

**"Talent management practices and their impact in achieving
organizational excellence in major sports clubs in the Arab Republic of Egypt"
Prof. Dr. / Rehab Ali Amin Osman**

The development of creative competencies and talents in organizations is one of the biggest challenges facing human resources management at the present time, due to the increasing technological development and the intensification of competition in the provision of many new services that meet the requirements of the beneficiaries and their satisfaction.

This led organizations to seek talents with the skills, knowledge, abilities and competencies that would enable them to deal with current and future requirements for achieving discrimination and make them the cause of growth and development. (14: 125)

Lumpkin, G. T Dess, and G. Gregory (2003) add that successful organizations must attract talented individuals who work at all levels and have appropriate skills and ideas continuously to focus on achieving the organization's goals. (9: 123)

Hashim Fawzi Al-Abadi (2010) and Arm Strong, M (2009) agreed to define it as a set of practices, functions and activities for those individuals who can make a difference in the performance of an organization. (14: 3) (4: 115)

Mahmoud Abdel Fattah Radwan (2013) and Robart E Lewis & Robart G Heckman (2016) agreed that talent management is the interaction of a set of integrated practices and systems for attracting, retaining and developing highly skilled workers in line with the organization's strategic direction. (19:123) (27: 29)

Mahmoud Abdel Fattah Radwan (2013), Hartmann, E, feisel, & schober, HE (2015) agreed that when looking at talent management practices, researchers identified it in five practices: talent attraction, talent planning, talent acquisition, talent development and talent retention. (19: 72) (13: 11)

Adel Zayed Mohamed (2001) confirms one of the most important sources of organizational excellence talent management and investment in the untapped potential of employees and the organization alike, where the relationship between talent management and organizational excellence can be clarified through leadership excellence, strategic, service, knowledge. (2: 233)

Ali Al-Salami (2002) defines organizational excellence as a realistic and practical idea that achieves tangible results on the practical field in the short, medium and long term that distinguishes the organization from others. (3: 125)

Nezar Abdul Majeed Al Barwari (2010) explains that organizational excellence is one of the pillars whose results should be reflected in the quality of work and the organization and aims to achieve strategic goals, and innovation in providing ideas and services to the beneficiaries. (24: 310)

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The intensity of the competition and the increasing challenges faced by the organizations, led to these organizations seeking to possess a distinct type of talented resources with high capabilities and skills as a resource capable of creativity and innovation, but the search for these talents came only to own and to entice them to join the ranks of human resources without looking at the extent of their ability to achieve what they want to do, it has also overlooked how to deal with it and work on its development, our organization lacks a culture of interest in talent where it was based solely on human resources to measure the gap in performance, and work to address through training programs, as the continuation of this gap is a threat to the target performance, and this means that it focuses on threats management, and omits the management of opportunities that may require effort and cost less to achieve excellence which is the talent management.

This is recommended by the **First International Talent Management Training and Development Conference (2016)**, which is the need to benefit from global experiences in attracting and retaining talent and talent development is a prerequisite for jobs in different institutions (11: 1)

As a result of her experience in the field of sports, **the researcher** found that the sports sector faces many challenges in talent management, such as the increase in the turnover rate of workers in recent years due to work fatigue, the unequal salaries and rewards with job requirements, which leads to the migration of the majority of Egyptian minds to seek moral and financial self-proof. This is reflected in the need for sports clubs to find solutions that are difficult to imitate from competitors to remain competitive, and here shows the importance of talent management.

Hence, **the researcher** conducted a preliminary exploratory study for some senior management officials in the major sports clubs in the Arab Republic of Egypt. The number of them was (6) in order to identify the current status of the concept of talent management in sports clubs, and from the results:

The opinions of the first survey sample of the first question were what are the procedures that are followed to manage the talent within the club and the answers came through the distribution of them on different tasks that are commensurate with the nature of their qualifications, providing a sufficient number suitable with the requirements of the work and identifying the shortcomings in performance, while the answers to the last question that the different ways used by the club management to achieve excellence include the introduction of activities and the development of stadiums and facilities, and hence **the researcher** found that there is a lack of awareness among senior management clubs how to manage talent and its key role in achieving excellence within the club.

The researcher also conducted a second exploratory study for some administrators in the management of sports activity in the major sports clubs in the Arab Republic of Egypt. The number was (10) individuals in order to identify the role of the club in

achieving organizational excellence and how to manage the club's talents, and from its results:

The opinions of the sample of the second survey study was negative by a percentage ranging between (80: 100%) on all the statements that the club management does not work on selecting the talented to work within the club, the management of the club does not provide training courses to acquire new innovative skills, there is no sense of job safety within the club, no questionnaire about the needs and no participation in decision-making, hence **the researcher** found herself in front of a new topic that would achieve the organizational excellence of the major sports clubs in the Arab Republic of Egypt.

The researcher also reviewed recent studies on talent management, including the study of **Al-Enezi Saad Al-Atwi and Amer Al-Abdi Ali (2011)** (10) , its subject is “High Performance Work Systems as an Approach to Strengthening the Talent Management Strategy in Organizations”, **Hanif Muhammad Imran, and Yunfei Shao David (2013)** (12), The Role of Talent Management and Human Resource Management Strategies for Retaining Talent, the study of **Aziza Abdulrahman Siam (2013)** (5) and its topic "The reality of the application of human talent management system from the viewpoint of middle and upper management A case study of the Islamic University of Gaza", **Kehinde, James Sunday (2015)** (18), “Talent Management: Impact on Organizational Performance”, the study of **Mustafa Mohammed Abdel Aal (2013)** (22) and its subject about the impact of talent management on the organizational performance by applying to a private sector companies, the results of these studies proved that the management of human talent has a positive impact on the organizational performance of institutions, that talent is an important source to achieve competitive advantage and it is an important factor in the sustainability of organizations.

The researcher agrees with the results of these studies that talent management directly affects the operations of organizations in general and sports clubs in particular for their role in achieving a new competitive advantage that is difficult to overcome by competitors.

Research goals:

The research aims to identify the practices of talent management and their impact in achieving organizational excellence in major sports clubs in the Arab Republic of Egypt through:

- 1- Determining the reality of talent management practices (talent attraction, talent planning, talent acquisition, talent development, retention of talents) in major sports clubs in the Arab Republic of Egypt.
- 2- Determining the reality of organizational excellence (strategic excellence, leadership excellence, service excellence, knowledge excellence) in major sports clubs in the Arab Republic of Egypt.
- 3- Identify the talent management practices and their impact on achieving excellence in major sports clubs in the Arab Republic of Egypt.

Research assumptions:

- There are no significant differences between the research categories regarding the availability of talent management practices in major sports clubs in the Arab Republic of Egypt.
- There is a statistically significant effect of talent management practices (talent attraction, talent planning, talent acquisition, talent development, retention of talents) and the dimensions of achieving organizational excellence (strategic excellence, leadership excellence, service excellence, knowledge excellence) in the major sport clubs in Egypt.

Research procedures:**Research methodology:**

The researcher used the descriptive method (surveys) to suit the nature of the research.

The research sample:

They were selected by deliberate method from the three administrative levels in the major sports clubs with the main research sample (264) of the total sample of the research divided into three administrative levels where the senior management of the boards of directors of clubs are (118) individuals, supervisory management (executives, managers of sports activity) (30), executive management (sports specialists) (116) of the main research sample, and the exploratory research sample was identified (14) from outside the research sample.

Data Collection Tools:

- Exploratory study.
- Questionnaire form.

Scientific transactions of the questionnaire form:**First: Validity of the questionnaire form:**

To reach the validity of the questionnaire, **the researcher** relied on: **content validity**
The researcher presented the axes and statements of the questionnaire in its initial form, as well as the proposed balance of evaluation to a number of 13 experts, their opinions came at an agreement rate ranging between (76.92%: 100).

- Coherence coefficient of the questionnaire form statements

Table (1) Coherence coefficient (the correlation coefficient of the statement degree to the total axis summation and the dimension to which it belongs) (n = 14)

Statement number	Percentage of agreement		Statement number	Percentage of agreement		Statement number	Percentage of agreement	
	Frequency	Ratio		Frequency	Ratio		Frequency	Ratio
First Axis:			Continue first axis:			-37	13	*0.631
First dimension:			Fourth dimension:			-38	13	**0.714
-1/1	13	**0.645	-1/20	13	**0.712	-39	11	*0.631
-1/2	10	**0.728	-2/20	11	**0.724	-40	13	**0.752
-1/3	12	**0.730	-21	13	**0.685	Second dimension:		
-2	13	**0.661	-22	10	*0.627	-41	11	*0.631
-3	12	**0.705	-23	13	**0.707	-42	11	**0.725
-4	11	**0.663	-24	13	**0.702	-43	8	**0.752
-5	13	**0.722	-25	10	*0.570	-44	13	**0.711
-6	13	**0.804	-26	11	*0.605	-45	12	**0.711
Second dimension:			Fifth dimension:			Third dimension:		
-7	13	**0.804	-27	13	*0.618	-46	13	**0.725
-8	11	*0.586	-28	13	**0.728	-47	11	*0.630
-9	13	*0.630	-29	13	**0.723	-48	13	**0.722
-10	13	**0.702	-1/29	10	**0.723	-49	11	**0.804
-11	11	*0.623	-2/29	13	**0.711	-50	10	**0.702
-12	10	*0.603	-3/29	12	**0.666	-51	11	**0.752
-13	11	**0.725	-30	12	*0.582	Fourth dimension:		
Third Dimension:			-31	13	*0.595	-52	13	*0.566
-14	11	**0.646	-32	13	*0.623	-53	11	**0.711
-15	10	**0.714	-33	13	**0.714	-54	13	**0.725
-16	13	**0.730	Second Axis:			-55	12	**0.752
-17	13	**0.702	First dimension:			-56	10	**0.705
-18	12	**0.714	-34	10	**0.752			
-19	11	**0.714	-35	11	*0.595			
			-36	12	**0.646			

** Significant at 0.01 = 0.641 * Significant at 0.05 = 0.514

It is clear from Table (1) that all the correlation coefficient values of the questionnaire form are honest, ranging from (0.804 **: 0.566 *).

Second: Alpha stability of Cronbach:

Table (2) Values of Alpha Cronbach's coefficient for the axes and dimensions of the questionnaire (n=14)

Axes	Dimensions	Alpha Cronbach's coefficient	
		Dimensions	Axes
First axis: Talent management practices in major sport clubs in the Arab Republic of Egypt	First dimension: Attracting Talents	728.0	0.783
	Second dimension: Talent Planning	0.689	
	Third Dimension: Talent Acquisition	0.705	
	Fourth dimension: Talent Development	728.0	
	Fifth dimension: Retention of Talents	0.705	
Second axis: Organizational Excellence in Major Sports Clubs in the Arab Republic of Egypt	First dimension: Leadership Excellence	0.737	0.841
	Second dimension: Strategic Excellence	0.746	
	Third dimension: Service Excellence	0.720	
	Fourth dimension: Knowledge Excellence	0.804	

It is clear from Table (2) that all values of the coefficient of stability for both dimension and axis are high, ranging between (0.689: 0.804).

Statistical Coefficients:

"Internal correlation coefficient, Alpha-Cronbach coefficient, T value, Stability coefficient, Percentage, Total grades, Relative weight, X^2 , Correlation matrix of variables, One-way variance analysis, multiple regression analysis.

Presentation and discussion of the results:

Table (3) Frequency, Relative Weight and X^2 of the total research sample responses in the first axis statements (the first dimension attracting talent) (n = 264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X^2	Order	Eval.
		F	%	F	%	F	%					
	The management of the club works on the use of specific criteria for the selection of talented employees of:											
1	1 / 1- The administrative board.	40	15.2	22	8.3	202	76.5	366	45.7	223,36	4	Low
	1 / 2- Technical staff.	255	96.6	2	0.8	7	2.7	776	97.0	475,52	1	High
	1 / 3- Both.	33	12.5	12	4.5	219	82.9	342	42.8	295,02	6	Low
2	The club's management strives to attract talented people with creative abilities and skills to occupy various positions in the sports club.	70	26.5	8	3.0	168	63.6	394	49.3	149,14	3	Low
3	Talents are selected according to the strategic plan of the sports club.	45	17.0	5	1.9	214	81.1	359	44.9	279,70	5	Low
4	Analysis of the requirements of the various functions and specifications of its occupant in the sports club.	67	25.4	1	0.4	196	74.2	399	49.9	223,57	2	Low
5	There is a system for evaluating the skills of applicants to work in the sports club.	22	8.3	7	2.7	235	89.0	315	39.4	369,61	8	Low
6	There is a budget to attract and recruit talented new employees.	27	10.2	19	7.2	218	82.6	337	42.1	288,43	7	Low

The value of X^2 at the significance level (0.05) = 5.99

It is clear from Table (3) that the relative weight ranged between (39.4%: 97.0%) and the value of X^2 was statistically significant on all statements, which ranged (149.14: 475.52) and in the direction of the highest frequency.

The highest relative weight was for the statement (1/2) with (97.0%) and positive frequency (96.6%).

The researcher believes that this statement is a strong point for the use of the management of the club specific criteria for the selection of the talented to work in the technical staff, which contributes to raise the skill level of players, and expand the base of practitioners.

The results of the study of **Omar Nasrallah Qeshta (2007)** (25) emphasize the need to follow specific steps that represent a set of necessary measures that can be used to ensure the quality of performance development and raise the level of results.

While the lowest relative weight of the statement (5) came with a relative weight (39.4%) and a negative frequency (89.0%), and the statements (1/1, 1/3, 2, 3, 4, 6 (relative weight ranged between (42.1: 49.9%) and negative frequencies ranged between (74.2: 82.6%).

The researcher believes that this indicates the weaknesses of the actual management of the club and they should analyze jobs for their requirements of knowledge and skills in order to determine the career path which is a tool for talent management.

The study of **Camp Bell, Smith (2010) (7)**, **Al-Humaidi Mohammed Mohammed and Tayeb Hassan Al-Hadi (2011) (16)** recommended the need to develop new workers, retain existing workers, raise their creative skills and attract talented people with high experience to achieve competition.

Table (4) Frequencies, Relative Weight and X² of Total Research Sample Responses on the statements of the Second Dimension Talent Planning

N	Statement	Agree		Maybe		Disagree		Total scores	RW%	X ²	Order	Eval.
		F	%	F	%	F	%					
7	The club management provides a comprehensive database of talents available for employment.	15	5.7	19	7.2	230	87.1	313	44.7	343,80	5	Low
8	The management of the club is working to form teams at different administrative levels.	27	10.2	14	5.3	223	84.5	332	47.2	311,61	3	Low
9	The management of the club plans to provide different talents within the work departments of the club.	16	6.1	5	1.9	243	92.0	301	43.0	410,20	7	Low
10	The club management determines the outstanding professional requirements of each job to achieve work progress.	12	4.5	22	8.33	230	87.1	310	44.3	344,27	6	Low
11	The management of the club is working to give employees new innovative skills.	27	10.2	10	3.8	227	85.9	328	46.9	330,98	4	Low
12	The management of the club is working to develop working methods to meet technological advances.	29	10.9	26	9.8	209	79.2	348	49.7	249,61	1	Low
13	Club management focuses on self-management by the technical and administrative staff.	33	12.5	10	3.8	221	83.7	340	48.6	304,52	2	Low

The value of X² at the significance level (0.05) = 5.99

It is clear from Table (4) that the relative weight ranges between (43.0%: 49.7%) and the value of X² was statistically significant on all statements ranged (249.61: 410.20) and in the direction of the highest frequency.

The highest relative weight was for statement (12) came with a relative weight (49.7%) and negative iterations (79.2%). The lowest relative weight was for statement (9) came with a relative weight (43.0%) and a negative frequency (92.0%) and this is defined as a weaknesses to the work path and **the researcher** attributes this to the importance and necessity of having talented people at different organizational levels. The more talented the employees, the more they affect their overall management system.

This was in line with the recommendations of (2015) **Kehinde, James Sunday** study (18), which emphasized the need to use the talent management system for all categories of employees within the organization to reflect positively on the level of results.

Statements (7, 8, 10, 11, 13) came with a relative weight ranging between (44.3%: 48.6%) and negative frequencies ranged between (87.1%: 83.7%).

The researcher believes that this indicates weaknesses that threaten the sports clubs and limit their ability to be in the sports field, given the need for sports talents to meet the competitive needs of sports clubs.

The results of the **Singh Abhilasha Jones and Hall Nicholas David (2014)** study (29) suggests that the senior management must plan and map talents, which is one of the ways to solve problems in the light of the current possibilities.

These results are consistent with the results of the study of **Saad Ahmed Shalabi (2010)** (28) that sports clubs should not slow down in the use of modern technology, where they will find themselves not be able to compete in the challenges of the modern age and global progress.

Table (5) Frequency, Relative Weight and X² of Total Research Sample Responses in the First Axis statements (Third Dimension Talent Acquisition) (N=264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW%	X ²	Order	Eval.
		F	%	F	%	F	%					
14	Club management provides the opportunity to do business that shows skills.	13	4.9	8	3.0	243	92.0	298	49.7	409,66	2	Low
15	The club management encourages the technical and administrative staff to take responsibility.	133	50.4	30	11.4	101	38.3	560	93.3	63,16	1	High
16	The management of the club gives the appropriate authorities to do the work.	29	10.9	26	9.8	209	79.2	348	49.7	249,61	2	Low
17	Club management has a culture of encouraging employees to participate in decisions.	7	2.7	3	1.1	254	96.2	281	46.8	469,80	5	Low
18	The management of the club respects new ideas and opinions.	13	4.9	6	2.3	245	92.8	296	49.3	420,43	3	Low
19	The management of the club allows the freedom to choose the appropriate way to carry out the work.	10	3.8	4	1.5	250	94.7	288	48.0	447,55	4	Low

The value of X² at the significance level (0.05) = 5.99

It is clear from Table (5) that the relative weight ranges between (46.8%: 93.3%) and the value of X² was statistically significant on all statements, ranging between (63.16: 469.80) and in the direction of the highest frequency.

The highest relative weight of statement (15) came with a relative weight (93.3%) and positive frequencies (50.4%).

In the light of statistical analysis, **the researcher** believes that this statement represents a strength and expresses the conviction of senior management to assign different tasks to different administrative levels and work to motivate them continuously.

The study of **Barth Olomew, D.J (2000)** (6) emphasized the importance of acquiring talented staff by following the talent management practices within the organization to achieve sustainable competitive advantage.

The lowest relative weight of statement (17) came with relative weight (46.8%) and negative frequency (96.2%).

Statements (14, 16, 18, 19) came with a relative weight ranging between (48.0%: 49.7%) and negative frequencies ranging between (79.2%: 94.7%).

The researcher believes that this indicates weaknesses, the acquisition of talented employees is the way to ensure success in the competitive market, excellence is the cornerstone for the acquisition of beneficiaries and to achieve their satisfaction.

The results of the **Labor Force of Australia (2012)** (20) study emphasize the need to identify steps for talent acquisition as a successful competitive tool.

Table (6) Frequency, Relative Weight and X² of Total Research Sample Responses to the First Axis statements (Fourth Dimension Talent Development) (n = 264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X ²	Order	Eval.
		F	%	F	%	F	%					
20	The club management offers training programs that raise the level of efficiency and innovation to suit:											
	20/1 - The administrative board.	23	4.9	76	3.0	165	92.0	386	48.3	117,02	3	Low
	20/2 – The Technical staff.	13	4.9	8	3.0	243	92.0	298	37.3	409,66	7	Low
21	The club management offers training programs to suit the different administrative levels of the technical and administrative staff.	26	9.9	80	30.3	158	59.8	396	49.5	100,09	2	Low
22	The club management helps talented people develop their skills according to their needs.	12	4.5	22	8.33	230	87.1	310	38.8	344,27	6	Low
23	Individuals are assigned tasks that have never been performed that challenge their abilities.	35	13.3	17	6.4	200	75.8	341	42.6	231,75	5	Low
24	Availability of performance appraisal systems with feedback on performance.	189	71.6	53	20.1	22	8.3	695	86.9	179,34	1	High
25	Upon promotion there are tests carried out by the management of the club for various positions.	8	3.0	9	3.4	247	93.6	289	36.1	430,93	8	Low
26	The management of the club works on the movement of individuals within the working groups of the club.	47	17.8	17	6.4	200	75.8	375	46.9	218,93	4	Low

The value of X² at the significance level (0.05) = 5.99

It is clear from Table (6) that the relative weight ranges between (36.81: 86.9%) and the value of X² was statistically significant on all statements, ranging between (100.09: 430.93) and in the direction of the highest frequency.

The highest relative weight of statement (24) came with a relative weight (86.9%) and positive frequency (71.6%).

In the light of statistical analysis, **the researcher** believes that this statement represents a strength. Performance evaluation is one of the key elements in management science, which stands at the level of performance and causes of different results, it's the supporting tool for the organizational excellence in sports clubs whose senior management board know well about.

The recommendations of the study **Nassim Samadi Haddad (2014)** (23) emphasize the need to evaluate the workers, the annual evaluation is not enough in the management of talent, but must be done at least twice during the year and be accompanied by feedback because of its reflection on the level of performance.

The lowest relative weight of the statement (25) came with a relative weight (36.1%) and a negative frequency (93.6%), and the statements (20/1, 20/2, 21, 22, 23, 26)

(relative weight ranging between) 37.3%: 49.5%) and negative frequencies ranged between (59.8%: 92.0%).

The researcher believes that this indicates weaknesses. Club management should endeavor to put the right talent in the right place so it is essential to continuously develop talent to achieve high levels of performance commensurate with job requirements and occupants and to know the knowledge gap they possess.

The results of the study of **Mohammed Ahmed Al-Karawi (2014)** (21) emphasize the need to pay attention to workers and develop their talents constantly because of its usefulness in highlighting the talents they may have, and put the right talent in the right place.

Table (7) Frequencies, Relative Weight and key frequency of Total Research Sample Responses in Axis statements (Fifth Dimension Talent Retention) (n = 264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X ²	Order	Eval .
		F	%	F	%	F	%					
27	Club management provides a stimulating work environment for creativity.	25	9.5	43	16.3	196	74.2	357	39.7	200,66	6	Low
28	The management of the club is preparing a second class of talented.	7	2.7	51	19.3	206	78.0	329	36.6	248,34	7	Low
29	There are incentive systems based on precise criteria related to:											
	29 / 1- Effort exerted.	39	14.8	72	27.3	153	57.9	414	46.0	78,20	2	Low
	29 / 2- New ideas that serve the work.	8	3.0	9	3.4	247	93.6	289	32.1	430,93	8	Low
	29 / 3- Amount of work accomplished.	18	6.8	70	26.5	176	66.7	370	41.1	147,36	5	Low
30	The administration of the club is working to vaccinate the various departments with talented people.	32	12.1	45	17.0	187	70.8	373	41.4	168,02	4	Low
31	Club management provides work safety for the administrative and technical staff.	41	15.5	82	31.0	141	53.4	428	47.6	57,43	1	Low
32	The management of the club is using methods of dealing that express respect and appreciation.	36	13.6	59	22.3	169	64.0	395	43.9	114,84	3	Low
33	There is a special department for talented people who support them and encourage them to develop their creative skills.	2	0.8	1	0.4	261	98.9	269	29.9	510,16	9	Low

The value of X² at the significance level (0.05) = 5.99

It is clear from Table (7) that the relative weight ranges between (29.9: 47.6%) and the value of X² was statistically significant on all statements, ranging between (57.43: 510.16) and in the direction of the highest frequency.

The highest relative weight of statement (31) came with a relative weight (47.6%) and negative frequency (53.4%), the lowest relative weight of statement (33) with a value of (29.9%) and a negative frequency (98.9%).

Statements (27, 28, 29/1, 29/2, 29/3, 30 and 32) came with a relative weight ranging from 32.1% to 46.0% and negative frequency ranging from (57.9%:93.6%).

This indicates a weaknesses and **the researcher** believes that the heart of talent management is to develop talent and work to retain it through rewards, incentives and salaries. The management of the club must identify the jobs that require talent and determine the type of talent at different organizational levels.

Results of the study by **Kamil Bidayatul Hamid (2011)** (17) and **Abdui Nasir Syed Jamal at el (2012)** (1) confirmed that a talented employee is the key to the success of enterprises in the competitive market, and he must be in the right place in order to invest his talent.

Table (8) Frequency, relative weight and X² of the total research sample responses to the statements of the second axis (The first dimension of leadership excellence) (n = 264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X ²	Order	Eval.
		F	%	F	%	F	%					
34	The management of the club emphasizes the presence of talents at different administrative levels.	20	7.6	18	6.8	226	85.6	322	46.0	324,64	6	Low
35	The management of the club is working on discovering talents and tries to use them.	31	11.7	6	2.3	239	90.5	344	49.1	372,43	4	Low
36	The management of the club continuously strives to achieve excellence for the club.	189	71.6	11	4.2	64	24.2	653	93.3	189,84	2	High
37	The management of the club stimulates innovative thinking in the performance of various tasks and jobs.	22	8.3	7	2.7	235	89.0	315	45.3	369,61	7	Low
38	The management of the club always seeks to communicate with the beneficiaries.	200	75.8	12	4.5	52	19.7	676	96.5	222,91	1	High
39	The management of the club provides a basis for evaluating the performance of employees according to scientific bases.	33	12.5	23	8.7	209	79.2	354	50.6	248,76	3	Low
40	The club's management is concerned with creating an environment of creativity, innovation and encouraging learning.	38	14.4	—	0.0	226	85.6	340	48.6	332,82	5	Low

The value of X² at the significance level (0.05) = 5.99

As shown in Table (8), the relative weight ranges between (45.3: 96.5%) , also the value of X² was statistically significant on all statements, ranging from (189.84: 372.43) in the direction of the highest frequency.

The highest relative weight of the two statements (36 and 38) came with a relative weight (93.3%) (96.5%), respectively, with positive frequency (71.6: 75.8%) related to the club management communicating with the beneficiaries.

The lowest relative weight of statement (37) came with a relative weight (45.3%) and negative frequency (89.0%) related to the fact that the management of the club does not stimulate innovative thinking in the performance of various tasks and jobs. The statements number (34, 35, 39, 40) came with a relative weight ranging between (46.0%: 50.6%) and negative frequency ranging between (79.2%: 90.5%).

The researcher believes that this indicates a weaknesses because any organization doesn't exist without the presence of talented workers in it, so the management of the club should pay attention to leadership of these workers at all different administrative levels, and try to attract them from its competitors by providing the best methods and work environment that embraces their skills.

The recommendations of the **Deloitte Inter College (2012)** (8) and **Aziza Abdul Rahman Siam (2013)** (5) suggest that greater emphasis should be placed on the use and development of staff skills, and that leaders should learn how to maintain and attract those individuals from competitors by providing safety and satisfaction.

Table (9) Frequency, Relative Weight and X² of Total Research Sample Responses in Second Axis statements (Second Dimension Strategic Excellence) (n = 264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X ²	Order	Eval.
		F	%	F	%	F	%					
41	Taking into account the different strategies of the club in the light of available talent.	47	17.8	17	6.4	200	75.8	375	75.0	218,93	4	High
42	The club's various plans are commensurate with the number of talented employees.	44	16.7	10	3.8	210	79.5	362	72.4	260,27	5	High
43	The technical and administrative staff participate in the formulation of strategic plans.	51	19.3	15	5.7	198	75.0	381	76.2	213,61	3	High
44	Plans are strategically flexible to achieve a competitive position.	39	14.8	66	25.0	159	60.2	408	81.6	90,07	1	High
45	The club's strategic plans bear the risks of the external environment.	37	14.0	56	21.2	171	64.8	394	78.8	119,48	2	High

The value of X² at the significance level (0.05) = 5.99

It is clear from Table (9) that the relative weight ranges between (72.4: 81.6%) and the value of X² was statistically significant on all statements, ranging between (90.07: 260.27) and in the direction of the highest frequency.

The highest relative weight of the statement (44) with a relative weight (81.6%) came with negative frequency (60.2%), and the lowest relative weight of the statement (42) with a relative weight (72.4%) and a negative frequency (79.5%), as for the statements came (41 43, 45) with a relative weight ranging from (75.0%: 78.8%) and negative frequency ranging between (64.8%: 75.8%).

This indicates a weaknesses and **the researcher** attributes to the strategic importance of talent management, where the identification of plans and participation in its formulation and determining how to face the different risks hindering the achievement of goals in sports clubs are the key inputs to complete the various operations.

These results are in line with **Riccio David Betty (2010)** (26), which showed that there is a link between talent management, strategic corporate plans and a comprehensive approach to talent development at all levels of the organization.

Table (10) Frequency, relative weight and X² of the total research sample responses in the statements of the second axis (The third dimension of service excellence) (n = 264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X ²	Order	Eval.
		F	%	F	%	F	%					
46	An ongoing survey is conducted to identify the needs of the beneficiaries.	14	5.3	26	9.8	224	84.8	318	53.0	316,09	6	High
47	The club's management relies on modern technological means in providing its services to employees.	44	16.7	13	4.9	207	78.4	365	60.8	246,84	4	High
48	The management of the club is working to improve the mechanisms of providing different services	38	14.4	66	25.0	160	60.6	406	67.7	92,82	3	High
49	Strategic plans are used to develop its services.	60	22.7	51	19.3	153	57.9	435	72.5	72,48	2	High
50	The club management is constantly seeking the latest technology.	71	26.9	83	31.4	110	41.7	489	81.5	9,07	1	High
51	The management of the club reduces the time required for the provision of services.	49	18.6	2	0.8	213	80.7	364	60.7	278,89	5	High

The value of X² at the significance level (0.05) = 5.99

As shown in Table (10) the relative weight ranges between (53.0: 81.5%), also the value of X² is statistically significant on all statements, ranging from (9.07: 316.09) and in the direction of the highest frequency.

The highest relative weight of statement (50) came with a relative weight (81.5%) of negative frequency (41.7%), and the lowest relative weight of statement (46) with a relative weight (53.0%) and a negative frequency (84.8%) where statements (47, 48, 49, 51) came with a relative weight ranging between (60.7%: 72.5%) and negative frequency ranging between (57.9%: 80.7%).

The researcher believes that this points to weaknesses where service excellence is one of the outputs of talent management practices, through which the talents of individuals are launched creatively with their knowledge to benefit the club with the best results.

The results of the study **Al-Enezi Saad Atwi and Amer Alabdi Ali (2011)** (10) that service excellence must be through the exploitation of opportunities and reduce the impact of threats and work to exploit different talents.

Table (11) Frequency, Relative Weight and X² of the responses of the total research sample in the statements of the second axis (the fourth dimension of knowledge excellence) (n =264)

N	Statement	Agree		Maybe		Disagree		Total scores	RW %	X ²	Order	Eval.
		F	%	F	%	F	%					
52	The management of the club encourages the establishment of seminars among employees to invest their intellectual energies in the knowledge fields.	42	15.9	12	4.5	210	79.5	360	72.0	258,82	3	High
53	Club management uses information technology thinking and innovation to create knowledge solutions.	16	6.0	17	6.4	231	87.5	313	62.6	348,57	4	High
54	All talented people in the different fields of the club are benefited from.	9	3.4	2	0.8	253	95.8	284	56.8	464,34	5	High
55	Data and information are converted in scientific ways to use them to gain knowledge.	61	23.1	16	6.0	187	70.8	402	80.4	178,57	2	High
56	The management of the club is flexible in accepting the ideas of employees even if they are unfamiliar and do the work.	70	26.5	4	1.5	190	72.0	408	81.6	202,09	1	High

It is clear from Table (11) that the relative weight ranges between (56.8: 81.6%) and the value of Ka² was statistically significant on all statements, ranging between (178.57: 464.34) and in the direction of the highest frequency.

The highest relative weight of statement (56) with a relative weight (81.6%) came with negative frequency (72.0%), and the lowest relative weight of statement (54) with a relative weight (56.8%) and a negative frequency (95.8%) and statements (52, 53, 55) came with a relative weight ranging between (62.6%: 80.4%) and negative frequency ranging between (70.8%: 87.5%).

According to **the researcher**, this indicates weaknesses as the management of the club must pay great attention to talents to maintain them and their sustainability as they are considered an effective knowledge head in achieving current strategies or those that may occur in the future as a result of changes in all aspects.

The study of **Al-Humaidi Muhammad Muhammad, Al-Tayyeb Hasan al-Hadi (2011)** (16) and **Horva Thova M (2011)** (15) recommend that valid databases should be made available that consistently include talented people both inside and outside the organization, and that more attention should be given to talented people by applying their ideas practically.

The researcher also carried out a multiple regression analysis to test the validity of the assumption, which provides a statistically significant impact of talent management practices and the dimensions of achieving organizational excellence in major sport clubs in the Arab Republic of Egypt and reached the results contained in table (12).

Table (12)

The effect of talent management practices on organizational excellence in major sports clubs in Egypt

Talent management practices	Microscopic estimates				S.e	R2	F	Sig.F	Rank
	B	t	Sig.t	r					
					0.35	0.68	291.23	0.00	
Attracting Talents χ_1	0.195	6.921	0.000	0.82					1
Talent Planning χ_2	0.117	5.233	0.000	0.70					4
Talent Acquisition χ_3	0.091	3.512	0.001	0.75					5
Talent Development χ_4	0.165	6.962	0.000	0.73					3
Retention of Talents χ_5	0.230	8.676	0.000	0.82					2

It is clear from Table (12) that the determination factor R2 reached (0.68), which means that (68%) of the change in organizational excellence is due to the availability of talent management practices under study (attract talent, talent planning, talent acquisition, talent development and talent retention).

Last but not least, the researcher finds from the above that there is a strong influence between the practices of talent management and organizational excellence in the major sports clubs in the Arab Republic of Egypt. In other words, the more the talent management practices are positive in the major Egyptian clubs, the more strategic, service, knowledge and leadership excellence will be, and that attracting talent is one of the most influential practices in the degree of organizational excellence. Hence the role of this study is clear to know whether there is an impact of talent management practices and its dimensions on the organizational excellence of the major sports clubs or not.

Abstracts:

First axis: Talent management practices in major sport clubs in the Arab Republic of Egypt: First dimension: Attracting Talent:

- The management of the club does not seek to attract talented people with creative abilities and skills to occupy the various positions in the sports club.
- There is no budget to attract and recruit talented new staff.

Second dimension: Talent Planning:

- The management of the club does not provide talents within the work departments of the club.
- The management of the club does not provide a comprehensive database of talents available at work.

Third dimension: Talent Acquisition:

- The management of the club does not allow the opportunity to do the work that shows the skills available to employees.
- The management of the club does not give the appropriate authorities to do the work.

Fourth dimension: Talent Development:

- The management of the club does not provide training programs that raise the level of efficiency and innovation commensurate with the administrative and technical staff.

- The management of the club does not help talented people to develop their skills according to their needs.

Fifth dimension: Talent Retention:

- The management of the club does not provide work safety for the administrative and technical staff, and does not work to prepare a second row of talented.

- There is no special administration for talented people that supports them and encourages them to develop their creative skills, and does not work to provide a work environment stimulating creativity.

Second axis: Organizational Excellence in Major Sports Clubs in the Arab Republic of Egypt:

First dimension: Leadership Excellence:

- The management of the club does not work on the discovery of talent and try to exploit them, the management of the club does not provide a basis for evaluating the performance of employees according to scientific bases, and the club management is not interested in providing an environment of creativity and innovation and encourage learning.

Second dimension: Strategic Excellence:

- It's not taken into account the development of different strategies in the club in the light of available talents, the technical and administrative staff do not participate in the formulation of strategic plans, and the strategic plans of the club do not bear external environment risks.

Third dimension: Service Excellence:

- Club management does not rely on modern technological means in providing its services to employees, the club management does not work to improve the mechanisms of providing different services, is not relying on strategic plans to develop its services, and does not work to reduce the time required to provide services.

Fourth dimension: Knowledge Excellence:

- The management of the club is not flexible in accepting the ideas of employees even if they are unfamiliar and do the work.

- Not benefited from all talent in different fields of the club.

- There are direct correlations between all dimensions of organizational excellence with major sports clubs.

*** The change in organizationalexcellence is due to the availability of talent management practices under study (attracting talent, talent planning, talent acquisition, talent development, talent retention) in the major sports clubs in the Arab Republic of Egypt.**

*** There is a direct and strong correlation coefficients between all talent management practices and the dimensions of organizationalexcellence in major sports clubs in the Arab Republic of Egypt.**

*** There is a statistically significant effect between talent management practices (talent attraction - talent planning - talent acquisition - talent development - retention of talent) and the degree of organizationalexcellence (leadership excellence - strategic excellence - service excellence - knowledge excellence).**

Recommendations:

In the light of the research abstract, the following recommendations were made:

- Sports clubs should review the training policy of their human resources and the need to create an organizational culture about the importance of talent management and its role in creating organizational excellence in order to strengthen the talent management system and how to apply it.
- Focusing on investing talents as they are the knowledge and intellectual capital for the sports clubs and an asset that cannot be overlooked.
- Supporting efforts to train and develop individuals within sports clubs with regard to acquiring and enhancing new skills, and acquiring knowledge required by the nature of the work.
- Taking attention to the provision of a specialized unit for talents in sports clubs taking into account the allocation of budgets for their ideas and creative projects.
- Adopting the principle of evaluating competencies, especially for new or existing talents to ensure the quality of performance and outputs and work to enrich their knowledge, skills and behaviors.
- Working to establish databases that include all talented continuously at the level of sports clubs in the Arab Republic of Egypt.

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