Exploring the determinants of Talent Retention

An Empirical study on the Egyptian Labor Market

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ملخص البحث:

يهدف هذا البحث لاستكشاف محددات الاحتفاظ بالمواهب في سوق العمل المصري، وقد تم إجراء تحليل الأدبيات من دراسات سابقة لتحديد العوامل التي تؤثر على الاحتفاظ بالمواهب. وتم اعتماد منهجيات مختلطة من التقنيات النوعية والكمية حيث تمت صياغة مجموعات التركيز متبوعة بتحليل موضوعي. كذلك تم استخلاص نتائج التحليل الموضوعي ودمجها في شكل استبيان تم توزيعه على الموظفين من خلال إدارات الموارد البشرية التي وزعت على القوى العاملة الموهوبة بناءً على معايير محددة. تم إجراء جمع البيانات إلكترونيًا، علاوة على ذلك تم إجراء التحليل الإحصائي باستخدام جميع الأساليب والاختبارات الإحصائية المناسبة. أظهرت النتائج أن العوامل المقترحة يمكن تصنيفها إلى مجموعتين هما: العوامل الداخلية والعوامل الخارجية. وشملت العوامل الداخلية ؛ الممارسات المالية والتطوير الوظيفي والترابط والموارد البشرية. إلى جانب العوامل الخارجية (الصورة التنظيمية ، ظروف السوق ، الظروف السياسية وهجرة العقول). علاوة على ذلك توصل البحث إلى أن قطاعات الزراعة والاتصالات والتصنيع والترفيه والطيران معدلات أعلى للاحتفاظ بالمواهب مقارنة بقطاعات التعليم والمالية والرعاية الصحية.

Abstract

This research was designed to explore the determinants of talent retention in the Egyptian domain. Analysis of extant literature was conducted to determine the factors that affect talent retention. Mixed methodologies of qualitative as well as quantitative techniques were adopted whereby; focus groups were formulated followed by thematic analysis. The results of the thematic analysis results were refined and combined in a questionnaire format that was distributed among employees through human

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resources departments who distributed them to the talented workforce based on defined criteria. Data collection was conducted electronically whereby common method bias was considered. Moreover, statistical analysis was run utilizing all the appropriate statistical techniques and tests. Results revealed that the proposed factors could be classified into two groups namely, In-House factors and External factors. In-House factors included financial, career development, bonding, and HRM practices. Besides, the External factors (organizational image, market conditions, political conditions and brain drain). Furthermore, Agriculture, Communication, Manufacturing, Recreational and Entertainment, and Aviation sectors reported higher talent retention rates compared to Educational, Financial and Healthcare sectors.

Introduction

In the quest for success, organizations should divert the attention to the significant role of human element. Human resources are considered the pillar of organizational excellence through their sufficient knowledge, skills, aptitudes, and work attitudes to achieve the organization's mission. This is achieved through assuring appropriate leadership and mentoring of the workforce. Talent retention is a real challenge that faces organizations as they play a pivotal role in the success or failure of organizations. Moreover, attraction, development and retention of talented workforce are complex processes that require organizational involvement in defining the determinants of talent (Bidisha & Mukulesh, 2013).

Retaining employees is one of the biggest problems that face organizations in the competitive marketplace regardless of the business cycle or economic conditions today (Terera and Ngirande, 2014). Due to these factors and also the turbulence of the global business environment, organizations have no alternative other than to have alternative forms of rewards. The problem with companies today is that in the case of

competition, the emphasis has and is still on financial rewards (Kerr–Phillips and Thimas (2009). Moreover, work–life balance is becoming gradually more central for employees and tends to affect employees' decision to stay in organization. Nowadays employees long for flexible work schedules which allow them to take care of both their personal and professional life. The balance between personal and professional lives is determined by the amount of sacrifice the individual is ready to make at the expense of other areas of life. Loan–Clarke (2010), observed that a job that gives the holder the possibility to fulfill his/her family responsibilities increases employee retention. Furthermore, (Mitchell et. al., 2011) reported that if managers don't pay attention to personal life activities, engagements of employee and retention; intention to quit arises. Kyndt, et.al (2009) laid emphasis on the significance of "healthy balance". As far as relationship between retention and work–life balance is concerned, Lener, et,al (2006) are of the view that employers should implement a "harmonious" balance to improve retention. Osman (2013) found that offering emotional support to employees through work–life balance reduces their intention to quit their job. Mita, et,al (2014) found a direct relation between employees' decision to stay and work–life balance .

George (2015) views professional workers as are a group of people who are involved in the same kind of work and belong to a specific profession. They often display high levels of expertise and autonomy. Moreover, George (2015) also contends that these employees believe in the self-regulation and value of their profession. Additionally, Kaur et al. (2013), views talent retention as a process where organizations start creating effective mechanisms to persuade employees in order not affect their turnover intentions. In view of this, Dhanpat et al. (2018), agree with Kaur et al. (2013) and explains that for an organization to thrive in the changing world of work, there is a need to attract, develop and retain talent with the right skills and knowledge that will enhance organizational effectiveness and

efficiency. Besides, Naidoo et al. (2019) assert that employee retention can be better explained as the ability to hold onto employees an organization wants to keep for a long tenure to avoid any opportunity of losing them through the competitors' hunting procedures.

Literature Review

The following section of this paper will introduce the literature review for the research variables that were identified through the qualitative study and used for developing the research hypotheses.

Financial Factors

Financial windfalls are one of the factors that affect job satisfaction as mentioned by (Kreitner et al., 2002). Rewards and compensations are seen as something given by organization to employees in response to their contributions and performances as well as to satisfy the employees 'needs (Aguenza & Mat Som, 2012). They are frequently used to retain and attract employees. Besides, rewards and compensation can be ranged from extrinsic and intrinsic. Rewards and compensations are the necessities for employees which cover the basic needs of income, feeling of job security and recognition for their works and effort. It was found that rewards such as pension benefits, parental leave and salaries are important for employees to stay within the organization (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010). Formal recognition of knowledge, experience, and efforts that are considered a form of strong incentive for employee retention (Tourangeau, Cummings, Cranley, Ferron, & Harvey, 2010). Compensation management plays a major role in achieving employee satisfaction and employee retention (DeCenzo et al., 2016)., On the other hand increased absenteeism and lack of satisfaction from the job are indeed represent insufficient and inadequate compensation in an organization. Competitive pay and benefit package is a crucial factor to influence employee retention, but not as a whole picture (Zingheim et al., 2009).

Generally, employees always have high anticipations on the compensations packages offered by the company they are recruited. Therefore, it is foreseeable that an attractive rewards and compensations package help to retain potential employees (Neog & Barua, 2015). This satisfies the financial and material desires of employees as well providing a mean of increasing social status and power in the organization (Narang, 2013). Rewards and compensation are given to motivate employees for a better performances and positive behaviors. Organizations are in danger of initiating dissatisfaction among employees if there is a lack of proper rewards and compensations planning (Ng, Lam, Kumar, Ramendran, & Kadiresan, 2012). An organization rewards and compensations strategy should be able to attract the scarce and talented employees, retain key and potential employees and also to sustain equity amongst employees (Terera & Ngirande, 2014). Fair rewards get employees to feel that they are appreciated which indirectly increases the employees' tenure.

Career Development

Personal and professional career development opportunities and training have a direct effect on employee retention (Hassan et al., 2013). Career development is an aspect for revealing employee engagement and loyalty (Bhatnagar, 2007). Kim (2005) suggested that there is strong positive association career development and employee retention. Employees greatly value long-term career development (Mitchell et. al., 2011). Moreover, the distribution of career opportunities strongly affects employee loyalty and retention (Vos & Meganck, 2009). Rolfe (2005) discovered a direct correlation between job resignation and issues related to career development. Besides Arnold (2005) and, Herman (2005) observed direct relationship between development opportunities and retention. Also, Prince (2005) identified promotion and opportunities for growth as significant reasons for which employees decide to leave or stay in an organization and

went further by identifying influential factors pertaining to career growth opportunities, which are: advancement plans, internal promotion and accurate career previews. Retention is high where continued learning is not encouraged. Daniels et. al (2007) and his research colleagues asserted that promotion positively influences retention, in organizations where the proper training is given to employees, retention rates are high. Tymon, Stumpf, and Smith (2011) and his co-researcher, and Pitts and his research team linked perceived career success and retention. Cardy and Lengnick-Hall (2011) and Freese (2013) on the other hand discovered that developmental opportunities can positively increase an employee's commitment to stay in an organization. Moreover, career development is vital for both the employees and employers (Hall, 2002) and is a mutual beneficial process because it gives imperative outcomes to employer and employees (Hall, 1996; Kyriakidou and Ozbilgin, 2004). Moreover, maintaining competitive advantage is achieved through talented & productive employees who require career development to enhance and cultivate their competencies (Prince, 2005).

Bonding

This section includes literature on leadership as a reflection of bonding inside the organization. The reason for selecting leadership to reflect bonding is that bonding requires human interaction and link with the direct supervisor. The personification of bonding is usually achieved through leaders' ability to create this bond of affection and hence building of retention occurs. Since collective cohesion affects the effectiveness of the group, it may also affect the group leader (Gerstner and Day, 1997), and therefore it is important to include leadership when investigating whether collective cohesion leads to more effective groups (Bolino and Turnley, 2009). Blake and Mouton (1985) describes leadership as the process of achieving results with and through others. Various studies direct influence noted that

the way people are managed and the leadership style have on an organization ability to maintain its workforce. Eisenberger, Fasolo, Davis-LaMastro (1990) argued that the way employees view an organization is particularly dependent on their relationship with their supervisor. Newstrom and Davis (1997) have identified different attributes for a successful leader including general intelligence, technical or professional knowledge and competence in their particular fields, personality. Besides, leaders should be energetic and committed, maintaining contact with their people, and able to understand their strengths and weaknesses, as well as the ability to inspire. Leaders achieve employee results when human capital increases over time and consistently meets the needs of the organizations (Ulrich, 1999).

The research of Kaye and Jordan-Evans (2002) laid emphasis on the fact that a manager should be "a good boss" to impact retention positively. Duffield and O'Brien-Pallas (2003) were more specific in the way leadership and retention correlate and viewed participative leadership style as a contributing factor of employee retention. Additionally, Kroon and Freese (2013) are also of the view that participative leadership style plays a significant role in employee retention. On the other hand, Andrews and Wan (2009) were less specific about the particular style of leadership that positively impacts the capability of an organization to retain its employees. However, they noted that management plays a determinant role in employee retention and established that there is a direct correlation between employee retention and manager's behavior. The impact of management on employee retention can be viewed from two perspectives: leadership style and management support.

As far as support is concerned, Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades (2002), and Paillé (2013) observed that management support is even more important than the organizational one. According to Ellett, Ellis, Westbrook and Dews (2007) "supportive, quality supervision" and "leadership that values

employees" has a positive impact on retention. Joo (2010) mentioned the fact of being supervised in a supportive manner is a contributor to retention. Tymon, Stumpf, and Smith (2011) as well as Mignonac and Richebé (2013) identified supportive supervision from managers as a contributing factor to employee retention.

HRM Practices

HRM practices can motivate employees, as the exchange of resources and benefits is shaped by the social relationship (Jiang, 2016; Jiang & Li, 2018; Lepak et al., 2012; 2018). Successful aging is likely when workers' employability, motivation and health are maintained now and in the future (Kooij, 2015). Organizations can stimulate older employees' sustainable employability through specific HRM practices that focus on maintaining or developing older employees' employability, motivation, and health (Armstrong−Stassen & Ursel, 2009; Herrbach, Mignonac, Vandenberghe, & Negrini, 2009; Kooij, 2010). Herrbach et al. (2009) found that the provision of training opportunities in particular resulted in higher affective commitment and lower early retirement among French older employees. Similarly, Armstrong−Stassen and Ursel (2009) noticed that the provision of training practices was related to older employees' intention to stay with the company through enhanced levels of perceived organizational support. In general, HRM practices that relate to employee development appear especially beneficial for workers' motivation to postpone retirement (Kooij, 2010; van Dam, van der Vorst, & van der Heijden, 2009). With the growing number of studies investigating employee perceptions of HRM practices, the field of Strategic Human Resources Management (SHRMM) is challenged with monitoring how cumulative insights have developed. Extant SHRMM literature has examined the employee perspective on HRMM using different theoretical angles, resulting in a variety of conceptual models studied that include employee perceptions of HRMM as an antecedent, mediator, or

outcome (Beijer et al., 2019; Wang et al., 2020). In addition, there is a lack of transparency in the conceptualizations that are used to capture employee perceptions of HRM practices. This is problematic, as it has been argued that different conceptualizations of employee perceptions of HRM practices could have differential relationships with both actual HRM practices and outcomes (Beijer et al., 2019; Boon et al., 2019; Wang et al., 2020).

The starting point of the SHRMM process model is the concept of variation. The model makes a distinction between HRM practices as intended HRM practices, i.e. the practices that an organization develops on paper, the implemented or actual HRM practices implemented by line managers, and the HRM practices as experienced by employees (Nishii & Wright, 2008). Regarding the employee perspective on HRM practices, the SHRMM process model proposes that such perceptions may be different from the implemented HRM practices by line−management. According to the SHRMM process framework, employee perceptions of HRMM can serve as an antecedent, mediator, or outcome variable of retention (Liao et al., 2009).

Organization image

Whenever one thinks of a specific object existing in the world, without being in direct contact with that object, they create a mental image of that object. It is like a map, formed by several different information points, which is created and stored in one's memory, in the form of interconnected data. The information that constitutes this model creates a relatively strong connection, so that, whenever one thinks of one item of this group of information, some other items of this same group are immediately triggered as a result (Schuler,2004).

Organizational image refers to people's global impressions of an organization and is defined as people's loose structures of knowledge and beliefs about an organization. Organizational image represents the net cognitive reactions and associations of customers, investors, employees,

and applicants to an organization's name. Accordingly, it serves as a template to categorize, store, and recall organization-related information (Lievens, 2017).

A good relationship will influence the employee as subordinates to perform work, maintaining good communication and cooperation with the supervisor. Sutherland & Jordaan (2004) state that relationship with immediate supervisor is identified as one of the top ten most important factors for employee's intention to stay. Which relationship with supervisor has an impact on employee retention, the leader will take considerations for the employee's staying for a longer period in the organization. Any employee working in any organization has the will to work with a trusted and respected supervisor, understand them and treat them well. A good relationship with a supervisor indirectly contributes to another positive value such as receiving good supervisor support and stimulates better performance in the future. And good support can be in terms of guidance, advice, feedback, recognition etc. This creates a less stressful work environment, improves job satisfaction, increases commitment level and reduces voluntary employee turnover. A supervisor who is grateful and appreciative for the employee's contributions will motivate them to perform better while the unappreciated supervisor will make the employee feel frustrated and frustrated, and he will have an intention to leave the organization (Eisenberger et al., 2002).

Market conditions

Job market and the economic condition prevailing in a country also affect a person's decision to stay in or leave an organization. Cotton and Tuttle (1986) concluded in their study that that all things being equal, the better the local economic conditions, the more likely an employee will quit, confident that they will be able to find another job. Blau and Kahn (1981) propose that the more the time an employee spends with an organization

and the older he gets, the lesser the likelihood that the employee will leave his job.

Josias and Beverley (2005) observed that during economic hard times when the unemployment rate is high, the relationship between absenteeism and satisfaction fades away and thus leads to the low level of absenteeism. Hauscknecht, Hiller and Vance (2008) also agree that when the chances of getting a new job is low, workers will have concerns about job security and this compels them to support attendance over absence, while low regional unemployment. When work opportunities are overflowing in the external labour market, workers can easily move outside their organization and become less concerned about the consequences of not attending to the current work.

Political conditions

Public political behaviors focus on how employees behave politically and the ways in which they achieve individual benefits (Drory and Romm, 1989). Political behaviors tend to increase in an environment that does not follow rules and regulations, and political behaviors can also be present in situations, such as lack of valuable resources, politics is tested within the organization as a basic fact of life (Ferris and Kacmar, 1992) First, the political presence or perception within the organization must be defined in order to understand this real phenomenon and manage it in a better way where each organization is a political structure. In addition, gaining power and trying to influence colleagues by using acquired power in various ways and means creates the organizational policy (Zaleznik, 1999).

The group of institutions, policies and factors that determine the level of state productivity represents the competitiveness of the state (WEF, 2015), the World Economic Forum ranks these pillars in more than 150 countries as follows: four of the 14 pillars directly measure talent management indicators, while the remaining ten measure the broader aspects of the

country's institutional environment, including social, economic and political aspects.

Efforts to strengthen the pillars of talent management are therefore in vain if not accompanied by similar efforts to promote all other pillars, so companies that rely on the development of the quality of the workforce in a country may hesitate to enter the state if they do not register good results in the 10 pillars of the World Economic Forum describing the social, political and economic conditions of the state (Kunzig, 2011).

Brain Drain

Inequalities and differences in earnings and living standards are what generate and maintain the brain drain phenomenon (Lutz et al., 2019). According to European Union the need to improve working and living conditions throughout Europe is important as 83 million Europeans (one in six EU residents) live in low-income and low-growth regions (Widuto, 2019, p. 5). With high youth unemployment rates in areas and cities without jobs and unable to obtain a minimum quality of life, it is not surprising that brain drains are ongoing. The European reality requires elected politicians to adopt public policies with regard to real and pressing needs. In this context, it is better in many countries for the authorities to be closer to the citizen and have greater decision-making power. Modern technology should also be used to improve people's lives and communicate with European citizens. The mechanisms of civic participation and greater importance (participation in creativity and participation) must be reconsidered. The government's policy of "protecting the rights of women and children" is a major concern for the government. Recent studies have shown that there are highly skilled immigrants whose potential is undervalued, and therefore there are brain-disrepair operations in such cases (Riaño, 2012).

Over the last 20 years, migration flows of highly skilled migrants from Egypt are growing and most of the Egyptian migration is directed toward the

Gulf Cooperation Council (GCC) countries (Bacchi, 2014). Moreover, migration of personnel is commonly known as brain drain or the human capital flight (Baral and Sapkota, 2015). The term 'brain drain' refers to the migration of employees in their quest for an improved level of livelihood and living condition, greater earnings, access to advanced technology, a chance to work in a better resource system and secure political conditions in diverse places worldwide (Kadel and Bhandari, 2019).

Talent Retention

Organizations are beginning to realize that employees are key to their success and view employee relationship as mutually beneficial. In line with this statement, Dhanpat, Modau, Lugisani, Mabojane and Phiri (2018) explain that fluctuations in the economy and changes in demographics in businesses locally and abroad have caused organizations to shift their attention towards the retention of staff. It is therefore important that organizations should create effective and deliberate mechanisms to prevent employees from acting on their turnover intentions and end up leaving organizations.

The organization's systematic efforts to build and improve the working environment that encourages employees to remain in an organization tHRMough the creation of policies and practices which meet the various needs (Mathiamaran and Kumar, 2017). Employee retention strategy is not influenced by one factor; rather there are several factors responsible for retaining employees (Das and Baruah, 2013). Dhanpat et al. (2018) agree with Kaur et al. (2013) and maintain that for an organization to thrive in the changing world of work there is a need to attract, develop, and retain talent with the right skills and knowledge that will enhance organizational effectiveness and efficiency. The issue of retaining employees represents one of the biggest challenges confronting organizations (Vasantham and Tephillah, 2016). Organizations searched for mechanics to enhance their

attractiveness as a good place to work and to reduce costs associated with unexpected job turnover (Chang et al, 2013).

Research Gap

Based on the above presented literature studies and findings, the researchers conclude up to their best knowledge that there is a gap that revolves around a lack of studies that explored the determinants of Talent retention. In an attempt to further conform with the findings, focus group were formulated to explore the constructs and to figure out the gap from an empirical perspective.

Research Questions and Hypotheses

A thorough review of the previous literature studies and up to the best knowledge of the researchers a lack of studies regarding the determinants that affect talent retention was found. In order to develop the research hypotheses a pilot study, was conducted in order to identify the determinants of talent retention. A number of six focus groups runs were arranged over a period of six weeks. The participants of the focus groups were HRM professionals, consultants and senior managers from various product and service oriented organizations. The sessions were conducted in a private club in Cairo, in the form of open discussion and brainstorming. Each group was composed of seven participants (Table (1)) for the demographic characteristics of the Focus groups.

Table (1) Demographic Characteristics of the Focus Groups

Age	Number
22-30	8
31-40	13
41-50	12
Above 50	9
Gender	Number
Female	20

Male	22
Sectors	Number
Agriculture	5
Communication	6
Educational	7
Financial	4
Healthcare	5
Manufacturing	7
Recreational and Entertainment	4
Aviation	4

All the six runs started by welcoming the participants and thanking them for their valuable contribution and time. The participants were all hosted through distribution of coffee, giving them a chance for a free chat to remove the iceberg. This was followed by a detailed explanation about the length of the session (almost one hour), the objective of the session, that there is no right or wrong answer, participants' rights to end the discussion at any point, their personal identities will be kept anonymous, and that recording will be using pen and paper based on their request. "Talent Retention" was clearly defined to the participants as "the organization ability to keep the entire qualified workforce and the attempt to reduce turnover".

The research questions were directly addressed to the participants as follows:

1. *What do you think are the factors that would keep your employees tied to the organization?*
2. *What makes you unwilling to leave and quit your organization?*
3. *What do you think could be the factors that keep the workforce from searching for overseas opportunities in more developed countries?*
4. *Egypt's labor market and political situation; how does this affect your decision to leave your organization?*

5. *What do you think the most important factor that would keep you unwilling to quit your organization?*

The interviewer asked with every question if the participants fully comprehend the question and if any paraphrasing was required. The English language was used for asking and writing the answers. Participants did not have any problems with fluency. Throughout the discussion participants were encouraged to respond without any reservation. The sessions were ended by saturation; whereby the participants' responses were a repetition of previously mentioned answers.

There are studies in literature that study internal and external factors separately, also brain drain and within the frame of bilateral relation; there is no study that examines these factors collectively at the Egyptian labor market. This study aims to identify all the factors affecting the retention of talent in business organizations and then explode the most important of those factors that raise the efficiency of organizations in retaining talent. As a result of the discussions given above the following hypotheses were developed to test the identified determinants influencing talent retention in the Egyptian labor market.

H_1: It is expected that financial factors will have an impact on talent retention.

H_2: It is expected that career development will have a significant impact on talent retention.

H_3: It is expected that bonding will have a significant impact on talent retention.
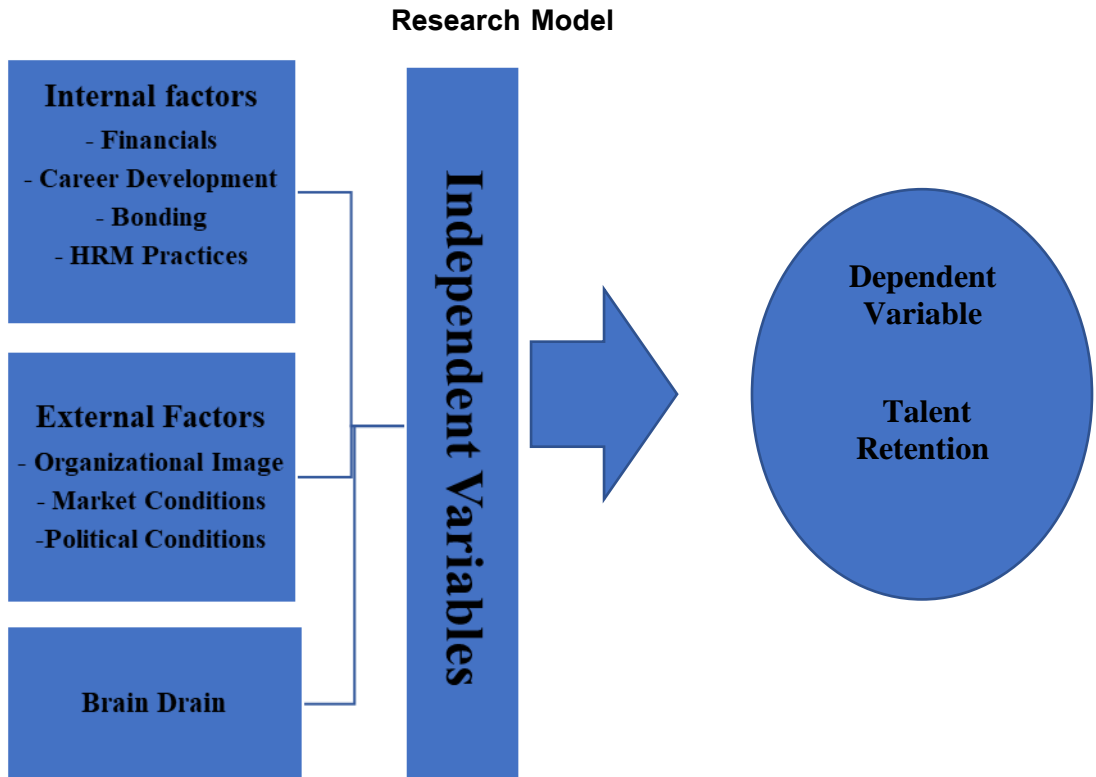
H_4: It is expected that HRM practices will have a significant impact on talent retention.

H_5: It is expected that organization image will have a significant impact on talent retention.

H_6: It is expected that labor market conditions will have a significant impact on talent retention.

H_7: It is expected that political conditions will have a significant impact on talent retention.

H_8: The brain drain has a significant impact on talent retention.

Research Model

Independent Variables	Dependent Variable
Internal factors - Financials - Career Development - Bonding - HRM Practices **External Factors** - Organizational Image - Market Conditions - Political Conditions **Brain Drain**	**Dependent Variable** **Talent Retention**

Methodology

Common method bias is a consequence that happens because of the sources of the measurement error (N.Podsakoff; P.Podsakoff; Machenzie; Lee, 2003). Ex-ante and Ex-post procedural remedies were followed in an attempt to reduce errors encountered. In this respect, Ex-Ante remedies were adopted through" stating the objective of the questionnaire clearly in the beginning whereby it was indicated that there is no right or wrong

answer. The following statement was written "This questionnaire is designed to understand the reasons for Talent Retention in Egyptian Organizations. The following statements represent a set of items that reflect the relative importance of each item. Please, choose the relative importance based on your own personal opinion and experience. There is no right or wrong answer". In an attempt to reduce respondents' apprehension, all statements were positively stated. Ex-post remedies were adopted through "Harman's Single Factor Test" where all the items were subject to confirmatory factor analysis.

Data Collection

The questionnaires were handed to the HRM professionals who attended the focus groups interviews. Distribution of the questionnaire was over a link to selected "Talent" in their organizations. The sample that filled the questionnaire was based on judgmental sampling technique, whereby the selected sample of "Talent" possessed the following characteristics based on (Tansley et.al, 2007; Ulrich, 2007; Sizler&Dowell, 2010; Bethke-Langenegger, 2012):

- *High records of outstanding performance*
- *Possessing skills and abilities that contribute to the performance of the organization*
- *Hold competencies to the job*
- *Timely committed and find purpose to do their work complete*

A total number of 61 organizations participated in the survey whereby 811 questionnaires were filled by the participants over a period of two months. The sample was composed of the following number of multi-sectorial organizations as shown is Table (2)

Table (2): The nature of the participating organizations and the Talent Retention per sector

Sector	Number of Organizations in each Sector	Talent Retention Per sector for the selected organizations (%) for 2019
Manufacturing	11	88
Healthcare	11	71
Financial	9	76
Educational	8	63
Agriculture	8	95
Communication	6	91
Recreational	5	93
Aviation	3	87

Table (3): Demographic Characteristics of the research sample

Variable	Details	Frequency Distribution	Percentage Distribution
Gender	Female	404	49.8
	Male	407	50.2
Age	<30	194	23.9
	30−39	320	39.5
	40−49	197	24.3
	Above 50	100	12.3
Years of Experience	<5	236	29.1
	4−9	282	34.8
	10−19	188	23.2
	Above 20	105	12.9
Education Level	University Graduate	379	46.7
	Post Graduate Studies	115	14.2
	Professional Degree Holder	317	39.1
Managerial Level	Entry Level	332	40.9
	Middle Management	365	45
	Top Management	114	14.1
Industry Type	Agriculture	117	14.4
	Communication	97	12
	Educational	141	17.4
	Financial	104	12.8
	Healthcare	106	13.1
	Manufacturing	90	11.1
	Aviation	29	3.6
	Recreational and Entertainment	127	15.6

Qualitative Data Analysis

Thematic analysis technique was followed to analyze the gathered data as one of the commonly used methods for analyzing qualitative data (Boyatzis, 1998). According to (Braun and Clarke, 2006) a six-phased series of steps guide data analysis using this approach; becoming familiar with the data, generation of initial codes, searching the themes, reviewing the themes, defining the themes, and writing up the final report that reflect the relative importance of each item. Please, choose the relative importance based on your own personal opinion and experience. There is no right or wrong answer". In an attempt to reduce respondents' apprehension, all statements were positively stated. Ex-post remedies were adopted through "Harman's Single Factor Test" where all the items were subject to confirmatory factor analysis. The data analysis resulted in a set of three themes namely; In-House Factors, External Factors, and Brain Drain Factors.

Theme One: In – House Factors: these factors as expressed by the participants were analyzed based on the quotes related to the organization's internal strategies, procedures, and policies. This resulted into five groups shown in Table (4)

Table (4): Theme One / In-House Factors

Factors	Participants Quotes
Financials	"Salary is the most important factor" "I think bonus given to me regularly is key" "I like getting annual profit share" "Compensation, packages, benefits that are fair to everyone" "Medical insurance as Egypt's national insurance doesn't support us or our families"

Career Development	"Appropriate training and payment for external training courses"
	"Paying for our professional degrees"
	"Knowing where I will head with my career path, future growth, and promotion"
	"Transparent roles, job definition, and important tasks"
Bonding	"My boss cares, supports and understands"
	"I love coming to work"
	"Feeling appreciated, satisfied and unstressed"
	"I have time for my personal life and family"
	"I enjoy having friends at work and we chill together"
HRM Practices	"HRM is fair to me and treats everyone the same"
	"Pleasant working conditions and degree of flexibility"
	"Timely feedback for my performance evaluation"
	"I can find support from the HRM"
	"Fair HRM to everyone"

Theme Two: External Factors: these factors as expressed by the participants were analyzed based on the quotes related to organizational image, labor market conditions and, political conditions. This resulted into two groups shown in Table (5)

Table (5): Theme Two / External Factors

Factors	Participants Quotes
Organizational Image	"The reputation of my organization is great and known to everyone" "The organization line of business" "The growth of my organization" "The strength of the financial condition of the company"
Labor market Conditions	"The level of unemployed citizens definitely affects my decision to leave my job" "Inflation rate, recession, and the cost of living are on top of anyone's decision list to quit a current employment" "The Egyptian general taxes, and income taxes laws are what I also think of" "Monetary and fiscal policies of our country affect organizations and in return I may consider that when intending to go to another company"
Political Conditions	"Employment laws that don't secure anyone affect us and everyone around" "Corruption level, bureaucracy and security are what I try to avoid when considering a new job. Though lately, the country is trying to enforce laws to fight deviance" "Politics is everywhere and definitely being a factor to consider" "Freedom to express opinion affects my decision"

Theme Three: Brain Drain Factors: these factors as expressed by the participants were analyzed based on the quotes related to their readiness to move to developed countries. This resulted into two groups shown in Table (6)

Table (6): Theme Three / Brain Drain Factors

Factors	Participants Quotes
Brain Drain	"The location of the country I intend to move to matters. Moving to Canada while, I am in Egypt is different from going to UK" "A country that speaks my language I still an aspect to consider. This makes me feel homey" decision list to quit a current employment" "Definitely the offer I have and my career growth opportunities matter prior to moving abroad" "The level of development and economic growth is what I assess before I move to another country" "Country size and population matter and is a key thing when deciding to leave to another developed labor market"

Research Survey

Based on the results of the interviews as shown by the thematic analysis, a questionnaire was developed. The purpose of this questionnaire was to test and verify the results drawn from the qualitative analysis. The questionnaire included eight main sub-sections namely; financials (Statements from 1 to 7), career development (Statements from 8 to 16), bonding (Statements from 17 to 24), HRM practices (Statements from 25 to 29), organizational image (Statements from 30 to 33), labor market conditions (Statements from 34 to 40), political conditions (Statements from

41 till 46), and brain drain (Statements from 47 till 52). The statements were developed following the inductive approach (Bulter, 1991), where a total number of 52 short statements that describe each of the themes based on the aforementioned analysis were initially proposed to five HRM Professors in Egyptian universities who acted as an expert reference. Review of the questionnaire resulted in few modifications that were adjusted to assure easy comprehension of the statements by the participants. **Furthermore, talent workforce was defined by the selected organizations based on previous performance records. Performance evaluation was the indicator of talent, and this was previously measured and documented by the organization and used in the selection of the participants of the study.** Table (7) shows the questionnaire distributed.

<p style="text-align:center;">Table (7): <u>Questionnaire</u></p>

#	Item
1	Attractive Salary
2	Regular Appropriate Bonus
3	Profit Share
4	Timely Compensation
5	Attractive Package
6	Fair Benefits
7	Medical Insurance
8	Regular Scheduled Training
9	External Training Subsidies
10	Support for Professional Studies
11	Significant Tasks
12	Defined succession Plans
13	Defined career ladder
14	Clear roles

15	Recognition
16	Timely promotion
17	Supportive Positive Culture
18	Supervisor Support
19	Psychological involvement with work
20	Appreciation
21	Job Satisfaction
22	Level of stress
23	Work-Life Balance
24	Having friends at work
25	Fair HRM procedures among employees
26	Good working conditions
27	Flexibility at work
28	Regular Performance Appraisal
29	Fair HRM support to all employees
30	Organizational Reputation
31	Industry type of the organization
32	Organization projected growth
33	Organization financial position
34	Unemployment Conditions
35	Monetary and Fiscal Policy
36	Inflation rate
37	Recession
38	General Taxes
39	Income Taxes
40	Cost of living
41	Corruption level
42	Employment Laws
43	Bureaucracy
44	Freedom of opinion
45	Security and Safety

46	Democratic regime
47	Geographical Location
48	Linguistic Proximity
49	Financial Offer
50	Country size and economic strength
51	Societal Norms and cultural trends
52	Development and Career Growth

Validity and Reliability

An Empirical study of 52 questionnaires was run to test the validity and reliability of the questionnaire. Results are shown in Table (8) reveal that the questionnaire was valid and reliable to be used with inter-consistency.

Table (8): Validity and Reliability Results

Dimension	Alpha Cronbach Coefficient (α)
Financial	0.840
Career Development	0.834
Bonding	0.773
HRM Practices	0.720
Organizational Image	0.939
Labor market Conditions	0.798
Political Conditions	0.733
Brain Drain	0.825

Confirmatory Factor Analysis

Factor analysis was run to reduce the number of variables in an attempt to reduce common method bias through factor extraction and factor rotation. Results are shown in the following tables (9 and 10)

Table (9) Factor loading analysis using Varimax for factor rotation

Research Variables	Factor One	Factor Two
Financial		0.705
Career Development		0.703
Bonding		0.71
HRM Practices		0.856
Organizational Image	0.848	
Labor market Conditions	0.695	
Political Conditions	0.701	
Brain Drain	0.74	

Table (10) Research Factor Rotation

Factors	Research Factors	Eigen Values	% of Variance	Cumulative % of Variance
Factor One	In-House Factors	3.792	47.4	47.4
Factor Two	External Factors	3.645	45.56	92.96

Results presented in Table (9 and 10) reveal that the research proposed factors derived from the thematic analysis are further grouped into two main groups. Group One that includes (financial, career development, bonding, and HRM practices) while Group Two includes (organizational image, labor market conditions, political conditions and brain drain).

Cluster Analysis

Cluster analysis was run using the data Average Talent Retention per sector shown in Table (6) alongside with the data collected through the questionnaires. Figure (1) shows the Dendrogram with the arrangements of clusters corresponding to the analysis
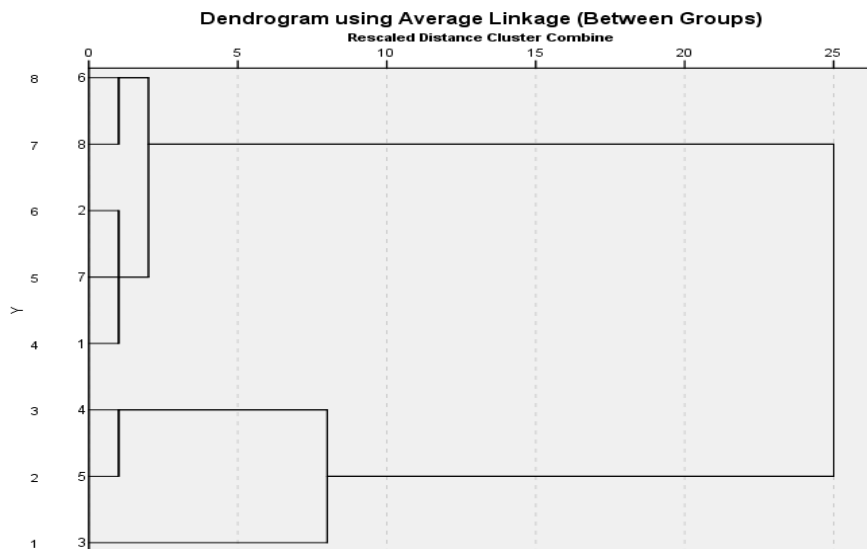

Dendrogram using Average Linkage (Between Groups)
Rescaled Distance Cluster Combine

Figure (1) shows that the results of the cluster analysis grouped the sectors that possessed "Talent Retention" into two clusters:

1. Cluster One: this includes the Agriculture, Communication, Manufacturing, Recreational and Entertainment, and Aviation sectors.

2. Cluster Two: this includes the Educational, Financial and Healthcare sectors.

The results indicate that cluster one possessed a higher level of retaining talent compared to group two. This is further illustrated in Table (11).

Table (11): Geometric Mean for the Study Sectors based on the cluster analysis

Cluster	Geometric Mean		Standard	Standard Error

		Deviation	
One	90.751	3.346	1.497
Two	70.441	6.807	3.929

Discriminant Analysis

Discriminant analysis was conducted in order to derive the predictive equation to understand the relationships that may exist among the research variables. The variables that highly affect Talent Retention are; HRM practices and Organizational Image as presented in Table (12)

Table (12): Results of Fisher Functions to discriminate the observations

Research Variables	Talent Retention	
	1	2
HRM Practices	4.512	5.402
Organizational Image	4.225	3.498
Constant	−18.478	−19.167

Step-wise discriminant analysis was used to choose the most important factors among the proposed eight factors. Results revealed that HRM practices and Organizational image are the most significant factors sequentially in terms of their relative importance. On the other hand, all other factors didn't have a significant effect to classify the observations.

The estimated function for the model

$Y = -2.044 + 2.667 X_{4t} - 2.179 X_{5t}$ (Unstandardized Coefficient)

1.882   −1.558 (Standardized Coefficient)

Cut-Off point (0.000122)

$\chi^2 = 21.842$, d.f=2, significance=0.000 (sig. at 0.01), with

Wilks'Lambda=0.973, Canonical correlation =0.163

Table (13): Classification of the Results

Talent Retention (Y)	Predicted Group Membership		
	Group One	Group Two	Total
Group One	276	184	460
%	60	40	

Group Two	**167**	**184**	**351**
%	**47.6**	**52.4**	
Total original correctly classified = 56.7%			

The results of Table (13) reveal that the number of correctly classified observations for (Group One) is more precise than (Group Two), and that the overall correctly classified is 57% that is close to 60%.

Findings

The statistical analysis revealed that financial, career development, bonding, and HRM practices are linked together as one cluster and determinant group of Talent Retention. Moreover, organizational image, labor market conditions, political conditions and brain drain were identified as one linked cluster and determinant of Talent Retention. It was also found that Agriculture, Communication, Manufacturing, Recreational and Entertainment, and Aviation sectors reported higher talent retention rates compared to Educational, Financial and Healthcare sectors.

Discussion

This research was designed to explore the determinants of talent retention in the Egyptian domain. Analysis of extant literature was conducted to determine the factors that affect talent retention. Mixed methodologies of qualitative as well as quantitative techniques were adopted whereby; focus groups were formulated followed by thematic analysis. The results of the thematic analysis results were refined and combined in a questionnaire format that was distributed among employees through human resources departments who distributed them to the talented workforce based on defined criteria. Data collection was conducted electronically whereby common method bias was considered. Moreover, statistical analysis was run utilizing all the appropriate statistical techniques and tests. Results revealed that the proposed factors could be classified into two groups namely; In-House factors and External factors. In-House factors included; financial, career development, bonding, and HRM practices. Besides, the

External factors (organizational image, labor market conditions, political conditions and brain drain). Furthermore, Agriculture, Communication, Manufacturing, Recreational and Entertainment, and Aviation sectors reported higher talent retention rates compared to Educational, Financial and Healthcare sectors.

The researchers interpret these results as rationale with regard to the agriculture, communication, manufacturing, recreational and entertainment, and aviation enjoying a higher retention rate when compared with educational, financial, and healthcare sectors. Most of the employees working in the sectors reporting higher retention rate operate in sectors that care about retaining employees. Moreover, most of these sectors require specific talent with apprenticeship training based needs. For instance, agriculture and aviation invest in the development of the employees and hence this creates a sense of job engagement especially the sacrifice dimension where employees tend to consider what they give up by leaving their jobs. Conversely, educational, financial and healthcare sectors rely on the fact that employees are linked to their organizations due to their ethical obligations toward work. As such employees are linked to their jobs based on their ethical attachment to their students, patients and financial concerns towards their customers.

As for the categorization of the factors into In-House and External factors based on the results of the statistical analysis. The researchers foresee this to be of a logical result as employees tend to be willing to stay based on financial, career development, bonding, and HRM practices. These factors create the ties with the organization as employees get to feel attached through receiving appropriate and fair financial compensation. Moreover, the bonding and compassionate acts with the employees within the organization as well as the career path supportive steps build up the employees' attachment with the organization. HRM practices especially

when practiced as high-involvement practices get the employees to feel supported and increases their perception to perceived organization support. All these factors are internal and within the control ropes of the organization. On the other hand, organization image, labor market, political, and brain drain conditions are all out of the organizational hands. These factors constitute the out-of-control factors outside the organization. In this respect, the organization tends to exert internal efforts to retain employees if these factors tend to pull employees away from them. The controversial dilemma remains whether the internal factors can balance the risks exerted by the external factors successfully or not.

Recommendations

The following points address recommendations that are based on the research findings to managers and practitioners in organizations.

➢ Talent retention is a crucial factor to organizational success. Clear definition of the factors that would keep Talent inside the organization should be clearly elaborated by each organization.

➢ Granting attention to motivators as well as hygiene factors could foster the retention of talented workforce especially when they feel being granted their basic needs.

➢ Career development and succession planning is crucial as this will provide talented workforce with a vision towards their career path.

➢ Fostering workplace compassion across the organization will help talented employees to feel a sense of belonging and bonding to the organization and hence, supports keeping them tied to the organization.

➢ Keeping up with the changes in the labor market is significant to consider as this will support the essential changes in human resources planning for talent retention purposes.

➤ Political conditions that are beyond the organizational control could be treated through open door discussion with employees assuring organizational support at all times to talented workforce.

➤ Granting supervisor support will help talented employees to feel personification of organizational support to them and this in return will enhance talent retention.

Future Research

It is recommended that future research could investigate and explore the proposed factors in-depth using longitudinal studies through utilizing machine learning modelling. This will help in gaining a better insight on these factors. Moreover, case study approach could be employed to support in-depth analysis of these factors through qualitative tools.

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