

The Impact of Talent Management Practices on Employees Engagement in Sharm El-Sheikh Hotels

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ARTICLE INFO

Keywords:

Talent Management Practices; Employee Engagement; Human Resources Department; Sharm El-Sheikh Hotels.

**(JAAUTH)
Vol. 22, No. 2
(June 2022),
PP.132-153.**

ABSTRACT

Talent management is one of the most important activities of human resource management, as it makes the recruitment process more efficient and effective by reaching a high level of work engagement by exploring the potential energies of employees and filling vacant positions with highly qualified talented staff, which is reflected in guest satisfaction. The main argument of this paper is to analyze the relationship between talent management practices and employees engagement at five star hotels in Sharm El-Sheikh city, which is considered as a major tourism destination in Egypt. The field study was conducted using questionnaires distributed to 384 employees in the human resource departments, 299 were valid. SPSS software -version 22-, was used to analyze the data. The findings of this paper showed that there are significant and positive relationships between talent management and employee engagement, where talent management practices are reflected on guest satisfaction, which is achieved if the hotel has talented and highly qualified employees, as their skill is reflected in the product and service provided.

1. Introduction

Talent has become one of the important topics in human resource management, and it has aroused the interest of many researchers about this concept. In 1997, McKinsey company presented a study which the term “*War for Talent*” was formulated to rethink the procedures for what it takes to attract and retain talented employees (Ingram, 2016; McDonnell, 2011). The outbreak of the talent war is due to the shift to the information age, where countries divided into countries that have information and others that lack it, and then countries tended to race to attract the best experiences, talents and skills, especially the developed countries that worked to empty developing countries of their creative cadres and attract the best elements (Al-Jarrah and Abu-Doleh, 2015). Talent management has a positive effect on employee engagement, which is a state of mind associated with work that is described by positively and satisfaction, and its most important characteristics are vigor, dedication and absorption. (Al-Zuhairi, 2014).

1.1 Research Problem

Previous studies have highlighted the impacts of talent management on employees engagement, they focused on the hospitality field (Shaeen *et al.*, 2015; Mathew 2015; Hsu, 2015), while some studies have been applied in different fields such as academic institutions (Hafez *et al.*, 2017), banks (Nafei, 2015) and hospitals (Morsy, 2013). In addition some studies cover topics related to partial impact employee performance on talent management (Sumarto and Rumaningsih, 2021; Saad and Mayouf, 2018). The research question can be formulated, as follows:

What is the impact of applying talent management practices on achieving employee engagement in Sharm El-Sheikh hotels?

1.2 Research Objectives

The research objectives include:

- Identify the level of application of talent management practices in the selected hotels from employees' viewpoint.
- Clarify the level of employee engagement in the selected hotels.
- Determine the nature and direction of the relationship between the talent management practices and work engagement in the hotels under study.

1.3 Research Hypothesis

The study designed to prove the following hypothesis:

There is a significant relationship between talent management practices and employees engagement in Sharm El-Sheikh hotels, Egypt.

From the previous hypothesis, the following sub-hypotheses are divided:

- There is a positive significant relationship between talent management practices and vigor.
- There is a positive significant relationship between talent management practices and dedication.
- There is a positive significant relationship between talent management practices and absorption.

1.4 Research Model

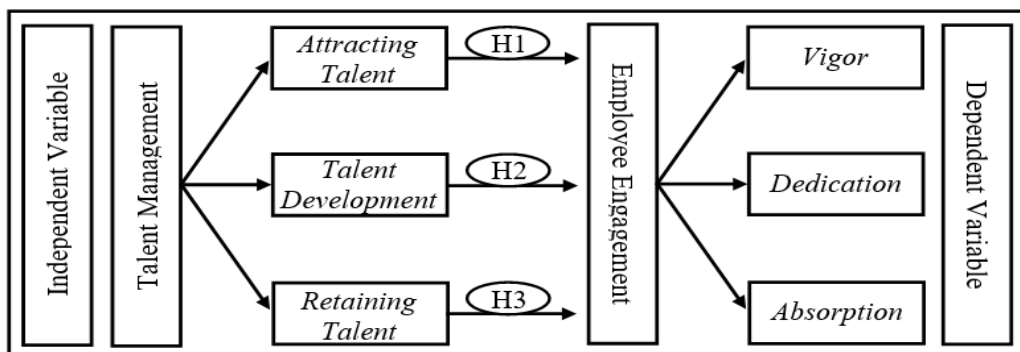


Fig.1. The Research Model
Source: The Researcher

2. Background

2.1 Talent Management

2.1.1 Talent Management Concept

Talent refers to individuals who have high potential, knowledge and skills that enable them to successfully lead, contribute and change within an organization, while a skill is an acquired experience that an individual obtains through learning and training (Fitzgerald, 2014). Talent consists of extraordinary intellectual skills, a creative attitude and a commitment to work inside the organization (Moczydłowska, 2010). According to Ulrich *et al.*, (2013), the workforce can be categorized in relation to talent strategy to four segments, which included executives, leadership cadre, high potentials and operating employees who are responsible for spreading the culture of talent in the organization.

Talent management is a key success factors for human resource management departments in many organizations. It enables them to attract talented employees and invest them effectively. This requires recognizing the talents of employees, attracting new talents to the organization. The current employees have talents that were not used before and they must not be overlooked and taken into account; therefore, talent based on human resources has become one of the important success factors for organizations (Gumus *et al.*, 2013). The following figure shows the success factors for human resource management, which includes the talent management as one of the main elements in the success of human resource management in various organizations:

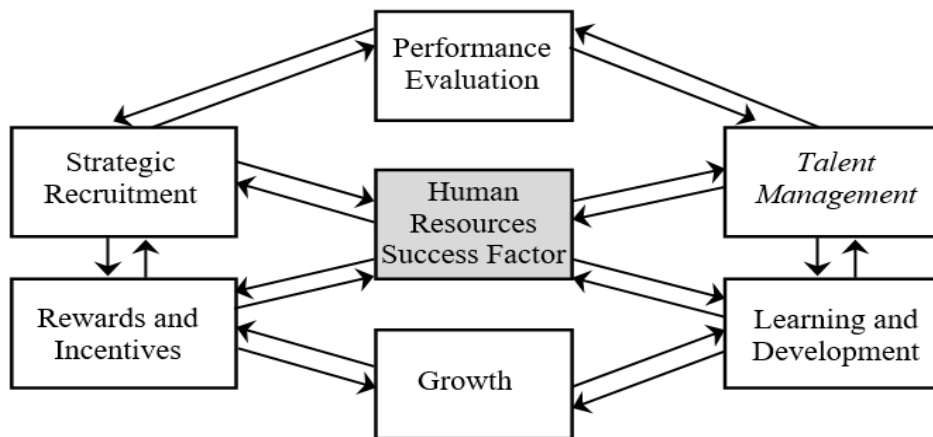


Fig.2. Human Resources Success Factor

Source: Gumus *et al.*, 2013

Haskins and Shaffer, (2010) pointed to the importance of talent management by focusing on critical job positions in the organization, identifying replacements for critical positions, exploring potential energies, creating talent pools for each organizational level, clearly defining talent readiness, avoiding talent disruption and ensuring their positive contribution to serving the organization. Ensuring talent flows through the different lines of leadership and helping employees to plan their career paths.

2.1.2 Talent Management Practices in Hotels

Talent management plays a major role in hospitality industry as it is labor-intensive, which requires highly qualified and talented people. Hotel management companies are concerned with enhancing their talent management to prevent staff turnover and loss of talented employees (Grobler and Diedericks, 2009). The goals of talented management include:

- Take advantage of talented employees; investing in talent management practices can help hotels to achieve outstanding results such as employee satisfaction, employee engagement, employee motivation, commitment to work and organizational support (Cobb, 2015).
- Improve employee performance; managing talented employees in hospitality industry help to reduce labor costs, improve competitiveness, solve organizational problems and maximize return on investment (Saad and Mayouf, 2018).
- Provide distinguished human resources in all hotel sectors, as the competitive advantage of any hotel includes a process of gathering talents and effective leaders at all levels who are fully prepared for future work (Burbach and Royle, 2010).
- Assist the high management of hotel establishments in finding solutions to remain competitive with other international hotel chains, and ensure that the hotel has qualified staff in all hotel departments, which enables to respond to the labor market changes (Kichuk, 2017).
- Contribute to encouraging employees' achievements based on the adoption of the concept of "*Integrated Talent Management*" and thus assisting high management in making right decisions (Bersin, 2010).

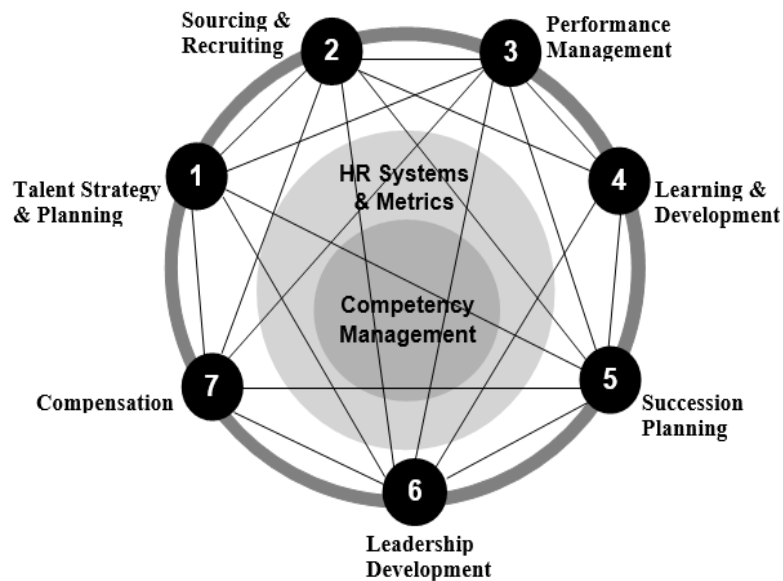


Fig.3. Integrated Talent Management Framework

Source: Bersin, 2010

2.1.3 Reasons for Applying Talent Management Practices in Hotels

The reasons for applying talent management practices in hotels included the following:

- Talent management practices focus on recruiting, developing and retaining employees who help the hotel management to achieve its goals, which include maximizing guest satisfaction by providing high-quality services through professional employees (Evans and Chun, 2012).
- Hotel establishments exist in an environment characterized by rapid technological changes, declining economies, and political tensions. Talent shortage is one of the major obstacles facing hotel management, as there is great competition in attracting talent in the hospitality field among international hotel chains with the aim of improving performance and productivity (Horner, 2014).
- Hotels need to empower their employees and develop a sense of belonging to the organization. Employees tend to prefer organizations that enable them to continually improve themselves, maintain their education and have a high level of organizational trust. Talent management provides that concept to employees; It unifies current employment trends in a more flexible way and enables employees to gain personal development and work-life balance (Altnoz *et al.*, 2013).
- The need for hotels to improve their competitive position, which is related to quality and excellence in performance rates, by attracting talented employees from all hotel departments (Thunnissen, 2016).
- Hotels need to ensure the continuity of excellence in services provided to guests, and thus on-going improvement of performance by attracting talented employees (Cobb, 2015).
- Lack of knowledge among some hotel managers about the value of talented staff and how to manage the talent; and therefore the need to know the basics of dealing with talented employees due to its relationship to guest satisfaction (Thunnissen, 2016).
- There are many challenges for employees faced by hotel managers in terms of the difficulty of obtaining experienced talented employees and skilled leaders in light of the serious competition in the hospitality market. By following the talent management approach, hotels can determine the type and number of talent needed, identify and prioritize talent gaps, take measures to close those gaps and achieve sustainable competitive advantage (Krishnan, 2015).

The interest in talent management practices in the hospitality field is due to many internal and external challenges. On the internal level, there is a need to manage the talents of employees to develop its human resource management systems, from planning the workforce, appointing employees, developing their performance, empowering them and benefiting from their capabilities. On the external level, talent management is needed to help hotel management to face the changing global challenges of fierce competition in the hospitality industry (Ibrahim, 2018).

2.1.4 Talent Management Dimensions

According to (Yener *et al.*, 2017) the talent management dimensions can be categorized into three areas:

- **Attracting Talent:**

It includes the policies and practices by which the talented individuals are determined. It comprises "*Talent Planning*", as it plays an important role in determining the future needs of talent at all levels of the organization. The main objective of talent planning in the organization is to obtain an optimal level of talent positioning (Chow, 2014).

- **Talent Development:**

According to (Garavan *et al.*, 2012), the talent development includes four areas:

- Identification: Who's the employee who needs development?
- Design: What capabilities should be developed, and how long it will take in light of a well-defined plan?
- Evaluation: What analytical tools are used to measure effectiveness?
- Organizational support: What support can high management provide?

The main outcomes of the talent development process are (Kucherov and Zavyalova, 2012):

- Develop individuals' abilities and skills to learn about different cultures through developing dynamic competencies that refer to those knowledge and skills that are acquired through educational experiences such as training and travel abroad.
- Transfer tacit knowledge from old employees to current and new employees.
- Use a set of development practices such as short or long-term international missions, participation in global teams and multicultural training.

- **Retaining Talent:**

Retaining talent has become a major challenge for all organizations. Job satisfaction and desire to work are one of the reasons that play an important role in reducing talent migration. Effective talent retention strategies include the following (Stalmasekova, 2017):

- Talent Engagement: Employees who are more engaged in their work and more involved in their organizations, have more job satisfaction, a positive vision of the organization and have greater loyalty to customers, and their level of performance is very high.
- Career Development: Organizations that improve career development for talented staff have lower turnover. Thus, when employees have a good understanding of their career path, they are more connected to their work and organizations.
- Talent Management Culture: It is a priority for all employees in the hospitality field, as it is a resource for professional managers who seek to improve their talent retention strategy within the organization.

2.2 Employee Engagement

2.2.1 Engagement Concept

The concept of *Engagement* in business literature differs greatly; there is a set of definitions that fall under the classifications of engagement, which are: personal engagement, work engagement and employee engagement, as follows:

- Saks, (2006) defines employee engagement as a unique construct of cognitive, emotional, and behavioral components that are associated with an individual's role performance.
- Rathee and Sharma, (2020) define personal engagement as the harness of the organization's own members for working roles.
- Jaya and Ariyanto, (2021) define work engagement as a state of mind characterized by positively and satisfaction, and its characteristics are:
 - Vigor, which is distinguished by a high level of emotional energy and physical strength during work and insistence on exerting effort even with difficulties.
 - Dedication refers to a person's strong association to work and positive attitude towards work with a sense of enthusiasm, ambition and pride.
 - Absorption, one of its most important characteristics is full concentration in work and the employee is not aware of the time spent on a job.

2.2.2 Engagement Requirements

These requirements are classified into three main groups:

- The Organization's Environment: It contains several elements, including: achieving a balance between private life and work, involving employees in the decision-making process, providing a comfortable work environment, encouraging teamwork, providing a fair compensation system (Merry, 2014).
- Leadership Practices: It includes opening continuous communication channels with employees to exchange opinions and suggestions, appreciating excellence in performance, assisting employees to develop their knowledge, skills and behaviors, providing training programs that contribute to increasing the employees' experience (Powis, 2012).
- Job Characteristics: There are many characteristics that must be taken into account to achieve the work engagement, which include: the importance of the job, availability of opportunities for learning for the job, the amount of authority granted to the job enables the managers to take corrective decisions (Khan, 1990).

According to (Gallup, 2021), companies that are characterized by employee engagement achieve greater growth than those that have a low rate of employee engagement in their work. Caterpillar is a global company that has saved \$8.8 million as a result of reduced cost of absence and increased overtime, and thus increased customer satisfaction rates, as engaged employees feel better health and positive emotions such as pleasure and enthusiasm, and thus can direct their skills towards work.

2.2.3 Engagement Outcomes

Previous studies confirmed that organizations seek to achieve the employees engagement, because it gains a lot of positive results for both the organization and the employees, as follows:

- At the Level of Organization:

The work engagement is directly concerned to the positive outcomes of the organization, which include: increased productivity rates, decreased turnover rates, and organizational commitment. Employees who engaging in their work are characterized by the following behaviors (Al-Sayed, 2014):

- Say: Speaking positively about the organization in front of colleagues and guests.
- Stay: Having a strong desire to stay and continue in the organization.
- Strive: Exerting maximum effort to achieve success at the work level.

- At the Level of Employees:

Several studies have dealt with the engagement outcomes, which it is most important benefits are (Wickham, 2020):

- Better employee health.
- Greater employee satisfaction.
- Increased employee safety.
- Strong relationships with guests.
- Positive attitudes towards the job.
- Low absenteeism rate.
- Greater employee loyalty.
- Low turnover rate.

The following figure shows the features of an engaged employee:

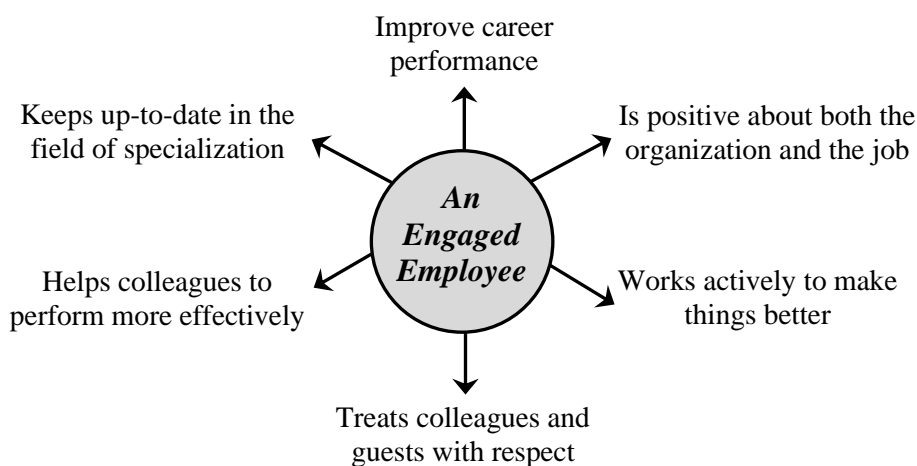


Fig.4. Engaged Employee Features

Source: Robinson *et al.*, 2004

3. Research Methods

The research depends on a fieldwork survey. This paper aimed to explore the relationship between talent management practices and employees engagement in Sharm El-Sheikh hotels. (Yener *et al.*, 2017) discuss the dimensions of talent management which include: attracting talent, talent development and retaining talent. Based on (Jaya and Ariyanto, 2021) the dimensions of employee engagement involve: vigor, dedication and absorption.

3.1 Pilot Study

Before carrying out the full study, a pilot study was conducted to assess the feasibility of applying the survey to be used on a larger scale, according to (Viechtbauer *et al.*, 2015), a respondents numbers in the pilot study with a confidence level of 95% and a probability of 5% equaled 59 participants. Therefore, the pilot study was conducted on 59 guests in selected hotels through structural questionnaire to examine the relationship between talent management practices and employees engagement. Cronbach's coefficient alpha (α) was used with a value of 0.899, which means very reliable. The pilot study results included that 92% of the respondents agree that talent management practices play a key role in employee engagement and thus achieve positive results, such as increased productivity, maximizing guest satisfaction and reduced turnover. 93% of them agreed that employee satisfaction and comfort lead to better team performance in the long run.

3.2 Population and Sample Characteristics

This paper targeted the employees at the five star hotels in Sharm El-Sheikh city, as one of the best tourism destinations in the world. According to Egyptian Hotels Guide (2020), there are 45 five-star hotels located in Sharm El-Sheikh city. The sample size determination was performed using the following formula (Uakarn *et al.*, 2021):

$$n_o = \frac{Z^2(pq)}{e^2}$$

$$n_o = \frac{(1.96)^2 (0.5) (0.5)}{(0.05)^2} = 384.$$

Where;

n = Sample size.

Z = The confidence level of 95%, equal to 1.96.

p = The proportion of the population which equal 0.5.

q = 1-q.

e = A margin of error of 0.05.

3.3 Methods of Data Collection

3.3.1 Questionnaire Design

The questionnaire form consists of two parts; the first part included the dimensions of talent management practices (attracting talent, talent development and retaining talent), while the second part involved the dimensions of employee engagement (vigor, dedication and absorption). Five-point Likert scale was conducted.

3.3.2 Questionnaire Distribution

A total number of 384 questionnaires were sent to employees of 8 hotels, 299 responses came back as valid, achieving a response rate 77.8%. According to (Morris, 2022) 18-20% of the population was used as a study sample. 48 forms were distributed due to the almost similar number of employees in the selected hotels.

Table 1

Hotels' Sample Profile

Hotel Classification	Total no. of hotels	Selected Hotels	Distributed Forms	Total Responses (384)	Valid Responses (299)
Five Star Hotels	44 hotels	8 hotels	48	384 (85)	299

Source: Egyptian Hotel Guide, 2020.

3.3.3 Questionnaire Validity and Reliability

Cronbach's alpha was used to assess the reliability of the scales; the 15 and 14 items of talent management and employee engagement questionnaire had an Alpha Correlation Coefficient (ACC) of 0.9236 and 0.8922, which is reliable. Ten hotel managers (content validity) and ten academic staff from academic field (face validity) tested the questionnaire; their comments were taken into account.

3.4 Data Analysis

3.4.1 Descriptive Statistics for the Study Variables

Table 2

Mean and Standard Deviation of Talent Management (Independent Variable)

Dimensions of Talent Management Practices	N	Mean	Standard Deviation	Coefficient of Variation
• Attracting talent	299	2.8120	0.7721	0.2745
• Talent development		2.3990	0.7119	0.2967
• Retaining talent		2.1890	0.7913	0.3614
Talent Management		2.4666	0.7423	0.3009

The Table 2 shows that the mean of talent management which ranged between 2.189 and 2.812. Attracting talent is the most effective practices from the employees' point of view. Its coefficient of variation was 0.2745, and this shows the importance of the attracting talent as a main component of talent management practices.

Table 3

Mean and Standard Deviation of Employee Engagement (Dependent Variable)

Dimensions of Employee Engagement	N	Mean	Standard Deviation	Coefficient of Variation
• Vigor	299	2.8180	0.8618	0.3058
• Dedication		2.8711	0.8982	0.3128
• Absorption		2.7675	0.9550	0.3450
Employee Engagement		2.7888	0.8578	0.3075

As shown in Table 3, the mean of employee engagement ranged between 2.767 and 2.871, where vigor is the most effective dimension of employee engagement. Its coefficient of variation was 0.3058, which means the importance of vigor in making effort at work even with many difficulties and challenges.

3.4.2 Research Hypotheses Test

The First Sub-Hypothesis Test:

There is a positive significant relationship between talent management practices and vigor.

The relationship was measured through the *Spearman Correlation Matrix* and *Multiple Linear Regression* to determine the effect of talent management dimensions on vigor, as shown in the following table:

Table 4

Correlation Matrix between Talent Management Dimensions and Vigor

Dimensions of Talent Management Practices	Correlation Coefficient with Vigor	Significance Level
• Attracting talent	0.665	0.01**
• Talent development	0.634	0.01**
• Retaining talent	0.723	0.01**

** Correlation is significant at the 0.01 level

It is concluded from the table 4 that there is a significant relationship between talent management dimensions and vigor; as the correlation coefficient equal (0.665, 0.634, 0.723) respectively at a significance level ≤ 0.01 , this positive relationship indicates that the dimensions of talent management contribute to increasing the level of energy and mental ability during hotel work shifts, therefore the alternative hypothesis is accepted.

Table 5

Multiple Linear Regression Model between Talent Management and Vigor

Independent Variables	Dependent Variable (Vigor)						
	β	T Test		F Test		VIF	R^2
		Value	Sig.	Value	Sig.		
Constant	0.612			125.29	0.00**	-	0.663
• Attracting talent	0.029	0.451	0.657			2.901	
• Talent development	0.367	5.788	0.00**			3.071	
• Retaining talent	0.338	4.747	0.00**			3.862	

** Statistically significant at a significance level ≤ 0.01

It is concluded from the table 5 that:

- The dimensions of the independent variable (attracting talent, talent development and retaining talent) explain 66.3% of the total change in the dependent variable (vigor), and the rest of the percentage is due to random error or for not including other independent variables that were supposed to be included.
- The T-test was used to find out the independent variables that have the most impact on vigor, as that was the talent development, where the calculated T value equal 5.788, which is statistically significant at a significance level ≤ 0.01 .
- The F-test was used to test the variables significance, where its value equal 125.29, which indicates the effect of independent variables on vigor.

The Second Sub-Hypothesis Test:

There is a positive significant relationship between talent management practices and dedication.

The relationship was measured through the *Spearman Correlation Matrix* and *Multiple Linear Regression* to determine the effect of talent management dimensions on dedication, as shown in the following table:

Table 6
Correlation Matrix between Talent Management Dimensions and Dedication

Dimensions of Talent Management Practices	Correlation Coefficient with Dedication	Significance Level
• Attracting talent	0.654	0.01**
• Talent development	0.613	0.01**
• Retaining talent	0.692	0.01**

** Correlation is significant at the 0.01 level

It is concluded from the table 6 that there is a significant relationship between talent management dimensions and dedication; as the correlation coefficient equal (0.654, 0.613, 0.692) respectively at a significance level ≤ 0.01 . There is a positive correlation between the dimensions of talent management practices and dedication, as the application of these practices in hotels is positively reflected on dedication to work, which leads to engagement of employees in their work, and thus achieving a high level of performance, therefore the alternative hypothesis is accepted.

Table 7
Multiple Linear Regression Model between Talent Management and Dedication

Independent Variables	Dependent Variable (Dedication)						
	β	T Test		F Test		VIF	R ²
		Value	Sig.	Value	Sig.		
Constant	0.559					-	0.611
• Attracting talent	0.011-	0.177-	0.857	101.98	0.00**	2.850	
• Talent development	0.355	5.251	0.00**			3.061	
• Retaining talent	0.309	4.039	0.00**			3.855	

** Statistically significant at a significance level ≤ 0.01

It is concluded from the table 7 that:

- The dimensions of the independent variable (attracting talent, talent development and retaining talent) explain 61.1% of the total change in the dependent variable (dedication), and the rest of the percentage is due to random error or for not including other independent variables that were supposed to be included.
- The T-test was used to find out the independent variables that have the most impact on dedication, as that was the talent development, where the calculated T value equal 5.251, which is statistically significant at a significance level ≤ 0.01 .
- The F-test was used to test the variables significance, where its value equal 101.98, which indicates the effect of independent variables on dedication.

The Third Sub-Hypothesis Test:

There is a positive significant relationship between talent management practices and absorption.

The relationship was measured through the *Spearman Correlation Matrix* and *Multiple Linear Regression* to determine the effect of talent management dimensions on absorption, as shown in the following table:

Table 8

Correlation Matrix between Talent Management Dimensions and Absorption

Dimensions of Talent Management Practices	Correlation Coefficient with Absorption	Significance Level
• Attracting talent	0.691	0.01**
• Talent development	0.641	0.01**
• Retaining talent	0.685	0.01**

** Correlation is significant at the 0.01 level

It is concluded from the table 8 that there is a significant relationship between talent management dimensions and absorption; as the correlation coefficient equal (0.691, 0.641, 0.685) respectively at a significance level ≤ 0.01 . There is a positive correlation between the dimensions of talent management practices and absorption, which it increases the employee's positive psychological state, thus increasing the concentration and immersion in doing work duties; therefore, the alternative hypothesis is accepted.

Table 9

Multiple Linear Regression Model between Talent Management and Absorption

Independent Variables	Dependent Variable (Absorption)						
	β	T Test		F Test		VIF	R ²
		Value	Sig.	Value	Sig.		
Constant	0.304					-	0.653
• Attracting talent	0.055	0.891	0.382	129.78	0.00**	2.855	
• Talent development	0.251	3.982	0.00**			3.063	
• Retaining talent	0.398	5.712	0.00**			3.853	

** Statistically significant at a significance level ≤ 0.01

It is concluded from the table 9 that:

- The dimensions of the independent variable (attracting talent, talent development and retaining talent) explain 65.3% of the total change in the dependent variable (absorption), and the rest of the percentage is due to random error or for not including other independent variables that were supposed to be included.
- The T-test was used to find out the independent variables that have the most impact on absorption, as that was the retaining talent, where the calculated T value equal 5.712, which is statistically significant at a significance level ≤ 0.01 .
- The F-test was used to test the variables significance, where its value equal 129.78, which indicates the effect of independent variables on absorption.

4. Research Results

This paper aimed to examine the relationship between talent management practices and employees' engagement in Sharm El-Sheikh hotels as it is a major tourism center in Egypt, the findings had highlighted the following results:

- The general level of application of talent management strategies in five-star hotels in Sharm El-Sheikh from employees' point of view was at medium level, as there are no talent departments in most of these hotels. Although the strategies of most global chains aim to find, attract and develop qualified employees.
- There is a positive significant relationship between talent management practices and vigor, where the talent development has a direct impact on vigor, which is characterized by high levels of energy and mental resilience while working hours.
- There is a positive significant relationship between talent management practices and dedication, whereby talent development has a direct impact on dedication, which is described as strong participation in a person's work, and experiencing a sense of importance, challenge, enthusiasm and pride.
- There is a positive significant relationship between talent management practices and absorption, where the retaining talent has a direct impact on absorption, which means fully focused and happily engaging in work, where time passes quickly and the employee faces many difficulties with detaching oneself from work.
- Engagement is considered as one of the most important reasons for the high level of performance in hospitality field, and the most important outcomes of work engagement are: increased profit rates, high performance level, low turnover rates and strong relationships with hotel guests.
- Talent management practices are most effective in achieving high performance in the hospitality industry. It plays an essential role in the strategy of this promising industry because it manages an important asset of the organization "its employees", but it does not take its rightful place in many hotels due to the lack of a comprehensive talent management strategy.
- It has been proven that there is a positive correlation between talent management practices and employee engagement in the selected hotels in Sharm El Sheikh, where the attracting talent came in the first rank with the highest mean of (2.81), followed by the talent development with a mean of (2.39), and the last rank was for talent retaining talent with a minimum mean of (2.18).

The research results are consistent with a study by (Sumarto and Rumaningsih, 2021) which concluded that talent management practices have a positive effect on employee engagement. A study by (Kaleem, 2019), concluded that the talent management policies have positive influence on employee performance of public sector in The United Arab Emirates. A study by (Sopiah, 2020) revealed a significantly positive effect of talent management practices on employee performance.

5. Recommendations

Table 10

Research recommendations

Recommendation	Responsible	Implementation Mechanism
1- Attracting talent employees in the various hotel departments.	<ul style="list-style-type: none"> Hotel high management. 	<ul style="list-style-type: none"> Hotels have a talent management department in its organizational chart to attract the talented employees. Determine the methods of selecting the best talented employees to fill the vacant positions in the hotel. Develop high financial policies to ensure the flow of talented employees.
2- Developing talent employees in the various hotel departments.	<ul style="list-style-type: none"> Human Resources Department. 	<ul style="list-style-type: none"> Determine the training needs of talented hotel staff. Develop training programs appropriate to the nature of talented hotel staff. Establish distinctive policies and incentives to develop the career path of talented employees.
3- Retaining talent employees in the various hotel departments.	<ul style="list-style-type: none"> Hotel high management in cooperation with human resources department. 	<ul style="list-style-type: none"> Provide a supportive work environment for talented employees. Rapid response to the needs of talented employees. Develop an ambitious plan to retain talented and skilled employees.
4- Providing ideal atmosphere for employee engagement.	<ul style="list-style-type: none"> Hotel high management. 	<ul style="list-style-type: none"> Develop a general strategy targeting the engagement dimensions. Create an appropriate work culture that promotes work engagement. Provide the tools that managers need to take engagement to a better level.

6. Limitations and Further Research

This paper used a talent management scale, which is based on (Yener *et al.*, 2017), and the employee engagement scale, which is based on (Jaya and Ariyanto, 2021). Therefore, the results would be different from the current results if the study were carried out in other hotel classifications, other scales, or other sampling size. More research is needed to determine the impact of human resources management and its impact on employee engagement. Examine other factors affecting employee engagement other than those tested in this paper. Further research might explore the relationship between the variables in other Egyptian tourism destinations.

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Appendix

Questionnaire Form

First Part:

The researcher is preparing a study entitled “*The Impact of Talent Management Practices on Employees Engagement in Sharm El-Sheikh Hotels*” Therefore, we kindly ask you to circle around the desired choice about talent management dimensions, noting that (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

No	Statements	(1)	(2)	(3)	(4)	(5)
1-	My work helps me bring out my energies.					
2-	I feel active and energetic while doing my work.					
3-	I like going to my work because it aims for self-fulfillment.					
4-	I feel that my work takes up all my time.					
5-	I can work for long time without tiring.					
6-	I feel mentally and physically active during my work.					
7-	My work tasks are interesting and full of right principles.					
8-	I feel excited while doing my work.					
9-	The job is a source of inspiration.					
10-	I am proud of my achievements at work.					
11-	I can handle with work challenges.					
12-	I don't feel the time when I'm at work.					
13-	Despite the work stress, I feel happy in my work.					
14-	I feel very attached to my work.					
15-	I feel engaged in my work.					

Second Part:

We kindly ask you to circle around the desired choice about employee engagement dimensions, noting that (1) strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

No	Statements	(1)	(2)	(3)	(4)	(5)
1-	The hotel focuses on quality and efficiency in determining staff needs.					
2-	Multiple and objective methods are used to select individuals.					
3-	The hotel is attracting new talents in all departments.					
4-	The hotel has a specific mechanism to discover the talented employees.					
5-	The hotel cares about talented staff and distinguishes them financially.					
6-	The hotel has annual plans to train and develop talented employees.					
7-	The hotel sets clear standards for measuring talented staff performance.					
8-	The hotel places high calibers in leadership positions.					
9-	There are highly efficient training techniques in the hotel.					
10-	The hotel takes into account the views of talented employees.					
11-	The hotel considers talented staff as partners in developing its plans.					
12-	The hotel aims to make the working environment more convenient.					
13-	The hotel cares about the career path of the talented staff.					
14-	The hotel offers rewards and incentives for talented staff, which motivates other employees.					

تأثير ممارسات إدارة المواهب على اندماج العاملين في المنشآت الفندقية بمدينة شرم الشيخ

هانى صلاح صادق

المعهد العالى للدراسات النوعية بمصر الجديدة

الملخص

تعد إدارة المواهب واحدة من أبرز أنشطة ممارسات إدارة الموارد البشرية، حيث تعمل على جعل عملية التوظيف أكثر كفاءة وفعالية من خلال الوصول إلى مستوى عال من الاندماج في العمل عبر استكشاف الطاقات الكامنة للعاملين وملء الوظائف الشاغرة بالمواهب ذات الكفاءة العالية مما ينعكس على رضا العملاء، وتهدف هذه الدراسة إلى تحليل العلاقة التأثيرية بين ممارسات إدارة المواهب واندماج العاملين في العمل في المنشآت الفندقية الخمس نجوم بمدينة شرم الشيخ والتي تعد أحد الوجهات السياحية الرئيسية لمصر. وقد اعتمدت الدراسة على أسلوب المسح الميداني عن طريق تصميم استمارة استبيان، حيث تم إرسال عدد 384 استبياناً إلى المبحوثين في الفنادق المختارة، وتم استقبال 299 استمارة صالحة للتحليل الإحصائي. وتم تحليل البيانات باستخدام برنامج SPSS الإصدار 22، وتمثلت أهم النتائج المتحصل عليها في ايجابية العلاقة بين إدارة المواهب واندماج العاملين في أعمالهم، حيث ينعكس تطبيق ممارسات إدارة المواهب على ثقة ورضاء العملاء والتي تتحقق في حال امتلاك الفندق لموظفين موهوبين أكفاء حيث أن مهارتهم تنعكس على المنتج والخدمة المقدمة.

معلومات المقالة

الكلمات المفتاحية

ممارسات إدارة المواهب؛ اندماج العاملين؛ إدارة الموارد البشرية؛ المنشآت الفندقية بشرم الشيخ.

(JAAUTH)

المجلد 22، العدد 2،
(يونيو، 2022)،
ص 153-132.