



Ain Shams University
Faculty of Commerce
Business Administration Department

The Impact of Talent Management on Organizational Commitment and Withdrawal Behaviors

"An Empirical Study in Petroleum Sector Companies"

**A Thesis Submitted for the Master's Degree in Business
Administration**

Submitted by

Nourhan Tohamy Abdel Ghany El-Tohamy

Supervised by

Prof. Dr.

Amr Mohamed Ahmed Awaad

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

Prof. Dr.

Abdel Moneim El-Said

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

Dr.

Amany El-Berry

*Lecturer of Business Administration
Faculty of Commerce
Ain Shams University*

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Approval Sheet

Student Name: **Nourhan Tohamy Abdel Ghany**

Title of thesis: **The Impact of Talent Management on Organizational Commitment and Withdrawal Behaviors “An Empirical Study in Petroleum Sector Companies”**

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

Examination committee:

Professor Dr. Amr Abdel Maguid Ghanayem

Professor - Business Administration and Former president of Sadat Academy for Management Sciences

.....

Professor Dr. Sayed Mahmoud El Sayed El -Khouly

Professor - Business Administration and Vice Dean for Post Graduate Affairs, Faculty of Commerce - Ain Shams University

.....

Professor Dr. Amr Mohamed Ahmed Awaad

Professor - Business Administration

Faculty of Commerce - Ain Shams University

.....

Professor Dr. Abdel Moneim Mohamed El-Said

Professor - Business Administration

Faculty of Commerce - Ain Shams University

/ / 2017 Date of Dissertation Defense

/ / 2017 Approval date

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

وَقُلْ أَعْمَلُوا فَسَيَرَى اللَّهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ وَسَتُرَدُّونَ إِلَى
عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنتُمْ تَعْمَلُونَ ﴿١٠٥﴾

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*I would like to dedicate this thesis to my Mother,
without her love, sacrifice, support and guidance I
wouldn't have been standing here today*

Abstract

Multinational companies started introducing and implementing Talent Management (TM) in the 1990s. It is now popular in the private and non-governmental sector, as well. The main idea was to identify talent and manage it in the best way that benefits both the organization and the employee. This study examined the impact of Talent management practices that included: workforce planning, recruitment, compensation and rewards, performance management and employee empowerment on the organizational commitment that included: Affective commitment, continuance commitment and normative commitment also the other dependent variable which was the withdrawal behaviors. That objective was achieved by using a questionnaire of 62 statements and distributed among the employees working in the Joint Venture petroleum companies, with a total sample size of 380 questionnaires, data were collected and analyzed using the SPSS and after the descriptive analysis was executed, studying the correlation and regression coefficients between the study variables and testing hypotheses took place. From the most important study results were: first, workforce planning, compensation and rewards, performance management and employee empowerment had a significant impact on the affective commitment. Second, the workforce planning, recruitment and performance management had a significant impact on the CC. Third, the compensation and rewards, performance management and the employee empowerment had a significant impact on the NC and finally, the workforce planning and compensation and rewards had a significant impact on the WB.

Key Terms: Talent Management, Organizational Commitment and Withdrawal Behaviors.

Table of Contents

Serial number	Subject	Page
	Chapter One: Framework and Previous studies	
1.1	Introduction	1
1.2	Previous Studies	2
1.2.1	Talent Management studies	2
1.2.2	Organizational Commitment studies	5
1.2.3	Withdrawal Behaviors studies	7
1.2.4	Commentary on previous studies	9
1.3	Research Problem	11
1.4	Research Objectives	12
1.5	Research Hypotheses	12
1.6	Research Variables	13
1.7	Research Methodology	13
1.8	Research Plan	15
1.9	Overview of the Petroleum sector in Egypt	15
1.10	Conclusion	21
	Chapter Two: Talent management	
2.1	Introduction	23
2.2	Talent concept	23
2.2.1	Classification of talent	25
2.3	Talent Management	27
2.4	Talent Management Importance	30
2.5	Talent management Process	32
2.6	The Relationship between Talent management and Human resources management	35
2.7	Talent Management Models:	36
2.7.1	Mckinsey & Company model (2001)	37
2.7.2	Principal model (2006)	38
2.7.3	Strategic Talent management model	40
2.7.4	Develop-deploy-connect model (2007)	41
2.7.5	Abdel-Wahab Model (2007)	42
2.7.6	SHRM Model (2010)	43
2.8	Possible measures of TM:	43
2.8.1	Workforce planning (WFP)	44
2.8.2	Talent Recruiting	50
2.8.3	Compensation and rewards	54

Serial number	Subject	Page
2.8.4	Performance management	56
2.8.5	Employee Empowerment	60
2.9	Key strategic challenges of TM and actions taken in response to these challenges	63
2.10	Summary	64
	Chapter Three: Organizational Commitment and Withdrawal Behaviors	
3.1	Introduction	65
3.2	Organizational Commitment definition	65
3.3	Organizational Commitment models and components:	69
3.3.1	Porter et al. (1979)	69
3.3.2	O'reilly and Chatman's model (1986)	70
3.3.3	Three component model of Commitment (Meyer and Allen, 1997)	70
3.3.4	Cohen's Four components model (2007)	74
3.4	Sources of Commitment	76
3.5	Organizational Commitment Determinants	77
3.6	Approaches to Organizational Commitment	79
3.7	Consequences of Organizational Commitment	79
3.8	Strategies for increasing employee commitment	82
3.9	Introduction to Withdrawal Behaviors	84
3.10	Withdrawal Behaviors Definition	86
3.11	Withdrawal decision process	88
3.12	Costs of Withdrawal Behaviors	92
3.13	Withdrawal Behaviors' models:	
	a- Independent forms of withdrawal model	95
	b- Compensatory model of withdrawal	96
	c- progressive model of withdrawal	96
	d- Spillover model	98
	e- Alternate forms of withdrawal model	99
	f- Lehman and Simpson withdrawal model (1992)	100
3.14	Relationship between organizational commitment and Withdrawal behaviors	100
3.15	Summary	102
	Chapter Four: Analysis, Interpretation, Discussion of Results, Recommendations and Future Research	
4.1	Introduction	103

Serial number	Subject	Page
4.2	Questionnaire Construction	103
4.3	Sampling Process	106
4.4	Analyzing Questionnaire results and Statistical Tests	108
	- Proceeding with the Descriptive Analysis:	
	1- Proceeding with the descriptive demographic data	117
	2- Proceeding with the descriptive study variables:	118
	- “workforce planning” (X1) and its statements’ descriptive analysis	119
	- “Recruitment” (X2) variable’s descriptive analysis	120
	- “Compensation and Rewards”(X3) variable’s descriptive analysis	121
	- “Performance Management” (X4) variable’s descriptive analysis	123
	- “Empowerment” (X5) variable’s descriptive analysis	124
	- “Affective Commitment” (Y1) variable’s descriptive analysis	125
	- “Continuous Commitment” (Y2) variable’s descriptive analysis	127
	- “Normative Commitment” (Y3) variable’s descriptive analysis	128
	- “Withdrawal Behaviors” (Y4) variable’s descriptive analysis	129
4.5	Statistical analysis and Testing Hypotheses	130-149
4.6	Discussion	149-153
4.7	Action plan	154-155
4.8	Limitations and future Recommendations	155-156
	References	157-172
	Appendix: Questionnaire	
	English Summary	
	Arabic Summary	

List of Figures

Figure No.	Subject	Page
1.1	TM, OC and WB dimensions	13
1.2	Diagram of the chapter linkages within the research	15
2.1	Talent Equation	26
2.2	Evolution of HR functions	31
2.3	Principal model 2006	39
2.4	Strategic TM model	40
2.5	Develop-deploy-connect model	41
2.6	SHRM model 2010	43
2.7	Do you conduct talent audits today?	48
2.8	Selection process	53
2.9	Process map of performance management pathway	58
3.1	Organizational commitment model (Meyer and Allen,1997)	71
3.2	Meyer and Allen's OC model	74
3.3	OC's four components model	75
3.4	Mobley's model of Withdrawal decision process	89
3.5	Physical and psychological withdrawal behaviors	91
3.6	Progressive model of withdrawal	98
4.1	Residuals Normal P-plot of the 1 st Hypothesis	136
4.2	Standardized Predicted Values versus Standardized Residuals for the 1 st hypothesis	136
4.3	Residuals Normal P-plot of the 2 nd Hypothesis	140
4.4	Standardized Predicted Values versus Standardized Residuals for the 2 nd hypothesis	140
4.5	Residuals Normal P-plot of the 3 rd Hypothesis	144
4.6	Standardized Predicted Values versus Standardized Residuals for the 3 rd Hypothesis	144
4.7	Residuals Normal P-plot of the 4 th Hypothesis	148
4.8	Standardized Predicted Values versus Standardized Residuals for the 4 th Hypothesis	148

List of Tables

Table No.	Subject	Page
1.1	Talent management previous studies	2
1.2	Organizational Commitment Previous studies	5
1.3	Withdrawal behaviors previous studies	7
1.4	Shares of Town gas in some sister companies	19
1.5	Number of Employees in Egypt Gas Company	21
2.1	Talent management definitions	28
2.2	Differences between approaches of TM and HRM	36
2.3	Changes in performance management systems	59
2.4	Pateman's participative categories	62
2.5	What actions have organizations taken in response to current HR challenges?	63
3.1	Organizational Commitment definitions	67
3.2	Direct and indirect costs of withdrawal behaviors	93
4.1	Classification of joint venture sector's sample	107
4.2	Questions and variables encoding	109
4.3	Reliability and Validity using Cronbach's Alpha test	110
4.4	Outliers and SCV values in each variable	112
4.5	Imputing missing data of each variable Using MI method	114
4.6	Test of Normality for each Variable	116
4.7	Demographic Data Frequency	117
4.8	Weighted Mean of the Responses and its Trend	118
4.9	Descriptive analysis of Workforce Planning (X1) variable and its statements	119
4.10	Descriptive analysis of Recruitment (X2)	120
4.11	Descriptive analysis of Compensation and Rewards (X3)	122
4.12	Descriptive analysis of Performance Management (X4)	123
4.13	Descriptive analysis of Empowerment (X5)	125
4.14	Descriptive analysis of Affective Commitment (Y1)	126
4.15	Descriptive analysis of Continuous Commitment (Y2)	127
4.16	Descriptive analysis of Normative Commitment (Y3)	128
4.17	Descriptive analysis of Withdrawal Behaviors (Y4)	129
4.18	Independent and Dependent Variables Specification	131
4.19	Spearman's rank correlation coefficients	132

Table No.	Subject	Page
4.20	Model Summary and ANOVA table (1 st hypothesis)	134
4.21	Model Coefficients and t-test	135
4.22	Model Summary and ANOVA table (2 nd hypothesis)	137
4.23	Model Coefficients and t-test	138
4.24	Model Summary and ANOVA table (3 rd hypothesis)	141
4.25	Model Coefficients and t-test.	142
4.26	Model Summary and ANOVA table (4 th hypothesis)	145
4.27	Model Coefficients and t-test	146
4.28	Action plan	154

List of Abbreviations

Abbreviation	Concept
TM	Talent Management
ITM	Integrated Talent management
OC	Organizational Commitment
AC	Affective Commitment
CC	Continuance Commitment
NC	Normative Commitment
WB	Withdrawal Behaviors

1.1 Introduction:

The main feature of today's competitive environment in business concerning people issues is to find a method of attracting, developing, retaining, and motivating competent people. Employing the appropriate people in the company and the team of candidates to be selected from must be up to specific criteria and standards; this implies that HR ought to source and search out such talented staff.

Talent management seems to be the key theme driving strategic HRM throughout organizations that's why it has become essential for the survival of the firms to be adaptive and responsive to changes. The logic behind the talent management is based on the fact that businesses run by people, important decisions related to all working areas in any organization are taken by people (Naik, 2012)

Organizational commitment has an important role in the study of organizational behavior. This is due to the large number of studies that have found relationships between organizational commitment and attitudes and behaviors in the workplace. Organizations need to recognize the efforts that can be taken in order to instill employees' commitment towards the organization. Employees, whose needs and expectations are met, are able to contribute and stay longer with an organization (Ping, 2011). Taking into consideration some behaviors that may appear on some employees who are not committed to their organizations, seen as "set of actions that employees perform to avoid the work situation – behaviors that may lead to quitting the job and these behaviors are called The Withdrawal Behaviors." (Hulin, C.L. 1991, p. 111)