

Faculty of Commerce
Business Administration Department

## The Effect of Talent Management on Employee Satisfaction and Retention

An Applied study on Ain Shams University

A Doctorate Research Study Department of Business Administration

# Submitted By Reem Ahmed Abou El Nile

#### **Under the Supervision of**

**Prof Dr. Eglal Abdel Moneim Hafez** 

Dr. Gazia Salah Zaatar

Professor of Business Administration Faculty of Commerce Ain Shams University Assistance Professor Business Administration Faculty of Commerce Ain Shams University

### <u>Title</u>: The Effect of Talent Management on Employee Satisfaction and Retention

By: Reem Ahmed Abou El Nile

#### **Dissertation Committee**

#### Prof. Dr. Eglal Abdel Moneim Hafez

Professor of Business Administration President and
Faculty of Commerce Supervisors
Ain shams University

#### Prof. Dr. Bassam Moh. Al Ahmady

Associate Professor of Business Administration
Faculty of Commerce
Ain shams University

#### Member

#### Prof. Dr. Ghadeer Moh. Badr El Din

Associate Professor of Business Administration
Faculty of Commerce

Future University in Egypt

M	em	he	r
IVI	CIII	IJť.	L

Date:

Supervisor's signature

### Acknowledgment

A Very few major accomplishments begin and end through the innovation and effort of one individual.

As I began this research, I have listened to **Dr. Ali Abd El Wahab**, Professor of Business Administration, Faculty of Commerce, Ain Shams University, He encouraged and supported me in fulfilling my academic dream also He coached and challenged me to think and write in a ways that I haven't thought possible for myself. He provided me with constructive feedback. I will be grateful for having the opportunity to work with him.

Also I extend my sincere appreciation to **Dr. Gazia Zaatar,** Assistant Professor, Faculty of Commerce, Ain Shams University. Really, she offered valuable insight and suggestion to the research. She provided me with constructive feedback and caring. I will be grateful for having the opportunity to work with her.

Also I am grateful to **Prof. Dr. Eglal Abdel Moneim Hafez** Professor of Business Administration, faculty of commerce, Ain Shams University for facilitating the discussion and also her advice that was so beneficial to my research.

I would also like to thank my dissertation committee member **Prof. Dr. Bassam Mohamed Al Ahmady** Professor of Business Administration, faculty of commerce, Ain Shams University and **Dr. Ghadeer Moh. Badr El Din** Associate Professor, Faculty of Commerce and Business Administration, Future University for their participation, effort and time exerted to attend this discussion and providing me with their mostly appreciated opinion and knowledge.

#### Dedication

I would like to thank and dedicate this effort and work to my lovely family.

My husband Samy for his continuous support and encouragement,

And finally to my lovely son Omar and my daughter Sama for their endless love and support

For all of my success is to you and because of you.

#### **ABSTRACT**

**Purpose**- WithTalent Management becoming an area of growing concern in literature. The purpose of this research is to investigate the relationships and impact of talent management as an independent variable on employees Satisfaction and Retention as a dependent variable, while taking into consideration the effect of Demographic variables (position-gender-education-experience-training courses-age)on talent management which in turn might affect the impact of talent management and its dimensions (motivating outstanding performance-employee training and development-job enrichment) on employee satisfaction and its dimension (equality-equal opportunities-Democratic leadership) and retention and its dimensions w(Incentives-feedback-communication).

**Key Terms-**Talent management, employees satisfaction, employees retention.

**Methodology-**The research was carried out in Aim Shams University by collecting the data through questionnaires distributed on its employees, with a total sample 105 from the Administration and El Zaafran Palace. Questionnaires valid for the statistical analysis and correlation coefficient were calculated, also regression analysis and structured equation model were adopted.

**Finding**-The results were in line with previous literature, and fulfilled the objectives of the current research. The research found a positive direct impact of the independent variable Talent management and its dimensions on the dependent variables employees satisfaction and retention and its dimensions.

In addition to findings, there is the impact for the demographic variables on Talent management.

### Table of Contents

Title	Page
Chapter one: Research Framework	
Introduction	1-2
Theoretical Background	3-10
Problem Statement	10-11
Research objectives	11-12
Research Significance	12-13
Research Methodology	13-14
Research hypotheses and Variables	14-18
Previous studies	14-15
Research sample and population	15-20
Chapter Two: Theoretical background of Talent	
management	
2.1 Aspects of Talent Management	21-22
2.2 The Concept of Talent	22-23
2-3 A brief history of talent management	23-29
2.4 The difference between talent management, human	29-30
capital and human resource management	
2.5 The difference between Human resource development	30
and Human resource management	
2.6 The scope of talent Management	30-31
2.7 Talent management and motivating outside performance	31-34

Title	Page
Chapter Three: Theoretical background of Employee	
Satisfaction and retention	
-Part One:	
3.1 Aspects of job satisfaction	35-36
3.2 Employee satisfaction and morale	36-37
3.3 Theories of motivation and interpretation of job	37-40
satisfaction	
3.4 Factors affecting job satisfaction	41-46
3.5 Job satisfaction includes two key components	46
3.6 Job satisfaction and democratic leadership	47
3.7 Job satisfaction and equality	47
3.8 Job satisfaction and equal opportunity	47
Part Two:	
3.2.1 Aspects of Employee Retention	47-49
3.2.2 According to Birt, 2004 there are five variables that	49
have impact on talent retention	
3.2.3 Retention Program	50-51
3.2.4 Retention Tools and Resources	51-52
3.2.5 Communication and retention	53-54
Chapter four: Applied Study	
Statistical analysis	55-59
Research Reliability Test	59-68
Descriptive Statistics	68-78
Hypothesis Testing	78-103

Title	Page
<b>Chapter five: Conclusion and Recommendations</b>	
5.1 Summary of the results	104-105
5.2 Field study Findings	105-114
5.3 Hypotheses Testing Results	114-118
5.4 Implications	119
5.5 Research Recommendations	119-120
5.6 Recommendations for Future Research	121
5.7 Research limitations	121-122
-References	123-131
-Appendices	132-173

### List of Tables

Table No	Title	Page
Table 1	Previous Studies	16-17
Table 2	Scales and measures	56
Table 3	Likert five Scales	59
Table 4/1	Reliability and Validity By used the Cronbach	60
	alpha coefficient "The Effect of Talent	
	Management on Employee satisfaction and	
	Retention"	
Table 4/2	Frequency distribution of the Variable Job	61
Table 4/3	Frequency distribution of the variable Age	62
Table 4/4	Frequency distribution of the variable Gender	63
Table 4/5	Frequency distribution of the Variable Education	64
Table 4/6	Frequency distribution of the variable Experience	65
Table 4/7	Frequency distribution of the Variable Number	67
	of courses you have obtained	
Table 4/8	Descriptive Statistical Dimensions Talent	69
	Management X	
Table 4/9	Descriptive Statistical Dimensions Employee	72
	satisfaction y1	
<b>Table 4/10</b>	Descriptive Statistical Dimensions Employee	75
	Retention y2	
<b>Table 4/11</b>	Summary Descriptive Statistics and	78
	Ranking"The Effect of Talent Management on	
	Employee satisfaction and Retention"	
<b>Table 4/12</b>	Correlation between Talent Management on	81
	Employee satisfaction and Retention by using	
	Pearson correlation	

Table No	Title	Page
Table 4/13	The impact of talent management on employee satisfaction and retention by using linear regression	82
<b>Table 4/14</b>	The impact of Talent Management on Employee satisfaction and Retention by using stepwise regression	85
Table 4/15	Correlation between Talent Management on Employee satisfaction by using Pearson correlation	87
Table 4/16	The impact of Talent Management on Employee satisfaction by using Liner Regression	89
Table 4/17	The impact of Talent Management on Employee satisfaction by using stepwise regression	91
Table 4/18	Correlation between Talent Management on Employee Retention by using Pearson correlation	93
<b>Table 4/19</b>	The impact of Talent Management on Employee Retentionby using Liner Regression	94
Table 4/20	The impact of Talent Management on Employee Retention by using stepwise regression	97
Table 4/21	Differences between (gender) and "the impact of Talent Management on Employee satisfaction and Retention" by using the Mann -Whiteny Test	99
Table 4/22	Differences between (age) and "the impact of Talent Management on Employee satisfaction and Retention" by using the Kruskal Wallis Test	100

Table No	Title	Page
Table 4/23	Differences between (education) and "the impact of Talent Management on Employee satisfaction and Retention" by using the Kruskal Wallis Test	101
Table 4/24	Differences between (experience) and the impact of Talent Management on Employee satisfaction and Retention" by using the Kruskal Wallis Test	102

### List of Figure

Figure	Title	Page
Figure 1	The relation between Talent management and	2
	employee satisfaction and retention	
Figure 2	Talent management process	5
Figure 3	Job satisfaction Model	9
Figure 4	The casual Model of Employees 'Intent to leave	53
	an organization	
Figure 5	Frequency distribution diagram of the variable job	62
Figure 6	Frequency distribution diagram of the variable age	63
Figure 7	Frequency distribution diagram of the variable	64
	gender	
Figure 8	Frequency distribution diagram of the variable	65
	education	
Figure 9	Frequency distribution diagram of the variable	66
	experience	
Figure 10	Frequency distribution diagram of the variable	68
	number of courses you have obtained	
Figure 11	The scatter diagram of the impact between	82
	independent talent management and independent	
	variables employee satisfaction and retention	
Figure 12	Histogram 1: Dependent variables: Employee	84
	satisfaction Y1 and retention Y2.	
Figure 13	The scatter diagram of the impact of Talent	88
	Management X on Employee satisfaction Y1 by	
	using Liner Regression	

Figure	Title	Page
Figure 14	Histogram 2: Dependent variable: Employee	90
	satisfaction Y1.	
Figure 15	The Scatter diagram of the impact of Talent	94
	Management X on Employee Retention Y2 by	
	using Liner Regression	
Figure 16	Histogram 3:Dependent variable :Employee	96
	retention Y2	



### رسالة دكتوراه مقدمة من

### الباحثة/ ريم أحمد رأفت أبوالنيل أثر إدارة المواهب على إرضاء وإبقاء العاملين بالتطبيق على جامعة عين شمس

لجنة المناقشة والحكم على الرسالة

أ.د/ إجلال عبد المنعم حافظ
 أستاف إوارة الأعمال- كلية التجارة بجامعة عين شمس
 أ.د/ بسام محمد الأحمدى
 أستاف مساعر إوارة الأعمال - كلية التجارة بجامعة عين شمس.
 أ.د/ غدير محمد بدر الدين
 أستاف مساعر إوارة الأعمال - كلية لا تجارة بجامعة عين شمس
 أستاف مساعر إوارة الأعمال - كلية لا تجارة بجامعة عين شمس

تاريخ البحث: / ٢٠١٦

الدراسات العليا

اجيزت الرسالة بتاريخ

ختم الإجازة

بتاریخ: / ۲۰۱۶

بتاریخ: / ۲۰۱۶

موافقة مجلس الجامعة

موافقة مجلس الكلية

كلية التجارة جامعة عين شمس ٢٠١٦



#### APPROVAL SHEET

Student Name: Reem Ahmed Abou El Nile

Title: The Effect of Talent Management on Employee Satisfaction and Retention: An Applied study on Ain Shams University

**Academic Degree:** Doctorate Degree in Business Administration

This thesis submitted in partial fulfillment of the requirements for the Doctorate's Degree in Business Administration has been approved by:

# Examination Committee Prof. Dr. Eglal Abdel Moneim Hafez

Professor of Business Administration Faculty of Commerce - Ain Shams University  $\square$ 

#### Prof. Dr. Bassam Moh. Al Ahmady

Associate Professor of Business Administration Faculty of Commerce- Ain Shams University

**Prof. Dr. Ghadeer Moh. Badr El Din**Associate Professor of Business Administration

Date of Dissertation Defense: / /2016 Approval Date : / /2016