.004
	Within Groups	147.836	293	0.505		
	Total	153.556	295			

The significance level (0.004) is less than the significance level (0.05), indicating that there are statistically significant differences in the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF due to the age variable, as well as for domains other than the field of talent learning and development, and thus the second hypothesis was rejected. The (LSD) test results were reviewed to determine the direction of the changes, which are as follows:

Table (4.16): Results of the (LSD) Test for Dimensional Comparisons Between the Mean of the Responses of the Sample Members According to Age

Fields	Dependent Variable		Mean Difference	Sig.
Talent Attraction	Less than 30 years	Less than 30 years	0.34881*	0.001
		More than 40 years	0.45108*	0.003
	30-40 years	Less than 30 years	-0.34881*	0.001
		More than 40 years	0.10227	0.507
	More than 40 years	Less than 30 years	-0.45108*	0.003
		30-40 years	-0.10227	0.507

Talent Retention	Less than 30 years	30-40 years	0.24220*	0.025
		More than 40 years	0.33066*	0.033
	30-40 years	Less than 30 years	-0.24220*	0.025
		More than 40 years	0.08847	0.578
	More than 40 years	Less than 30 years	-0.33066*	0.033
		30-40 years	-0.08847	0.578
Employee Engagement	Less than 30 years	30-40 years	0.19585*	0.047
		More than 40 years	0.28321*	0.046
	30-40 years	Less than 30 years	-0.19585*	0.047
		More than 40 years	0.08736	0.548
	More than 40 years	Less than 30 years	-0.28321*	0.046
		30-40 years	-0.08736	0.548
Average	Less than 30 years	30-40 years	0.25658*	0.004
		More than 40 years	0.32692*	0.011
	30-40 years	Less than 30 years	-0.25658*	0.004
		More than 40 years	0.07034	0.594
	More than 40 years	Less than 30 years	-0.32692*	0.011
		30-40 years	-0.07034	0.594

It should be noted that the overall score disparities were in favor of (less than 30 years old) over (from 30-40 years old) and in favor of (less than 30 years old) over (more than 40 years) (less than 30 years old).

The results of the Third Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) in the Averages of the Reality of Talent Management Practices as an Aspect of the HRM Strategy in MOF According to the Education Level Variable.

The third hypothesis was examined by calculating the mean of sample members' responses to the study to the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF due to the education level variable.

Table (4.17): Descriptive Statistic of Sample Members' Responses to the Study to the Averages of the Reality of Talent Management Practices as One of the Aspects of the HR Management Strategy in MOF Due to the Education Level Variable

Fields	Education level	N	Mean	SD
Talent Attraction	Diploma or less	19	3.1654	0.77264
	BA	244	3.1587	0.85665
	High Studies	33	2.7359	0.74069
Learn and Develop talent	Diploma or less	19	3.2421	0.59097
	BA	244	3.2492	0.85676
	High Studies	33	2.9576	0.72415
Talent Retention	Diploma or less	19	2.6908	0.75043
	BA	244	2.7095	0.88124
	High Studies	33	2.2992	0.71599
Employee Engagement	Diploma or less	19	3.3421	0.80980
	BA	244	3.4235	0.78236
	High Studies	33	3.1616	0.79110
Average	Diploma or less	19	3.0749	0.60358
	BA	244	3.0990	0.73400
	High Studies	33	2.7424	0.62200

Table No. (4.17), for example, shows that due to the variable level of education, there are noticeable differences in the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF, it is generally accepted that emotional drivers have an impact on employees' engagement that is four times bigger than rational factors (Imandin, Bisschoff, & Botha, 2014, page 523). This discovery seems to be consistent with Frederick Herzberg's research on the two-factor hypothesis back in the 1970s., and to determine the significance of the differences, one-way ANOVA was used, as shown in Table No. (4.17).

Table (4.18): The Results of the One-Way Analysis of Variance Test for the Response of the Sample Members in the Averages of the Reality of Talent Management Practices as One of the Aspects of the Strategy of HR Management in MOF Due to the Variable of Education Level

Fields		Mean Square	D.F	Sum of Squares	Value of "F"	Sig
Talent Attraction	Between Groups	5.253	2	2.626	3.724	0.025
	Within Groups	206.628	293	0.705		
	Total	211.881	295			
Learn and Develop talent	Between Groups	2.485	2	1.243	1.808	0.166
	Within Groups	201.437	293	0.687		
	Total	203.922	295			
Talent Retention	Between Groups	4.909	2	2.455	3.341	0.037
	Within Groups	215.251	293	0.735		
	Total	220.160	295			
Employee Engagement	Between Groups	2.038	2	1.019	1.654	0.193
	Within Groups	180.570	293	0.616		
	Total	182.608	295			
Average	Between Groups	3.702	2	1.851	3.619	0.028
	Within Groups	149.854	293	0.511		
	Total	153.556	295			

The value of q for the total score (3.619) and the significance level (0.028) is less than the significance level (0.05) due to the variable of education level, indicating that there are statistically significant differences in the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF. As a result, the third hypothesis was rejected, as were all other fields save talent learning and development and engineering. The results of the (LSD) test were examined to establish the direction of the alterations, which were as follows:

Table (4.19): Results of the LSD Test for Dimensional Comparisons Between the Mean of the Responses of the Study Sample Members According to the Education Level Variable

Fields	Dependent Variable		Mean Difference	Sig.
Talent Attraction	Diploma or less	BA	0.00675	0.973
		High Studies	0.42948	0.077
	BA	Diploma or less	-0.00675	0.973
		High Studies	0.42273*	0.007
	High Studies	Diploma or less	-0.42948	0.077
		BA	-0.42273*	0.007
Talent Retention	Diploma or less	BA	-0.01874	0.927
		High Studies	0.39155	0.114
	BA	Diploma or less	0.01874	0.927
		High Studies	0.41029*	0.010
	High Studies	Diploma or less	-0.39155	0.114
		BA	-0.41029*	0.010
Average	Diploma or less	BA	-0.02409	0.888
		High Studies	0.33247	0.108
	BA	Diploma or less	0.02409	0.888
		High Studies	0.35657*	0.008
	High Studies	Diploma or less	-0.33247	0.108
		BA	-0.35657*	0.008

It should be emphasized that the total degree differences were in favor of (Bachelor's) over (Postgraduate studies).

According to the study, a scientific degree separates its holder from others, and holders of higher degrees strive to develop and advance more than others. As a result, the MOF's talent management practices, which are one component of HR management strategy, do not strive to develop this category, which is reflected in their overall satisfaction with HR performance.

The Results of the Fourth Hypothesis: There is A Positive Effect at ($\alpha \leq 0.05$) in the Averages of the Reality of Talent Management Practices as One of the Aspects of the HR Management Strategy in MOF According to Variable of the Administrative Title.

The fourth hypothesis was examined by calculating the mean of sample members' responses to the study to the averages of the reality of talent management practices as one of the aspects of the HRM strategy in MOF due to the administrative name variable.

Table (4.20): Descriptive Statistic of Sample Members' Responses to the Study to the Averages of the Reality of Talent Management Practices as One of the Aspects of the Strategy of HR Management in MOF Due to the Variable Named Administrative

Fields	Job Title	N	Mean	SD
Talent Attraction	Employee	181	3.1949	0.77430
	Department Head	66	2.9502	0.89425
	Manager	49	3.0233	1.00650
Learn and Develop talent	Employee	181	3.2619	0.75817
	Department Head	66	3.0697	1.00184
	Manager	49	3.2449	0.83393
Talent Retention	Employee	181	2.7113	0.82331
	Department Head	66	2.5189	0.97375
	Manager	49	2.6760	0.85044
Employee Engagement	Employee	181	3.4696	0.64824
	Department Head	66	3.1364	1.05931
	Manager	49	3.4320	0.77124
Average	Employee	181	3.1224	0.65510
	Department Head	66	2.8834	0.85897
	Manager	49	3.0534	0.73013

Table No. (4.20) shows that there are apparent differences in the averages of the reality of talent management HR practices as one of the aspects of the HR management strategy in MOF due to the variable administrative, and to determine the significance of the differences, one way ANOVA was used, as shown in Table No. (4.21):

Table (4.21): The Results of the One-Way Analysis of Variance Test for the Response of the Sample Members in the Averages of the Reality of Talent Management Practices as One of the Aspects of the Strategy of HR Management in MOF Attributed to the Administrative Name Variable

Fields		Mean Square	Df	Sum of Squares	Value of "F"	Sig
Talent Attraction	Between Groups	3.358	2	1.679	2.359	0.096
	Within Groups	208.523	293	0.712		
	Total	211.881	295			
Learn and Develop talent	Between Groups	1.835	2	0.917	1.330	0.266
	Within Groups	202.088	293	0.690		
	Total	203.922	295			
Talent Retention	Between Groups	1.801	2	0.900	1.208	0.300
	Within Groups	218.359	293	0.745		
	Total	220.160	295			
Employee Engagement	Between Groups	5.479	2	2.740	4.532	0.012
	Within Groups	177.129	293	0.605		
	Total	182.608	295			
Average	Between Groups	2.762	2	1.381	2.684	0.070
	Within Groups	150.794	293	0.515		
	Total	153.556	295			

It should be noted that the value of q for the total score (2.684) and the significance level (0.070) is greater than the significance level (0.05), indicating that there are no statistically significant differences in the averages of the reality of talent management practices as an aspect of the HR management strategy in MOF due to the variable named administrative, as well as for the fields except employee engagement, and thus the fourth hypothesis was accepted. The (LSD) test results were reviewed to determine the direction of the changes, which are as follows:

Table (4.22): LSD test Results for the Means of Sample Members' Responses According to the Administrative Name Variable

Fields	Dependent Variable		Mean Difference	Sig.
Employee Engagement	Employee	Department Head	0.33325*	0.003
		Manager	0.03764	0.764
	Department Head	Employee	-0.33325*	0.003
		Manager	-0.29561*	0.045
	Manager	Employee	-0.03764	0.764
		Department Head	0.29561*	0.045

It is noted that the differences in the field of employees' engagement between (employee) and (section head) are in favor of (employee), and between (manager) and (section head) in favor of (manager).

The Results of the Fifth Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) in the Averages of the Reality of Talent Management Practices as One of the Aspects of the HR Management Strategy in MOF According to the Variable Years of Experience.

The fifth hypothesis was examined by calculating the mean of sample members' responses to the study to the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF due to the variable years of experience.

Table (4.23): Descriptive statistic of Sample Members' Responses to the Study to the Averages of the Reality of Talent Management Practices as One of the Aspects of the HR Management Strategy in MOF Due to the Variable Years of Experience

Fields	Experience Years	N	Mean	SD
Talent Attraction	1-5 years	147	3.2682	0.74922
	6-10 years	56	3.1709	0.94070
	More than 10 years	93	2.8295	0.87260
Learn and Develop talent	1-5 years	147	3.3075	0.74989
	6-10 years	56	3.3821	0.84705
	More than 10 years	93	2.9720	0.89714
Talent Retention	1-5 years	147	2.7985	0.77918
	6-10 years	56	2.7143	1.09381
	More than 10 years	93	2.4167	0.78871
Employee Engagement	1-5 years	147	3.5317	0.63967
	6-10 years	56	3.3542	0.90345
	More than 10 years	93	3.1846	0.87865
Average	1-5 years	147	3.1920	0.62139
	6-10 years	56	3.1133	0.86571
	More than 10 years	93	2.8118	0.71864

Table No. (4.23), for example, shows that there are noticeable differences in the averages of the reality of talent management practices as one of the aspects of the HR management

strategy in MOF due to the variable years of experience, and to determine the significance of the differences, one way ANOVA was used, as shown in Table No. (4.24).

Table (4.24): The Results of the One-Way Analysis of Variance Test for the Response of the Sample Members in the Averages of the Reality of Talent Management Practices as one of the Aspects of the Strategy of HR Management in MOF Due to the Variable Years Of Experience

Fields		Mean Square	Df	Sum of Squares	Value of "F"	Sig
Talent Attraction	Between Groups	11.204	2	5.602	8.179	0.000
	Within Groups	200.677	293	0.685		
	Total	211.881	295			
Learn and Develop talent	Between Groups	8.311	2	4.155	6.224	0.002
	Within Groups	195.611	293	0.668		
	Total	203.922	295			
Talent Retention	Between Groups	8.488	2	4.244	5.875	0.003
	Within Groups	211.672	293	0.722		
	Total	220.160	295			
Employee Engagement	Between Groups	6.949	2	3.475	5.796	0.003
	Within Groups	175.659	293	0.600		
	Total	182.608	295			
Average	Between Groups	8.449	2	4.224	8.530	0.000
	Within Groups	145.108	293	0.495		
	Total	153.556	295			

Because the significance level (0.000) for the total score (8.530) is less than the significance level (0.05), statistically significant differences exist in the averages of the reality of talent management practices as one of the aspects of the HR management strategy in MOF due to variable years of experience, as well as for the fields, and thus the fifth hypothesis was rejected. The results of the (LSD) test were examined to establish the direction of the alterations, which were as follows:

Table (4.25): LSD test Results for the Means of Sample Members' Responses According to the Variable Years of Experience

Fields	Dependent Variable		Mean Difference	Sig.
Talent Attraction	1-5 years	6-10 years	0.09730	0.455
		More than 10 years	0.43873*	0.000
	6-10 years	1-5 years	-0.09730	0.455
		More than 10 years	0.34143*	0.015
	More than 10 years	1-5 years	-0.43873*	0.000
		6-10 years	-0.34143*	0.015
Learn and Develop talent	1-5 years	6-10 years	-0.07466	0.561
		More than 10 years	0.33544*	0.002
	6-10 years	1-5 years	0.07466	0.561
		More than 10 years	0.41010*	0.003
	More than 10 years	1-5 years	-0.33544*	0.002
		6-10 years	-0.41010*	0.003
Talent Retention	1-5 years	6-10 years	0.08418	0.529
		More than 10 years	0.38180*	0.001
	6-10 years	1-5 years	-0.08418	0.529
		More than 10 years	0.29762*	0.039
	More than 10 years	1-5 years	-0.38180*	0.001
		6-10 years	-0.29762*	0.039
Employee Engagement	1-5 years	6-10 years	0.17758	0.145
		More than 10 years	0.34716*	0.001
	6-10 years	1-5 years	-0.17758	0.145
		More than 10 years	0.16958	0.196
	More than 10 years	1-5 years	-0.34716*	0.001
		6-10 years	-0.16958	0.196
Average	1-5 years	6-10 years	0.07872	0.477
		More than 10 years	0.38022*	0.000
	6-10 years	1-5 years	-0.07872	0.477
		More than 10 years	0.30150*	0.012
	More than 10 years	1-5 years	-0.38022*	0.000
		6-10 years	-0.30150*	0.012

It is noted that the differences in the total score were between (1-5 years) and (more than 10 years) in favor of (1-5 years), and between (6-10 years) and (more than 10 years) in favor of (from 6). - 10 years).

Years of experience, according to the researcher, are significant in any job since the veteran employee is naturally aware of the level to which HR is involved in MOF, as well as the efficacy of the HR Management Department in attracting talent in the ministry. This does not always apply to new employees who are ambitious and aspire to higher positions in the ministry. The implications of this are that the disparities in responses between the two categories are rational, but their significance suggests that the old employees have understood that there is no abuse of talented ministry employees in the HR department.

4.2.6 Results Related to the Sixth Question

Do the Estimates of the Study Sample Members Differ About the Level of Employees' Engagement in Improving Performance in MOF According to the Study Variables: Gender, Age, Education Level, Administrative Title, Years of Experience?

To answer this question, it was transformed into the following hypotheses:

The Results of the First Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) Between the Average Level of Engagement of Employee in Improving Performance in MOF According to Gender Variable.

The first hypothesis was examined by calculating the results of the t-test and the mean of sample members' responses to the study to the average level of employee engagement in improving performance in MOF due to the gender variable.

Table (4.26): Results of the T-test for Independent Samples of the Response of the Sample Members in the Average Level of Employee Engagement in Improving Performance in MOF Due to the Gender Variable

Gender	N	Mean	Std. Deviation	Value of "t"	Sig
Male	109	3.4644	0.82269	0.282	0.778
Female	187	3.4893	0.67206		

The previous table shows that the value of "T" for the total score (0.282) and the significance level (0.778) indicate that there are no variations in the average level of employees' engagement in enhancing MOF performance owing to gender, and so the first hypothesis was accepted.

The researcher previously discussed the differences in the responses of the study sample members in relation to the gender variable, and she realizes that they do not constitute differences, given that the Ministry deals with employees with public policies without the HR Management Department playing a significant and tangible role in it.

The Results of the Second Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) in the Average Level of Employees' Engagement in Improving Performance in MOF According to Age Variable.

The second hypothesis was examined by calculating the mean of sample members' responses to the study to the average level of employees' engagement in improving performance in MOF due to the age variable.

Table (4.27): Descriptive Statistic of Sample Members' Responses to the Study to the Average Level of Engagement of Employees in Improving Performance in MOF Due to the Age Variable

Age	N	Mean	SD
Less than 30 years	144	3.6233	0.66144
30-40 years	113	3.3551	0.80362
More than 40 years	39	3.3141	0.65824

Table No. (26.4) shows that there are obvious changes in the average level of employees' engagement in enhancing MOF performance due to the variable of age, and to determine the significance of the differences, one-way ANOVA was employed, as shown in Table No. (4.28):

Table (4.28): ANOVA Test for Employee Engagement in Improving Performance in MOF Due to the Age Variable

Contrast source	Mean Square	Df	Sum of Squares	Value of "F"	Sig
Between Groups	5.792	2	2.896	5.606	0.004
Within Groups	151.357	293	0.517		
Total	157.149	295			

The value of P for the total score (5.606) and the significance level (0.004) is less than the value of P for the significance level (0.05), indicating that there are statistically significant differences in the average level of employees' engagement in improving performance in MOF due to the age variable, and thus the second hypothesis was rejected. The (LSD) test results were reviewed to determine the direction of the changes, which are as follows:

Table (4.29): LSD Test Results for the Means of Sample Members' Responses According to the Age Variable

Dependent Variable		Mean Difference	Sig.
Less than 30 years	30-40 years	0.26818*	0.003
	More than 40 years	0.30916*	0.018
30-40 years	Less than 30 years	-0.26818*	0.003
	More than 40 years	0.04099	0.759
More than 40 years	Less than 30 years	-0.30916*	0.018
	30-40 years	-0.04099	0.759

It is noted that the differences between (less than 30 years) and (from 30-40 years) were in favor of (less than 30 years), and between (less than 30 years) and (more than 40 years) in favor of (less than 30 years).

The researcher believes that age-related variances in the study sample's responses are logical. The ambitious youth differ from the old employees who have spent a long time in the ministry without experiencing any changes in their employment or sensing any

variation in the MOF's general policies, which causes them to be unsatisfied with HR management's role in attracting brilliant people.

The Results of The Third Hypothesis: There is A Positive Effect At ($\alpha \leq 0.05$) in the Average Level of Employee Engagement in Improving Performance in MOF According to Education Level Variable.

The third hypothesis was examined by calculating the mean of sample members' responses to the study to the average level of employees' engagement in improving performance in MOF due to the education level variable.

Table (4.30): Descriptive Statistic of Sample Members' Responses to the Study to the Average Level of Employee Engagement in Improving Performance in MOF Due to the Variable of Education Level

Education level	N	Mean	SD
Diploma or less	19	3.3684	0.71014
BA	244	3.5353	0.71198
High Studies	33	3.1364	0.79079

Table No. (4.30) shows that there are significant differences in the average degree of employee engagement in increasing MOF performance related to the variable of education level. One-way ANOVA was performed to determine the significance of the differences, as indicated in Table No. (4.31):

Table (4.31): ANOVA Test for Employee Engagement in Improving Performance in MOF Due to the Variable of Education Level

Contrast source	Mean Square	Df	Sum of Squares	Value of "F"	Sig
Between Groups	4.881	2	2.440	4.696	0.010
Within Groups	152.268	293	0.520		
Total	157.149	295			

The value of q for the total score (4.696) and the significance level (0.010) are less than the significance level (0.05), indicating that there are statistically significant differences in the average level of employees' engagement in improving performance in MOF due to the

variable of education level, and thus the third hypothesis was rejected. The (LSD) test results were reviewed to determine the direction of the changes, which are as follows:

Table (4.32): LSD Test Results for the Means of Sample Members' Responses According to the Education Level Variable

Dependent Variable		Mean Difference	Sig.
Diploma or less	BA	-0.16693	0.332
	High Studies	0.23206	0.265
BA	Diploma or less	0.16693	0.332
	High Studies	0.39898*	0.003
High Studies	Diploma or less	-0.23206	0.265
	BA	-0.39898*	0.003

It is noted that the differences in the total degree were between (Bachelor's) and (Postgraduate studies) in favor of (Bachelor).

The Results of the Fourth Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) in the Average Level of Employees' Engagement in Improving Performance in MOF According to Administrative Name Variable.

The fourth hypothesis was examined by calculating the mean of sample members' responses to the study to the average level of employees' engagement in improving performance in MOF due to the administrative name variable.

Table (4.33): Descriptive Statistic of Sample Members' Responses to the Study to the Average Level of Employee Engagement in Improving Performance in MOF Due to the Variable Named Administrative

Job Title	N	Mean	SD
Employee	181	3.5822	0.60530
Department Head	66	3.2443	0.96188
Manager	49	3.4209	0.72650

Table No. (4.33) shows that there are noticeable changes in the average degree of employees' engagement in improving performance in MOF due to the administrative

variable, and to determine the significance of the differences, one-way ANOVA was employed, as shown in Table No. (4.34):

Table (4.34): ANOVA Test for Employee Engagement in Improving Performance in MOF due to the Variable Named Administrative

Contrast source	Mean Square	D.f	Sum of Squares	Value of "F"	Sig
Between Groups	5.727	2	2.863	5.541	0.004
Within Groups	151.422	293	0.517		
Total	157.149	295			

The value of q for the total degree (5.541) and the level of significance (0.004) are less than the value of q for the level of significance (0.05), indicating that there are statistically significant differences in the average level of employees' engagement in improving performance in MOF due to the variable named administrative, and thus the fourth hypothesis was rejected. The (LSD) test results were reviewed to determine the direction of the changes, which are as follows:

Table (4.35): LSD Test Results for the Means of Sample Members' Responses According to the Administrative Name Variable

Dependent Variable		Mean Difference	Sig.
Employee	Department Head	0.33786*	0.001
	Manager	0.16126	0.165
Department Head	Employee	-0.33786*	0.001
	Manager	-0.17660	0.194
Manager	Employee	-0.16126	0.165
	Department Head	0.17660	0.194

It is noted that the differences were between (employee) and (head of department) in favor of (employee).

The Results of the Fifth Hypothesis: There is a Positive Effect at ($\alpha \leq 0.05$) in the Average Level of Employees' Engagement in Improving Performance in MOF According to Years of Experience.

The fifth hypothesis was tested by comparing the mean of sample members' research responses to the average amount of employees' interest in improving performance in MOF due to variable years of experience.

Table (4.36): Descriptive Statistic of Sample Members' Responses to the Study to the Average Level of Employees' Engagement in Improving Performance in MOF Due to the Variable Years of Experience.

Experience Years	N	Mean	SD
1-5 years	147	3.6539	0.60376
6-10 years	56	3.4196	0.87919
More than 10 years	93	3.2419	0.74814

Table No. (4.37) shows that there are obvious differences in the average degree of employees' engagement in improving performance in MOF due to various years of experience, and to determine the significance of the differences, one-way ANOVA was employed, as shown in Table No. (4.37):

Table (4.37): ANOVA Test for Employees' Engagement in Improving Performance in MOF Due to the Variable Years of Experience

Contrast source	Mean Square	D.F	Sum of Squares	Value of "F"	Sig
Between Groups	9.921	2	4.960	9.872	0.000
Within Groups	147.228	293	0.502		
Total	157.149	295			

The value of q for the total degree (9.872) and the significance level (0.000) are less than the significance level (0.05), indicating that there are statistically significant differences in the average level of employees' engagement in improving performance in MOF due to variable years of experience, and thus the fifth hypothesis was rejected. The (LSD) test results were reviewed to determine the direction of the changes, which are as follows:

Table (4.38): Results of the LSD Test for Dimensional Comparisons Between the Mean of the Responses of the Study Sample Members According to the Variable Years of Experience

Dependent Variable		Mean Difference	Sig.
1-5 years	6-10 years	0.23427*	0.036
	More than 10 years	0.41198*	0.000
6-10 years	1-5 years	-0.23427*	0.036
	More than 10 years	0.17771	0.139
More than 10 years	1-5 years	-0.41198*	0.000
	6-10 years	-0.17771	0.139

The disparities were between (from 1-5 years) and (from 6-10 years) in favor of (1-5 years), and between (from 1-5 years) and (more than 10 years) in favor of (1-5 years) (from 1-5 Years).

Chapter Five

Conclusions and Recommendations

This chapter included the study's conclusion, which was obtained by literature studies and questionnaire analysis; also, the researcher made recommendations at the end.

5.1 Conclusion

The following was demonstrated to be true based on the study's findings, statistical analysis, and previous research:

1. Because talent management falls under the scope of HRM in organizations, the department of HRM is responsible for attracting, hiring, and training people, as well as caring for, retaining, and motivating them.
2. The response of the study sample members were average in all domains, with a mean total score of 3.05 and a standard deviation of 0.721 percent; this implies that the actuality of talent management practices as a component of the HRM strategy in MOF achieved a moderate level, with a negative viewpoint. The responses of the study sample members were average in terms of the actuality of talent management approaches as a component of MOF's HRM. Employee engagement received the highest mean of 3.38, followed by talent learning and development with a mean of 3.21, attracting talent with a mean of 3.11, and finally talent retention with a mean of 2.66; all of these areas received a medium rating. This is evident in the level of interest in HR management within the ministry, which appears to be unconcerned with attracting brilliant persons to work within it based on the responses. This demonstrates how little the ministry values attracting talented individuals to work for it.

3. The luring talents paragraphs were all of ordinary quality, with the paragraph including the line "tests are performed to check the abilities of job candidates" obtaining the highest mean score (3.59). The following paragraph scored an average of (3.47) "there are criteria in the ministry depending on which individuals are chosen to fill positions". "The Ministry grants giving salary when appointing talents" had the lowest mean (2.57), followed by "The Ministry treats all employees equally," which had a mean of (2.88) "The Ministry treats all employees equally". This indicates a contempt for talent, as the Ministry treats both talented and untalented individuals similarly. The fact that the paragraph referring to compensating talents with compensation when they are appointed obtained a moderate level of support from the study sample implies a lack of regard for merit. The paragraph received a moderate rating, which indicates that it is the least acceptable paragraph among the members of the research population.
4. In terms of talent development and learning, all paragraphs obtained a medium mean, and based on the study sample's responses, it appears that they are unaware of the effectiveness of the ministry's HR management department. The responses of the study sample members were thus average in the majority of research paragraphs. The paragraph with the highest mean was (3.49) "training contributes to preparing for unexpected changes in the ministry", followed by "the ministry's view of training employees as an investment in the future" with a mean of (3.45). The paragraph titled "The Ministry's rotation policies are followed in order to provide employees with different skills" received the lowest mean of (2.93), followed by the paragraph titled "The Ministry's training programs and technological techniques are sufficient for my development," which received an average score of (2.97).

5. In terms of talent retention, the responses of the study sample members were average on all paragraphs of this study, with the exception of one paragraph with few responses. The paragraph marked "employees appreciate the interest of authorities at work" received the highest mean of (2.98), followed by the paragraph titled "there are data indicating a decline in the percentage of talented persons who quit the ministry" with a mean of (2.88). The paragraph "the salaries provided by the ministry make employees happy" had the lowest mean of (2.19), followed by "the ministry pays bonuses to talented employees to encourage them to stay," which had a mean of (2.45), hence the salaries provided by the Ministry are insufficient, according to the study sample, the Ministry does not provide an element of attraction for talented individuals to work for it, which is a failure in the HR Management Department's duty.
6. The study sample members' responses on this employees' engagement domains were equally minimal. "The presence of talent enables us to participate in decision-making" with a mean of (3.66), was the paragraph with the highest mean, followed by "I have appropriate confidence in explaining the issues we face at work" with a mean of (3.45). The paragraphs "there is a daily opportunity to provide the best at work" and "there is freedom of discussion and expression" had the lowest mean of (3.21), followed by "my opinions are taken into account at work," which had a mean of 3.26. This shows that the ministry employees' involvement in decision-making is minimal, and it appears that the employees chose to deliver neutral comments.

5.2 Recommendations

After going over the findings, the researcher has some suggestions some recommendations, which are as follows:

5.2.1 Strengthening the Work of the Human Resources Management Department in MOF.

The ministry's HR department must be activated because its role appears to be rather inadequate, as indicated by the responses of the study sample members. Because the median replies to the questionnaire show that, the HRM is not fulfilling its duties efficiently. The activation of the ministry's HR section will be advantageous.

5.2.2 Distinguishing Creative People from their Peers at Work

People who are skillful in the ministry should have a different status than their employees because it appears that talented people do not have any advantages that set them apart from their colleagues.

5.2.3 Preserving the Talented and Developing their Capabilities

The Department of Human Resources Management must focus on the development, training, and retention of talented employees in the ministry; otherwise, these individuals will leave their professions if they have the option to do something more enticing to them.

5.2.4 Attracting Talented People is Everyone's Responsibility

The responsibility for attracting suitable employees should not be limited to the HR department; rather, the entire ministry should be held accountable for this task.

5.2.5 The Human Resource is More Important than the Financial Resource

Numerous studies have indicated that attracting exceptional persons promotes productivity, which in turn helps institutions expand, increases the productivity of their work, and is

reflected in the quality of their employment. Because there will be much higher productivity if these skills are present in the organization, the worth of recruiting talent in this context must be appraised in terms of these considerations, rather than the expenditure of attracting these talents, as previously mentioned.

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Annexes

Annex (1): Task Facilitation Paper

Arab American University
Faculty of Graduate Studies



الجامعة العربية الأمريكية
كلية الدراسات العليا

2022-4-20

الى من يهمة الأمر

تسهيل مهمة بحثية

تحية طيبة وبعد،

تهديكم كلية الدراسات العليا في الجامعة العربية الأمريكية أطيب التحيات، وبالإشارة الى الموضوع أعلاه، تشهد كلية الدراسات العليا في الجامعة أن الطالبة حواء مهدي أغبر والتي تحمل الرقم الجامعي 202012226 هي طالبة ماجستير في برنامج إدارة الموارد البشرية، وتعمل على رسالة الماجستير الخاصة بها بعنوان:

" أثر ممارسات إدارة المواهب كأحد جوانب استراتيجية إدارة الموارد البشرية في مشاركة العاملين في تحسين الأداء في وزارة المالية - رام الله - فلسطين ". تحت إشراف الدكتور فتح الله غانم، نأمل من حضرتكم الإيعاز لمن يلزم لمساعدتها للحصول على المعلومات اللازمة للدراسة، علماً أن المعلومات ستستخدم لغاية البحث فقط وسيتم التعامل معها بغاية السرية، وقد أعطيت هذه الرسالة بناءً على طلبها.

وتفضلوا بقبول فائق الاحترام

عميد كلية الدراسات العليا

د. نوار قطب



Page 1 of 1

Jenin Tel: +970-4-2418888 Ext.:1471,1472 Fax: +970-4-2510810 P.O. Box:240
Ramallah Tel: +970-2-2941999 Fax: +970-2-2941979 Abu Qash - Near Alrehan
E-mail: FGS@aaup.edu ; PGS@aaup.edu Website: www.aaup.edu

Annex (2): Questionnaire Revision

List of Academic and Professional Referees:

Referee	Place of work	Email
Dr.naser abdelkarim	Arab American University	naserabdelkarim@gmail.com
Dr.Amal Nazzal	Birzeit University	amal.nazzal01@gmail.com
Dr.Ahmad Herzallah	Al-Quds University	ahirzallah@staff.alquds.edu
Dr.Rose Othman	Arab American University	rose.othman.s@gmail.com
Dr.Zahi Yaseen	Arab American University	Zahi.yaseen@aaup.edu

Annex (3):

Questionnaire-Arabic

Arab American University
Ramallah Site



الجامعة العربية الأمريكية
موقع رام الله

الموضوع: استبانة لرسالة علمية

أثر ممارسات إدارة المواهب على مشاركة العاملين في وزارة المالية - رام الله - فلسطين

السادة في وزارة المالية المحترمين، تقوم الباحثة بعمل دراسة بعنوان (أثر إدارة المواهب على مشاركة العاملين في تحسين الأداء في وزارة المالية في رام الله)، لذلك فهي تسعى من خلال استجاباتكم معرفة الدور الذي تؤديه دائرة إدارة المواهب في تحسين الأداء، وذلك لمعرفة مواطن القوة والضعف في عمل هذه الدائرة. فأرجو من حضرتكم التكرم بتعبئة نموذج الاستبانة دون استهلاك الكثير من الوقت في الإجابة عن كل تساؤل؛ لأن الانطباع الأول، غالباً، يعكس حقيقة شعوركم لما لكم من خبرة ودراية في هذا المجال، مع العلم أن الغرض من هذه الاستبانة هو علمي فقط، وسيحاط تحليلها بالسرية التامة.

ولكم مني جزيل الشكر

الباحثة حواء أغبر

1. يرجى قراءة العناوين والشرح.

2. يرجى وضع إشارة (✓) أمام الخيار الذي تراه مناسباً

القسم الأول: البيانات الأساسية: يحتوي هذا القسم على البيانات الشخصية الخاصة بك، يرجى

وضع إشارة (✓) في الخانة التي تلائمك:

✓ الجنس: () ذكر () أنثى

✓ العمر: () اقل من 30 عاماً () 30 إلى 40 عاماً () أكثر من 40 عاماً

✓ التعليم: () دبلوم فما دون () بكالوريوس () دراسات عليا

✓ المسمى الاداري: () موظف () رئيس قسم () مدير

() مدير عام

✓ سنوات الخبرة: () 1-5 سنوات () 6-10 سنوات () أكثر من 10 سنوات

القسم الثاني: عبارات الاستبانة:

الرجاء وضع إشارة (✓) أمام الخيار الذي يتلاءم مع وجهة نظرك:

المجال الأول: جذب المواهب-توظيف و اختيار

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	هناك معايير في الوزارة بناءً عليها يتم اختيار الأشخاص لشغل المناصب.					
2.	إجراءات الاختيار بالوزارة تنسم بالدقة وفقاً للكفاءة.					
3.	تبدي الوزارة اهتماماً كبيراً في البحث عن الموهوبين.					
4.	يتم عمل اختبارات لقياس قدرات المرشحين للوظائف.					
5.	تتعامل الوزارة مع جميع الموظفين بقدر من المساواة.					
6.	يتم تحديد مجالات مواهب محددة في عملية الاستقطاب.					
7.	تقوم الوزارة بمنح رواتب مجزية عند تعيين أصحاب المواهب.					

المجال الثاني: تعلم المواهب وتطويرها-التدريب والتطوير

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	نظرة الوزارة لتدريب العاملين استثماراً في المستقبل.					
2.	تطوير المواهب صفة استراتيجية مستمرة.					
3.	يساهم التدريب في الاستعداد للتغيرات التي قد تطرأ بشكل مفاجئ في الوزارة.					
4.	البرامج التدريبية والتقنيات التكنولوجية المقدمة من الوزارة كافية لتطوير.					
5.	يتم اتباع سياسات التدوير في الوزارة بهدف اكساب الموظفين المهارات المختلفة.					

المجال الثالث: الاحتفاظ بالمواهب – التعويض

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	هناك بيانات تدل على إنخفاض في نسبة الموهوبين الذين يغادرون الوزارة.					
2.	يسود بالوزارة رضى العاملين مقارنة بأماكن عمل أخرى.					
3.	الرواتب التي توفرها الوزارة تشعر الموظف بالإكتفاء.					
4.	تعتبر سياسات الموارد البشرية فعالة لتحفيز الموظف والحفاظ عليه.					
5.	تقدم الوزارة حوافز ومكافآت.					
6.	يتمتع الموظفون باهتمام المسؤولين في العمل.					
7.	تعمل الوزارة على إبراز دور الموهوبين في أعمالهم خارج الوزارة.					
8.	تقوم الوزارة بمنح الموهوبين علاوات لتحفيزهم على البقاء فيها.					

المجال الرابع: تحسين الأداء

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	وجود المواهب في الوزارة يساهم في تحسين الأداء.					
2.	اهتمام الموظفين بالابتكارات والاختراعات يحسن من الأداء.					
3.	يحتوي العمل على تحديات تساعد في تحسين الأداء.					
4.	توفر الوزارة كافة المواد و المعدات اللازمة لأداء العمل.					
5.	تتوفر لدي الرغبة في إنجاز المهام الموكلة إلي بشغف.					
6.	نقوم بإنجاز أعمالنا في الوقت المحدد.					
7.	يوجد في العمل من يشجع على التطوير والابتكار.					
8.	يشعر المرء بوجود دعم للحصول على فرص كافية للتقدم الوظيفي والتطوير الشخصي.					

المجال الخامس: مشاركة العاملين

الرقم	الفقرة	موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة
1.	يساعد وجود المواهب في مشاركتنا في اتخاذ القرار.					
2.	توجد حرية للمناقشة وإبداء الرأي.					
3.	تؤخذ آرائنا بعين الاعتبار في العمل.					
4.	نبتكر أساليب عمل جديدة من خلال توافر المواهب بيننا.					
5.	أمتلك الثقة الكافية في بيان المشكلات التي نواجهها في العمل.					
6.	يتوفر في العمل، بشكل يومي، الفرصة لتقديم الأفضل.					

القسم الثالث:

أخي الموظف/ أختي الموظفة،

أرجو التكرم بالإجابة على الأسئلة الآتية (اختياري):

- ما أهم المعوقات التي قد تحول دون أن تكون من ضمن الموهوبين، برجاء ذكرهم؟

- ماذا تقترح لدائرة الموارد البشرية لديكم لتكون من ضمن الموهوبين؟

مع الشكر الفائق لكم،،

Annex (4): Questionnaire-English

Arab American University
Ramallah Site



الجامعة العربية الأمريكية
موقع رام الله

Subject: Questionnaire for a scientific thesis

The impact of Talent Management practices on Employee Engagement in MOF in Ramallah

Gentlemen in MOF, the researcher is conducting a study entitled (The Impact of Talent Management on the Employee Engagement in Improving Performance in MOF in Ramallah). And weakness in the work of this department. Therefore, I ask you to kindly fill out the questionnaire without consuming a lot of time in answering each question, because the first impression often reflects the reality of your feeling for your experience and knowledge in this field, knowing that the purpose of this questionnaire is scientific only, and its analysis will be kept confidential. complete.

And Thank you very much

Researcher: Hawa Aghbar

Instructions**1. Please Read the Titles and Explanation.****2. Please Tick (X) the Option You See Fit****Section One: Basic Data: This section contains your personal data. Please tick (X) the appropriate box:**1. Gender: male female2. Age: 20 to 30 years old 31 to 40 years old 41 years and over3. Education: High School Bachelor Postgraduate Studies4. Job Title: Director Deputy Director Head of Department employee5. Years of experience: 1-5 years 6-10 years more than 10 years

The Second Section: Questionnaire Phrases:

Please tick (X) the Option that Matches your Point of View:

Attracting Talent - Recruitment and Hiring					
Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
There are criteria in the ministry based on which people are selected for positions.					
The selection procedures at the Ministry are meticulous according to efficiency.					
The Ministry shows great interest in searching for talented people.					
Tests are conducted to measure the capabilities of job candidates.					
The Ministry treats all employees equally.					
Specific talent areas are identified in the recruitment process.					
The Ministry grants rewarding salaries when hiring talents.					
Talent Learning and Development - Training and Development					
Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
The Ministry's view of training employees as an investment in the future.					
Talent development is an ongoing strategy.					
Training contributes to preparing for changes that may occur suddenly in the ministry.					
The training programs and technological techniques provided by the Ministry are sufficient for my development.					
The Ministry's rotation policies					

are followed in order to provide employees with different skills.					
The training programs and technological techniques provided by the Ministry are sufficient for my development.					
Talent Retention – Compensation					
Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
There is data indicating a decrease in the percentage of talented people who leave the ministry.					
Satisfaction of employees prevails in the Ministry compared to other workplaces.					
The salaries provided by the ministry make the employee feel satisfied.					
HR policies are effective for employee motivation and retention.					
The Ministry offers incentives and rewards.					
Employees enjoy the attention of officials at work.					
The Ministry works to highlight the role of the talented in their work outside the Ministry.					
The Ministry grants the talented bonuses to motivate them to stay there.					
Performance Improvement					
Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Having talents in the ministry contributes to improving performance.					
Employee interest in innovations and inventions improves performance.					
The work contains challenges					

that help improve performance.					
The Ministry provides all materials and equipment necessary to perform the work.					
I am eager to complete the tasks assigned to me with passion.					
We get our work done on time.					
At work, there are those who encourage development and innovation.					
Employee Engagement					
Paragraph	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Having talent helps us participate in decision making.					
There is freedom to discuss and express an opinion.					
My opinions are taken into account at work.					
We innovate new ways of working through the availability of talent among us.					
I have enough confidence in stating the problems we face at work.					
At work, on a daily basis, there is the opportunity to provide the best.					

Third Section:

My employee Brother/ Employee Sister,

Please Kindly Answer the Following Questions (Optional):

- **What are the Most Important Obstacles that may Prevent you from Being Among the Talented People, please Mention them?**

- **What do you Suggest to your HR Department to be Among the Talented?**

With Many Thanks to you,

الملخص

هدفت هذه الدراسة إلى بيان أثر إدارة المواهب على مشاركة العاملين في تحسين الأداء في وزارة المالية - رام الله - فلسطين، وبناءً على هذا الهدف الرئيس للدراسة قامت الباحثة بوضع الفرضيات والتساؤلات التي تحقق هذا الهدف.

استخدمت الباحثة المنهج الوصفي التحليلي في هذه الدراسة، حيث كانت الإستبانة هي الأداة الأولية لجمع البيانات، إضافة إلى المقابلات الشخصية والملاحظة، شمل مجتمع الدراسة كافة العاملين في وزارة المالية في رام الله، وبلغ عددهم 1308 موظفين، وقامت الباحثة بأخذ عينة عشوائية من هؤلاء الموظفين وبلغت عددهم 302 موظف، وتم استبعاد بعض الاستبانات غير الصالحة للتحليل ليكون العدد النهائي للاستبيانات التي تم تحليلها 296 استبانة وتم تحليل نتائج الاستبيان وإجراء الاختبارات اللازمة لفحص الفرضيات، حيث كانت أهم النتائج ما يلي:

1. يجب تفعيل وظيفة قسم الموارد البشرية في الوزارة لأن دورها يبدو ضعيفاً للغاية كما يتضح من ردود أفراد عينة الدراسة، لأنه يتضح من الردود المتوسطة على الاستبيان أن إدارة الموارد البشرية لا تؤدي مهامها بفعالية وتفعيل إدارة الموارد البشرية في الوزارة مفيد.

2. يجب أن يكون الأشخاص الماهرون في الوزارة في وضع متميز عن وضع زملائهم لأنه يبدو أن الموهوبين لا يتمتعون بأي مزايا تميزهم عن زملائهم.

ومن اهم توصيات البحث، أن جذب المواهب مسؤولية الجميع وأن الموارد البشرية أهم من الموارد المالية وعلى وزارة المالية الإهتمام بدائرة الموارد البشرية.