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مذكرة مقدمة في إطار متطلبات نيل شهادة الماستر
تحت عنوان:

The role of talent management in developing organizational innovation -Case study

تخصص: إدارة استراتيجية

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Abstract

This study aimed at explaining the role of talent management in developing organizational innovation. Talent management was operationalized in three dimensions: talent attraction, talent development and talent retention. Organizational innovation was also operationalized into: originality, fluency, sensitivity to problems, risk-taking and flexibility. A case study was conducted at Wood Conversion Foundation. The questionnaire was distributed over a sample of 35 employees in the organization. After analyzing the field results using SPSS v.26, findings showed that talent management contributes to the development of organizational innovation.

ملخص الدراسة

هدفت هذه الدراسة إلى تفسير دور إدارة المواهب في تطوير الإبداع التنظيمي. وقد تم تحليل إدارة المواهب في ثلاثة أبعاد هي: استقطاب المواهب، تطوير المواهب والحفاظ على المواهب. كما تم تحليل الإبداع التنظيمي إلى: الأصالة، الطلاقة، الحساسية للمشكلات، تحمل المخاطر والمرونة. وقد تم القيام بدراسة حالة على مستوى مؤسسة تحويل الخشب بالطارف، حيث تم توزيع الاستبيان على عينة قدرها 35 عاملاً في المؤسسة. وبعد تحليل نتائج الدراسة باستعمال برنامج SPSS النسخة 26، تم التوصل إلى أن إدارة المواهب تساهم في تنمية الإبداع التنظيمي.

الكلمات المفتاحية: إدارة المواهب، الإبداع التنظيمي، استقطاب المواهب، تطوير المواهب، الحفاظ على المواهب، الأصالة، الطلاقة، الحساسية للمشكلات، تحمل المخاطر، المرونة.

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Dedication

To the dignified parents, God preserved them and prolonged their
age at the time of health and wellness
To my dear siblings
To my colleagues, my teachers, all the students of science
To all those who know me and I know them
Dedicate this humble work

CHAIMA

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INTRODUCTION

Introduction

Sustainable development and progress in various areas of life requires looking at matters of all kinds in a renewed way, especially in less fortunate countries, in order to be able to catch up with this development. From this point of view, developing administrative methods has become necessary for countries and economic, social and educational organizations, with the methods of progress it contains. In all fields by adopting administrative concepts, terminology and ideas and the new regulatory framework in the field of human resources management, the most important of which is the concept of human talent management.

Talent management is considered as one of the vital and modern topics that has had great attention by researchers since its emergence in the late nineties. It is considered as one of the most important contemporary intellectual transformations in modern administrative thought, and a vital element that contributes to the development of human capital.

Talent management's endeavor is to attract talented individuals with exceptional skills and special characteristics, developing and maintaining their capabilities, through the appropriate environment for them to gain their loyalty and commitment to the organization, and this is what makes it distinct, successful, and keeping pace with the various changes taking place.

On the other hand, organizational innovation is a vital element in achieving organizational goals, as the latter represent the basic basis upon which the performance of the organization is based. An organization that depend on innovation must attract the best talents in the labor market, which are characterized by a spirit of risk and whose culture is built on innovation. Discovering these talents is a challenge for any organization, especially in the presence of strong competition between organizations. Hence, you will try to study the relationship between talent management and organizational innovation.

1- The problematic

To address the topic of the study, the following problematic was raised:

How can talent management contribute in developing organizational innovation?

To answer this problematic, the following sub questions were put for investigation:

1. Is there a significant role for talent attraction in developing organizational innovation?
2. Can talent development significantly contribute in developing organizational innovation?
3. Can talent retention significantly contribute in developing organizational innovation?

2- Study hypotheses

In order to find answers for the problematic and sub questions mentioned above, the following main hypothesis and sub hypotheses were set for testing:

Main hypothesis: "H: talent management can contribute in developing organizational innovation through: talent attraction, talent development and talent retention".

This main hypothesis was subdivided into the following sub hypotheses:

1. "**H₁**: there is a significant role for talent attraction in developing organizational innovation";
2. "**H₂**: talent development can significantly contribute in developing organizational innovation";
3. "**H₃**: talent retention can significantly contribute in developing organizational innovation".

3- Aims of the study

The main objective of this study was to interpret how can talent management help develop organizational innovation in the organization. That was through dividing the two variables into their dimensions and then testing effects and relationships among them. Furthermore, this study sought to achieve the following objectives:

- Identifying the concept of Talent Management and organizational innovation;
- Exploring the level of organizational innovation in the researched organization;
- Testing the effect and relationship between talent management dimensions and organizational innovation in the organization under study.

4- Importance of the study

Talent management is considered one of the important emerging topics that has received and continues to receive great attention from those interested in this field, as the progress of societies and the development and continuity of their economic organizations depends mainly on the talent present in the organization among its employees in addition to organizational innovation.

This research comes to contribute in a way modest in enriching this field of research and studies as it is considered an additional reference that researchers and those interested can benefit from it.

5- Reasons for choosing the topic

As objective causes, this study could be a gateway to other new studies and the interest of officials in talent management and organizational innovation.

6- Delimitations of the study

Delimitations are represented as follows:

- Spatial boundaries : The field study was completed at Wood Conversion Foundation - El Tarf;
- Human limits: Are a sample from Wood Conversion Foundation - El Tarf;
- Time limits: The study covered the period extending from April to May 2024.

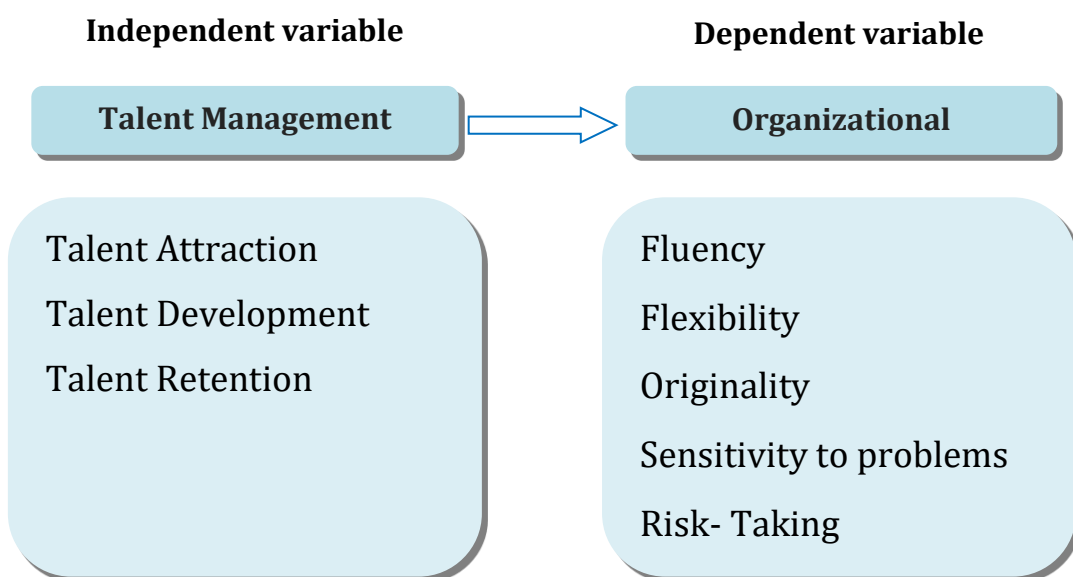
7- Study difficulties

The researcher faced some difficulties while conducting the study. The most important of them was the lack of sufficient references related to the subject of talent management and organizational innovation. In addition, it was not easy to find an organization to do the field study in, because most of the managers tend to refuse hosting such initiatives for unknown reasons.

8- Study Model

The study model is illustrated in figure N°01:

Figure N°01: Study Model



Source: By the researcher.

9- Study methodology

In order to address the problematic at hand and test the hypotheses, the interpretivism study method was relied upon.

The study highlighted the description of the study variables and dimensions of talent management and organizational innovation, in addition to analyze the various results obtained in the research, whether it is related to the theoretical or applied aspects.

10- Previous Studies

1) A Study related to Talent Management:

Study by (Jamal Dawoud Abu Dawla, Saleh Ali Al-Jarrah, 2005), Titled: The Impact of Applying Talent Management Strategies in Enhancing Organizational Affiliation among Faculty Members at Public Jordanian Universities, Jordanian Journal in Administration of Business, Vol. 11, No 2.

The purpose of this study was to:

- Determining the Public University of Jordan talent management strategy implementation level from the perspective of its faculty members.
- Becoming aware of the degree of faculty organizational affiliation with at Jordan public universities.
- Explaining the impact of talent management strategies on improving organizational attachment for faculty members in higher education Jordanian official.

This study came to the following conclusions:

- The level of applying talent management strategies from the perspective of the academic staff at the Public University of Jordan was average.

- Generally speaking, faculty members employed by Jordan public organizations have a moderate level of organizational attachment.
- Applying talent management strategies has a statistically significant impact at the significance level (0.05) of organizational affiliation among faculty members in public universities in Jordan.
- At the application level Talent management strategies overall, there are no statistically significant variations (0.05) to demographic and functional variables and number of years of service in the field of university teaching to demographic and functional variables (gender, age, academic rank), and number of years of service in the field of university teaching.
- Regarding the degree of organizational affiliation based on demographic and functional factors (gender, age, and academic rank), there are no statistically significant differences (0.05-a), but there were statistically significant differences (0.05) in the number of years of service a university.

2) **A Study related to Organizational Innovation:**

Study by(Badisi Fahima, Shelly Wissam, and Rizkallah Hanane, 2011) Titled: Developing innovation and its role in raising the performance of organizations an international forum on innovation and organizational change in modern study and national and international experiences on May 18 and 19,2011, Faculty of Economics and Management Sciences Saad Dahlab University, Blida.

This study sought to the following:

- Putting emphasis on the idea and value of innovation.

- Knowing the extent to which innovation contributes to improving the performance of organizations.
- Recognize the relationship between innovation and competitive advantage within the organization.

Among the key outcomes it produced were:

- Make sure there are enough financial resources for innovation and development.
- Raising awareness of the value of innovation among people.
- Boosting self-motivation for renewal among individuals.

11- Research structure

The research was divided into an introduction, three chapters, and conclusion, as follows:

Chapter one: Titled Talent Management, it was divided into two sections. In the first section, I will refer to the concept of talent management, passing through its stages of the emergence, importance, characteristics, and objectives. Regarding the second section, I will explain the most important talent management dimensions including attracting, developing, and retaining talents.

Chapter two: Titled Organizational Innovation, I also divided it into three sections, in the first section, I discussed by the definition of organizational innovation, its importance, characteristics, levels and strategies. In the second section, I discussed by the dimensions of Organizational Innovation including originality, fluency, risk-taking, sensitivity to problems and flexibility. And in the third section, I explain the relationship between Talent Management and Organizational Innovation.

Chapter three: it was dedicated for the field study, it consists of three sections, in the first section, I discussed by the public

presentation of wood conversion foundation, its organizational structure. In the second section, I discussed by the field study methodology study. And in the third section, I discussed by the analysis of the results of the field study.



**CHAPTER ONE: TALENT
MANAGEMENT**

Preface

The talented human resource occupies a very important intangible importance within the organization, just like the organization's reputation and intellectual capital... especially at the present time, because of its effective role in maximizing the added value of the organization.

As the trend towards an economy based on knowledge has increased more and more, interest in talent has increased on the part of organizations, as well as the search for how and how to manage them in the required manner, benefit from them and preserve them in the most effective and correct ways, all of this with the aim of obtaining distinguished and effective performance capable of taking the organization to the highest levels and leadership in the world of competition and ensuring its success survival and continuity in the long term.

Accordingly, in this context, we will try to address in this chapter the most important aspects of talent management according to two sections: In the first section, we will refer to the concept of talent management, passing through its stages of the emergence, importance, characteristics, and objectives. Regarding the last section, we will explain the most important talent management dimensions including attracting, developing, and retaining talents.

Section One: Talent Management: Basic Concepts

1. Definition of talent

There have been many definitions related to talent due to the different viewpoints of researchers, and therefore we summarize below a group of definitions, the most important of which are stated below.

Talent is defined as advanced intellectual powers made up of complex characteristics that qualify those who possess it to accomplish challenging and creative tasks that add value to the organization (Alba, 2018, p. 14).

Therefore, talent is a set of powers possessed by an individual stemming from his characteristics that qualify him to carry out the work entrusted to him in a way that achieves the organization's goals.

Talent is also defined as: "the rare capabilities and abilities possessed by human resources that an organization possesses only from other organizations, and which form the basis of the competitive advantage it enjoys within the environment in which it operates" (Al-Zubaidi & Hussein Abbas, 2015, p. 27).

Therefore, talent is the distinct skills possessed by an individual that contribute to providing a competitive advantage for the organization.

According to Carter, talent is "an individual's ability to obtain a high degree and repetitive by clearly accomplishing" (Bougerra & Ben salem, 2012, p. 28).

That means that talent represents the various skills and abilities that the individual possesses and that enable him to reach the highest levels.

2. The concept of talent management

Human resources management is the first building block for talent management within the organization, and this is because it is of great importance to help the organization obtain distinguished and competent talents.

2.1. Definition of talent management

The term talent management has many definitions, they are summarized as follows:

Talent Management is defined as “the process of developing, unifying, and integrating all human capital practices that are adopted within the organization in order to ensure the best attraction (attracting) human elements who possess distinct capabilities, skills, and knowledge to work within the organization” (Hamud & Al-Sheikh, 2013, pp. 27-28).

That means achieving integration among all the activities that the organization relies on it to attract individuals with distinguished skills.

Talent management is also defined as “building and developing the capabilities and talents of employees to achieve excellence and competition through careful selection of new workers and developing, training them and working to maintain current workers and attracting talented workers with high experience to work in the organization” (Al-hushan, 2017, p. 152).

That meaning developing employee talents by selecting highly skilled individuals and work to maintain and train current employees.

Talent management is also defined as “the process by which an organization develops and monitors current and future employees by clarifying the strategies adopted by the organization to achieve its goals, and creating development tools to meet employment needs and retaining talented employees who will lead the organization to

success” (Al-Hadid, 2017, p. 12).

This definition refers to developing employees through clarification strategies and providing various tools that contribute to retaining employees and meeting their needs.

2.2. The importance of talent management

The importance of talent management lies, as Haskins and Shaffer pointed out, in (AL-Jarrah & Abu Dawla, 2015, p. 289):

- Focus on critical functional positions and centers of strategic importance;
- Exploring potential potentials and creating talent pools for each organizational level in the organization;
- Avoid work disruption due to the sudden departure of occupants of critical positions;
- Preserving talent and ensuring their positive contribution to the organization’s service;
- Ensuring a flow of talent through leadership pipelines and helping individuals plan their career paths.

3. Historical development of talent management

Talent management has gone through a number of stages before reaching the stage it is at now. This development occurred as a result of the increase in organizations’ awareness of the importance of the human element and its role in achieving success and excellence in an environment dominated by intense competition to attract and retain talent.

The most important stages of talent management development can be identified as follows (Al-Zubaidi & Hussein Abbas, 2015, p. 31):

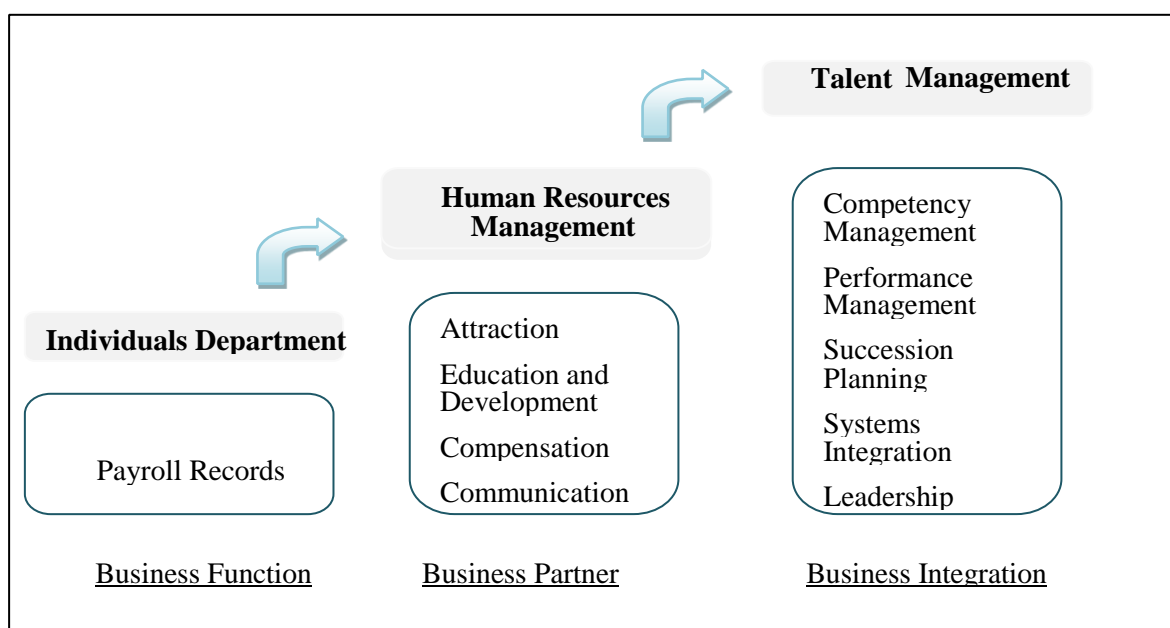
1/ Personnel Department: This phase extended from the

1970s to the 1980s and was characterized by employing individuals and providing wages to them while ensuring that they received the necessary compensation, as the personnel department at this stage represented a business function.

2/ Human Resources Management: This phase began from the 1980s to the 1990s, during which organizations realized that the human resources function had become more important than in the past, and thus it turned into a strategic function and then developed into a business partner after it had been Business function.

3/ Talent Management: This stage appeared in the beginning of the twenty-first century, as the term “talent management” was used for the first time by David Watkins in (1998), in an article published in the same year. This term continued after it was adapted and used by many organizations, as they realized that employees talents must be discovered and taken care of, because of what talent has of potentials that can lead to success and profits. It also includes new human resource systems processes that are integrated with each other. Therefore, it has developed from a business partner to a business integrator. This development can be illustrated in figureN°02:

Figure N°02: Historical Development of Talent Management



Source: Bersin J, Talent Management What is it? Why now? Sinclair Consulting Inc, Morristown .NJ.USA, 2006, p2.

4. Characteristics and objectives of talent management

4.1. Characteristics of talent management

In order for the concept of talent management to be comprehensive, there is a set of characteristics that it must include, the most important of which are (Al-Zubaidi & Hussein Abbas, 2015, p. 31):

- Integration of human resources systems across all departments and levels;
- All managers at all levels, from senior management to lower-line supervisors, cooperate to develop talent;
- Linking talent to the organization's strategy;
- Stability in terms of future growth and continuity;
- Prepare improved procedures for development and talent management.

4.2. Talent management objectives

Talent management plays an important role in any organization and from any sector, as (AlHadid, 2017, pp. 14 -15):

- It meets its needs and expectations for future employees, career advancement and the internal workforce this is also considered essential because talent includes competence, which is the core aspect of individual employability;
- Talent management processes help retain employees and focus on “fit” to facilitate transitions and make the organization is an attractive location for future employees;

- Strategic focus and talent management structures lead to higher results in financial outcome measures such as (profit, talent productivity, market value...), as well as Non-financial ones by reducing replacement time, operational excellence and achieving business goals. Work, customer satisfaction at the company level, job satisfaction, motivation, commitment;
- Organizations with automated talent systems are better at developing leaders and employees and planning for future talent needs;
- Talent management serves the organization by allowing it to hire the best and highest quality people. And putting the right people in the right place;
- Create high engagement, improve employee productivity, retain top performers, build career paths, and enhance employees;
- Developing and placing the right individuals in the right job at the right time, and providing them with the right environment to demonstrate their abilities in the best possible way for organizations. (Ahmad, 2015, p. 208)

Section Two: Talent Management Dimensions

There many dimensions a researcher can depend on to study talent management in more details. For the purposes of this study, talent management dimensions are its three major stages: talent attraction, talent development and talent retention.

1. Talent attraction

Talent management strategy depends on attracting talented individuals who possess high competencies and abilities that enable them to suit current and future employment needs within the organization (Al-Azzam, 2015, p. 13). This strategy is defined as the policies and practices through which talented individuals are identified and selected, and it is divided into two areas (AL-Jarrah & Abu Dawla, 2015, pp. 289-290):

1.1. Talent planning

The talent selection process has become more important than ever, because of its role in determining future needs for talent at all levels of the organization. The focus in this area is on the quality of competencies (skills, knowledge...) which are used in many locations this is in accordance with the organization's business plans.

Therefore, talent-planning aims to obtain an ideal level of talent positioning which ultimately leads to talent placement the right fit in the right place and the right time.

1.2. Human resources reputation

The reputation of human resources is due to the impression generated by job applicants through the image that the organization reflects as an employee, which can be positive, neutral, or negative. Organizations focus on the characteristics that make them more attractive to the group of applicants, especially the talented ones. Here, they focus on improving the reputation human resources that has to attract other talented individuals.

It is also worth noting that even if these organizations are in a state of recession, they can focus on building a reputation the attractiveness of human resources as having the right to choose, such as its effective use of performance management practices to identify talent restructuring work, or redesigning jobs in order to motivate and engage employees.

2. Talent development

The second phase in talent management is talent development. The process of attracting talent must be accompanied by further development of their abilities, skills, capabilities and knowledge through continuing education plans such as courses, conferences and seminars. According to Garavan and Carery, the talent development process includes four broad areas (AL-Jarrah & Abu Dawla, 2015, p. 290):

1. Determine the identity of the employee who is in need of development (?);
2. Design (What capabilities must be developed, and how long does this take?);
3. Evaluation (What are the analytical tools used to measure effectiveness?);
4. Organizational support (What support can senior management provide?).

This process varies from one organization to another, however a large number of organizations use special models in talent development.

The results indicate that organizations with a good human resources reputation have better talent development processes and programs, as this process contributes to developing individual's capabilities and skills in identifying different cultures through developing what are known as dynamic competencies. Those

competencies are acquired through educational experiences such as training and traveling abroad. It also contributes to transfer tacit and valuable knowledge from old employees to existing and new ones.

Organizations also require the process of developing leadership skills as a tool to retain talent, especially since the important element in it is succession planning, which focuses on identifying and developing talent to fill important leadership positions, as organizations that lack succession planning are more vulnerable to losing talent.

3. Talent retention

The third phase in talent management is talent retention. The process of retaining talents includes all activities that prevent talented employees from leaving the organization. Talent retention can be achieved through an Effective strategy for retaining talent (AL-Jarrah & Abu Dawla, 2015, p. 291).

Retaining talent has become a major challenge for all organizations. One of the main challenges that has made many organizations struggle with each other is preventing talented employees from leaving their workplaces. They will, then, take all the core competencies and experiences away from the organization.

Job satisfaction and desire for the work they do is one of the things that leads to an important role in reducing from talent migration effective talent retention strategies include:

3. 1. Talent engagement

Research indicates that employees who are more engaged in their work and more involved in their organization are more likely to have greater job satisfaction, also have a positive opinion of their employer, and are less likely to leave voluntarily and have greater loyalty and sincerity to customers, and their performance level is very high.

3. 2. Career development

Organizations that provide career planning for talented employees are more likely to see a lower level of voluntary turnover, so when employees have a clear understanding of their career path and ensure that their organization is committed to their development, they are more connected to their work and their organization.

3. 3. Training

Training is the basis that achieves continuous development for employees in a way that ensures their talent development. Employees carry out their tasks, responsibilities and duties in a manner that suits the developments of their work, as it adds new skills and capabilities and modify ideas, changes behavior, develops habits and methods, and also leads to an increase in the spirit of belonging among the members towards their organizations. They feel that they are the most important element in developing their productivity.

3. 4. Culture talent management

Having a culture of talent management shows employees that talent management is a priority for all employees and a source of global talent, as well as a resource for competent managers seeking to improve their talent retention strategy.

Chapter summary

In this chapter, we have shown that talent is the basic characteristic that distinguishes individuals from others within the organization, because they have high-level skills and competencies and enjoy many characteristics, such as fluency, initiative and independence.

Here, the organization strives to manage them effectively according to the development processes of these talented individuals and work to preserve them in the most effective ways to serve the goals of the organization.

Talent management provides great importance for the organization in terms of reducing costs, serving customers, and avoiding risks that lead individuals to leaving.

The organization also follows many strategies to maintain and retain its talents within it, represented by attracting talent, developing talent, and retaining talent, which help the organization gain their loyalty by the talented employees and provide good, efficient performance and effectiveness.



**CHAPTER TWO:
ORGANIZATIONAL
INNOVATION**

Abstract

The organization's need for innovation has grown to be both urgent and significant particularly for those that aim for performance excellence and sustain their survival and continuity in their competitive environment. These organizations face a variety of shifting challenges and senior management must adopt strategies and policies that adjust to these shifting realities in order to successfully accomplish organizational objectives.

Senior management must focus on the human element, which is seen as the center of the creative process, and create the right administrative environment in order to foster innovation, and modernization in work techniques in light of the fast paced and dynamic work environment.

In this chapter, this study tried to elucidate the theoretical underpinnings of organizational innovation, by discussing in the first section the definition of organizational innovation, its importance, characteristics, dimensions, levels and strategies. The second section discussed the relationship between talent management and organizational innovation through their dimensions.

Section One: Basic Concepts of Organizational Innovation

In this section, this study shed light on the concept of innovation and organizational Innovation, its importance and characteristics.

1. Definition of organizational innovation

The term "Innovation" means a new idea that is implemented with the intention of developing production, process, or service. The impact of innovation in organizations ranges from creating minor improvements in performance to achieving fundamental and massive development. And this can include production improvements, new methods in technology, organizational structures, administrative systems and new related plans and programs with working individuals. (Badisi, Shelly, & Rizkallah, 2011, pp. 4-5)

Organizational innovation is the adoption of a new idea or behavior in the organization, whether it is a new product, a new service, a new technology or new management practice, and it depends on the organization speed in adopting more than one of those types (Al Faaoury, 2005, p. 25)

Robbins (1993) defined organizational innovation as a new idea that is implemented in order to develop a production, process, or service, and it can the impact of innovation in organizations ranges from making improvements to creating something of value (Khsawneh, 2011, p. 33).

Therefore, organizational innovation is the ability to create and find new ideas that are applicable in the organization and can contribute to the development of administrative processes.

2. Importance of organizational innovation

The importance of organizational innovation is as follows:
(Oussama, 2013- 2014, p. 6)

- Improving organizational services for the benefit of the organization and the individual;
- Contributing to the development of the intellectual and mental capabilities of employees in the organization by providing them with opportunities to choose those capabilities;
- Optimal exploitation of financial resources through the use of scientific methods that keep pace with modern developments;
- Capacities to strike a balance between development and human availability;
- Make good use of human resources and benefit from their abilities by providing them with opportunities.

3. Characteristics of organizational innovation

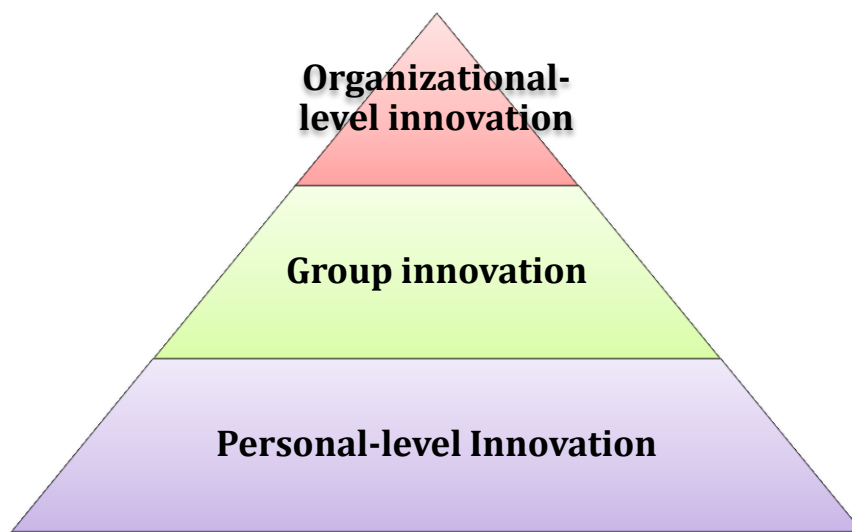
The most important characteristics of organizational innovation are as follows: (Mansor & Al-Khefaji, 2010, p. 195)

- Innovation represents something tangible or intangible, whether it is products or processes of generating new ideas;
- Innovation must be targeted and not ordered, although there is the possibility of unplanned emergency changes;
- Innovation is supposed to aim to achieve the benefits of the organization, taken within the general framework as an advantage for the society in which the organization operates.

4. Levels of organizational innovation

To effectively manage organizational innovation, the organization should consider that innovation has levels; each one has its characteristics. Those levels of organizational innovation are illustrated in figure n°03.

Figure N°03: Levels of organizational innovation



Source: By the researcher.

4.1. Personal-level Innovation

It is the innovation attained by people with creative traits and skills from knowledge and intelligence (Hamidi, March 2014, p. 120).

4.2. Group innovation

It is the level of innovation that the group, department, or a committee, etc..., and based on the cooperative quality of the group, the collective innovation of the members is far greater than the individual innovation of the group. (Talal & Al Azzawi, 2012, p. 49)

4.3. Organizational-level innovation

Organizations that stand out for their level of performance and output frequently produce work that is typical and ideal for other organizations, Individual and group innovation is necessary for organizations to attained innovation.

5. Organizational innovation strategies

The following are strategies of organizational innovation (AL-Akhder, 2011, p. 33):

5.1. Organizational Development

Because of its emphasis on individuals and relationships, it is seen to be a useful strategy for encouraging innovation because it enables them to recognition of innovation as a fundamental organizational norm and the encouragement of organizational traits that foster innovation.

5.2. Functional Specialization

When an organization creates units to do specialized tasks, it is practicing functional specialization. Units are created to encourage innovation, an operating system in the organization that is suitable for the various stages of the creative process, such as creating groups or units dedicated to research and development.

5.3. Periodicity

The ability to employ non-fixed or changing organizational forms is known as examples of this include the application of the matrix model, which calls for assembling a team of experts and employees to carry out a particular project.

Section Two: Organizational Innovation Dimensions

There are many dimensions that can represent organizational innovation in a scientific study. For the purposes of this research, organizational innovation dimensions are: originality, fluency, sensitivity to problems, risk-taking and, flexibility. Those dimensions are illustrated in figure n°04.

Figure N°04: Dimensions of organizational innovation



Source: By the researcher.

This set of dimensions are described below (Al-Hamish, 2018-2019, pp. 18-19).

1. Originality

Originality means finding the unusual for the long term, whether a product, service, style, approach, or use The intelligent method for managing operations and activities, and that an idea is not original unless it has never been preceded and is not Familiar, and far-reaching.

2. Fluency

Fluency means the organized ability to produce a large number of ideas or alternatives when responding quickly to a variable. What, and the speed in its production, is a process of presenting information, experiences, or concepts in creative ways.

3. Sensitivity to problems

Sensitivity to problems is the ability of individuals or groups to detect problems or crises, different problems, and their ability to solve it using tools, systems, methods, or creative ideas that others may not adopt.

4. Risk-taking

Risk-taking means taking the initiative in adopting or adopting new ideas and methods, searching for solutions to them, and being prepared to bear the risks resulting from the actions undertaken by organizations.

5. Flexibility

Flexibility means diversity or difference in the ideas, methods, or tools used by the creative organization. Its ability to change the thinking of its employees according to what the situation requires.

Section Three: The Relationship between Talent Management and Organizational Innovation

Since the turn of the 20th century, organizations have become more interested in gifted, talented, and creative individuals by attracting, developing, and keeping them to achieve its goals.

There have been many reasons for interest in talented and creative people. Naturally, this interest is influenced by the evolution of the movement of mental measurement and innovation, as majority

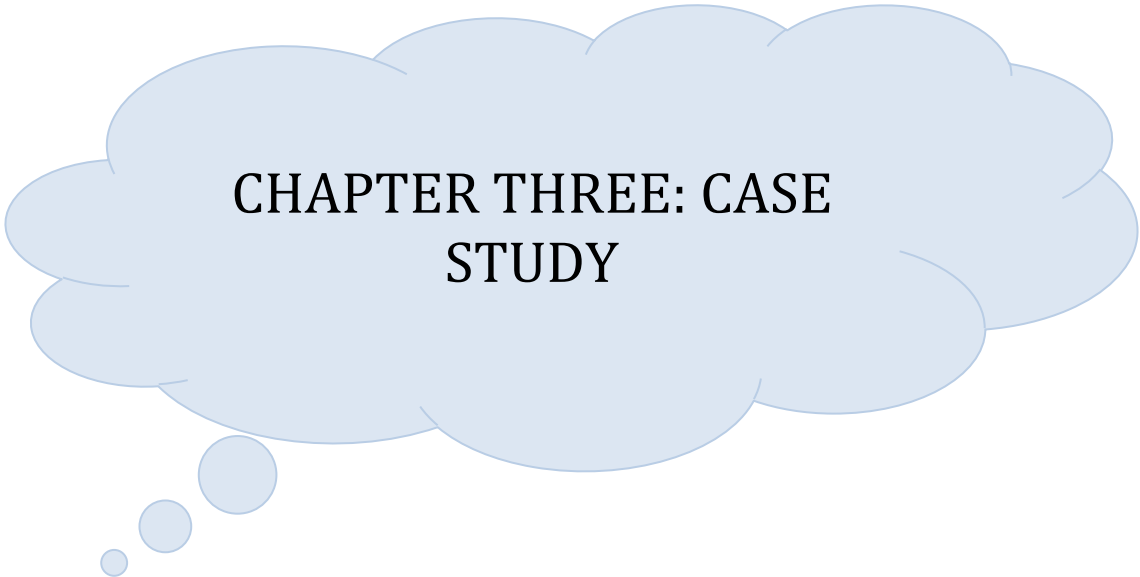
of researchers come together that talented individuals within the organization had most innovate features, so creative thinking depends on using the scientific method in understanding issues and problems facing organizations and society as a whole. As well as ability to observation and drafting hypotheses, and verification it, and make sure of results and make use of it and spread it to benefit everyone.

In order to maintain their sustainability, today's organizations must rely on the most talented and creative individuals to accomplish the difficult tasks that ensure their survival and uniqueness. Organizations have become relied on the benefits of talented and creative individuals rather than the best technologies, as these organizations are very interested in achieving its goals through these advantages that are of public benefit to the communities in which they operate. (Wisseem & Amer, 2016, p. 17)

Chapter summary

According to what was discussed in this chapter, it is clear that organizational innovation has become a distinctive resource in the organization, as the latter seeks modernity and innovation, and this is what we discussed through the concept of organizational innovation.

In addition, this chapter discussed the most dimensions and strategies on which the organization is relied to develop innovation. Innovation is the presentation of new ideas, and these ideas only come through the generation of new knowledge.



**CHAPTER THREE: CASE
STUDY**

Abstract

The field study is an important aspect of the process of identifying and clarifying the different relationships and implications from which each study proceeds. This is based on its problems and hypotheses.

Our study aims to achieve a number of objectives at the theoretical and applied levels. Through the questionnaire directed to the employees of the Foundation, the validity of the hypotheses initiated to address the problem has been identified. This enabled the virtual model of the study to be addressed through the proper selection of the study curriculum that corresponds to this study.

Section One: Public Presentation of Wood Conversion Foundation**1) Definition of Wood Conversion Foundation “PANNEAUX D’ALGÉRIE”**

The company PANNEAUX D’ALGÉRIE is a manufacturing unit specialized in the production of MDF (Medium Density Fiberboard) unique in its kind in the Maghreb and in Arab countries.

The wood production and manufacturing line is the result of a study by contributing members with extensive experience in the wood trade and its derivatives, and they were worried about the volume of imports, so they decided to move from import to manufacturing.

The industry was not yet known in the Maghreb region, especially in Algeria.

Raw materials for manufacturing MDF come from forests that are particularly renovated in El-Tarf.

Its intervention in the market for board MDF which is currently undergoing a full expansion, offers Algeria and PANOALGERIE in particular great opportunities for development and a move away from reliance on MDF imports with strong knowledge by choosing effective economic models

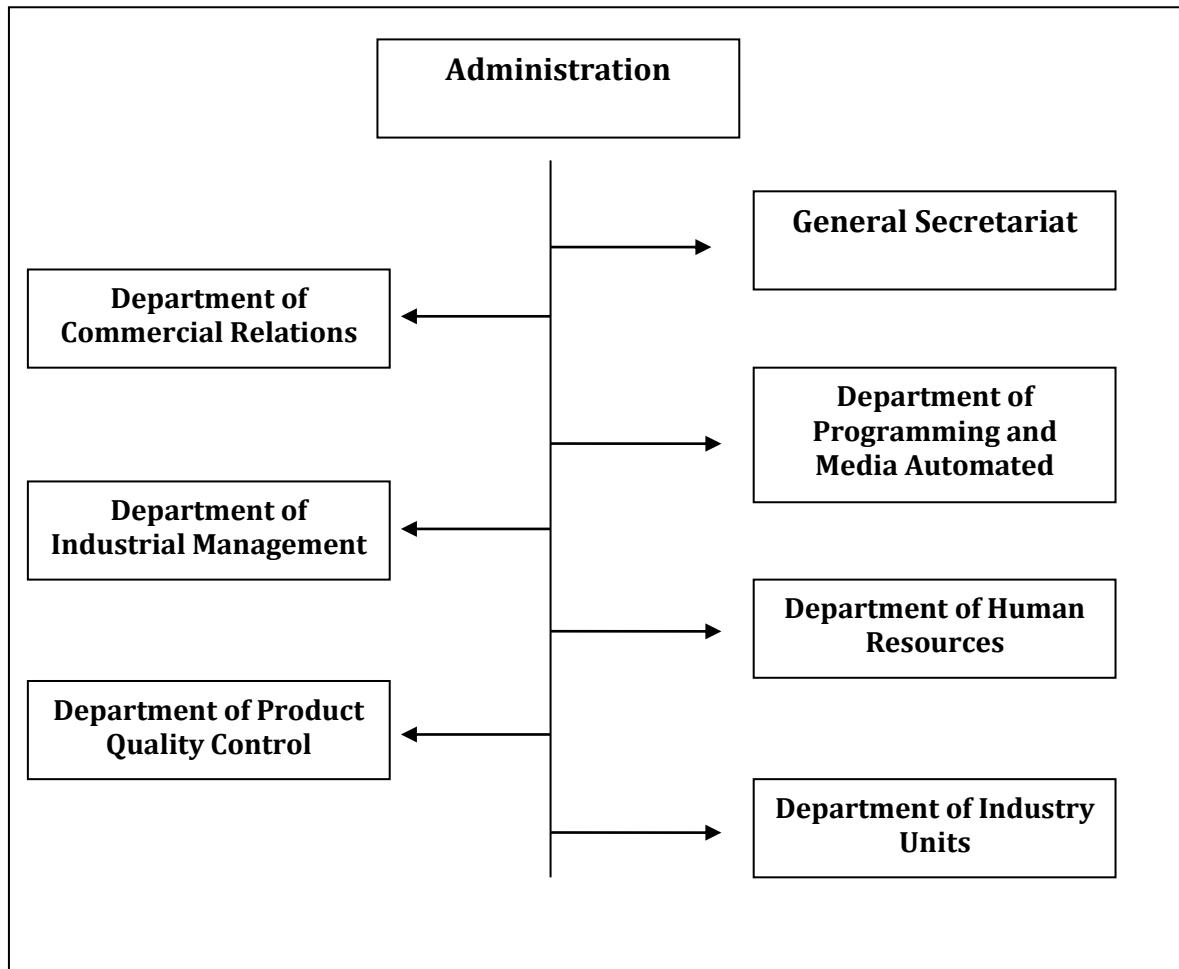
In relation to the equipment model, PANOALGERIE chose German equipment to transfer high technology to Algeria.

PANOALGERIE was installed in 2018 and the first board was produced in 10 mars 2022

2) Organizational Structure:

The Organizational Structure of The Wood Conversion Foundation consists of:

Figure N°05: The Organizational Structure.



Section Two: Study Methodology

1) Research Sample

The research sample consists of individuals working at the Wood Conversion Foundation, where I have distributed 35 questionnaires to the workers and they were all retrieved.

2) Data Collection Tools

After determining the sample of the study, the data collection tool that will be distributed to the study community must be adjusted by describing it and also making sure that it is stable and true.

2-1/ Description of Data Collection Tools

One of the data collection tools relied upon in the field study is the questionnaire, which includes two sections, the first section relates to the preliminary information of the individuals under study, and includes phrases expressing: gender, age, education and experience.

The second section concerns the topic of the study, which has been divided into two axes that reflect the main variables of the study so that:

1. The first axis: related to talent management, it includes 19 phrases spread over the dimensions of this variable as follows:
 - First: Talent Attraction: expressed in phrases 1 to 7;
 - Second: Talent development: expressed in phrases 8 to 14;
 - Third: Talent Retention: expressed in phrases 15 to 19.
2. The second axis: related to organizational innovation, it includes 20 phrases spread over the dimensions of this variable as follows:

- First: Originality: expressed in phrases 1 to 4;
- Second: Fluency: expressed in phrases 5 to 8;
- Third: Risk-taking: expressed in phrases 9 to 12;
- Fourth: Sensitivity to problems: expressed in phrases 13 to 16;
- Fifth: Flexibility: expressed in phrases 17 to 20.

In addition, how to answer questionnaire phrases depends on the five-dimensional Likert ladder to measure the degree of approval from 1 to 5, as follows:

- **Totally Disagree:** 1 to 1.8;
- **Disagree:** 1.8 to 2.6;
- **Neutral:** 2.6 to 3.4
- **Agree:** 3.4 to 4.2;
- **Totally Agree:** 4.2 to 5.

2-2/ Stability and Sincerity of Data Collection Tool

First: Stability of Data Collection Tool

The measurement tool is stability meant to give the instrument the same degree when we repeat the measurement process.

There are a number of statistical methods for measuring stability, the most common being the Alpha Cronbach method, which relies on the stability of internal consistency and gives an idea of the consistency of questions with each other. The “a” value of the overall form was 86.9%, which is acceptable as being higher than the required 70%.

Second: Sincerity of Data Collection Tool

The aim of sincerity is to measure what has been prepared to measure, and the ensuring of the study tool has been confirmed by the sincerity of internal consistency.

1. The sincerity of internal consistency

Also known as genuine content and constructive honesty, it is verified if the content of the tool of various forms of questions actually measures the dimensions of the study. This method depends on how well the terms of the phrases represent the field to be measured.

Internal consistency has been verified by calculating Pearson correlation coefficient between each of the questionnaire phrases and the axis or dimension to which they belong, the tables explain this.

Table N°01: Coefficient of correlation between each phrase of the talent management axis and the dimension to which it belongs

Dimensions	Number of phrases	Phrases	Correlation Coefficient
Talent Attraction	1	The organization carries out structured planning to identify its current and future talent needs.	0.384**
	2	The Foundation uses an innovative methodology to attract.	0.203
	3	The organization relies on a clear plan to attract talented employees.	0.463**
	4	The Foundation relies on modern methods of talent search.	0.460**
	5	The Foundation is interested in searching for talented employees within the organization to fill vacant positions before they are announced.	0.518**
	6	The Foundation uses outside centers to search for talent and attract it.	0.204
	7	The Foundation facilitates the	0.177

		enrolment of talented individuals and helps them to integrate into the work.	
Talent Development	8	The Foundation focuses on the education and training of its human resources, especially its permanent talents.	0.232
	9	The Foundation focuses on interactive learning methods and techniques to refine talent.	0.340*
	10	The Foundation creates a positive environment that improves knowledge sharing and leverages experiences.	0.378*
	11	The Foundation is interested in encouraging talented employees to train their new colleagues	0.592**
	12	Talented staff development plans are innovative and flexible depending on changes in work and environment.	0.499**
	13	The Foundation allocates a special budget for the development of talented employees.	0.323
	14	The Foundation gives opportunities to talented employees to manage new projects, and develop work methods.	0.481**
Talent Retention	15	The organization offers salaries and incentives suitable for employees competencies	0.337*
	16	The Foundation treats its employees as partners rather than workers	0.272
	17	The Foundation rewards distinguished employees	0.494**
	18	The Foundation provides its talents with a creative environment	0.518**
	19	The Foundation is concerned with preventing the leakage of talented and creative people.	0.609**

* . The correlation is significant at level 0.05 (bilateral).

** . Correlation is significant at level 0.01 (bilateral).

Table N°02: Coefficient of correlation between each phrase of the Organizational innovation axis and the dimension to which it belongs

Dimensions	Number of phrases	Phrases	Correlation Coefficient
Originality	1	I feel a special contribution to me by producing new ideas that I offer in the field of work.	0.384*
	2	I have the skill of discussion and dialogue and have the ability to persuade	0.335*
	3	Make sure to provide valuable ideas	0.493**
	4	I'm trying to provide long-lasting solutions.	0.633**
Fluency	5	I have the ability to offer more than one idea within a short period of time	0.340*
	6	I have the ability to express my thoughts fluently	0.358*
	7	I have the ability to propose quick solutions to work problems	0.525**
	8	Focus on detailing the work before it begins	0.618**
Risk-taking	9	I accept failure as the experience before success.	0.419*
	10	I have the ability to defend my thoughts	0.320
	11	Adopt new ideas and methods and find solutions to problems	0.586**
	12	I take responsibility for my work and I am ready to face the results	0.614**
Sensitivity to problems	13	I predict work problems before they happen.	0.495**
	14	I plan to address the work problems that can happen	0.307
	15	I have an accurate view to discover other people's problems at work.	0.441**
	16	I can often expect to solve my problems.	0.620**
Flexibility	17	I don't hesitate to change my position when I'm convinced it's not true.	0.328
	18	Make sure to make changes in working methods from time to time	0.340*

	19	I seek to think in different ways than normal thinking	0.569**
	20	Try constructive new ideas and don't prejudge them	0.598**

* . The correlation is significant at level 0.05 (bilateral).

** . Correlation is significant at level 0.01 (bilateral).

It is clear from the tables that all phrases within each dimension have a function at the level of 0.01, and this is an indication of the sincerity of internal consistency between each phrase of the questionnaire and the dimension to which it belongs.

3) Tests of Normality

Table N°03: Tests of Normality

Tests of Normality						
	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig	Statistic	df	Sig
Talent Attraction	0.103	35	0.200*	0.976	35	0.642
Talent Development	0.126	35	0.172	0.965	35	0.329
Talent Retention	0.165	35	0.017	0.966	35	0.336
Originality	0.158	35	0.026	0.949	35	0.106
Fluency	0.145	35	0.061	0.953	35	0.142
Risk_taking	0.130	35	0.143	0.962	35	0.266
Preblem_sense	0.158	35	0.027	0.947	35	0.092
Flexibility	0.168	35	0.013	0.945	35	0.078
TALENT MANAGEMENT	0.092	35	0.200*	0.979	35	0.738
INNOVATION	0.158	35	0.026	0.949	35	0.106

*. This is a lower bound of the true significance.

- a. Lilliefors Significance Correction

4) Study Community Descriptive Framework

Table shows the most important characteristics of the study community based on the information extracted from the questionnaire.

Table N°04: Characteristics of the study community

Variable	Categories and Characteristics	Frequency	Percent
Gender	Male	25	71.4
	Female	10	28.6
	Total	35	100
Age	20 - 29 years	19	54.3
	30 - 39 years	10	28.6
	40 - 49 years	6	17.1
	Total	35	100
Education	ST	5	14.3
	Licence	13	37.1
	Master/ Engineer	17	48.6
	Total	35	100
Experience	Less than 5 years	30	85.7
	5 - 10 years	5	14.3
	Total	35	100

Source: From student preparation based on SPSS outputs.

According to the table, the majority of the study community at the Wood Conversion Foundation is 71.4% male with 25 repeat workers, compared to only 10 women workers of the total employees with 28.6%. The table also indicates that the majority of workers are between the ages of 20 and 29 years with repeated 19 and 54.3%. This category of workers is followed by the group between 30 and 39 years of age with 10 workers with 28.6% of the total employed, while 6 workers are between 40 and 49 years of age with 17.1%. These data indicate that most workers are young people who do not have 29 years old.

In addition, the majority of workers have the education of “Master’s Certificate/State Engineer” with a replication of 17 workers at a rate of 48.6%, followed by the category of workers with a licence certificate at a repetition of 13 workers at a rate of 37.1%, and then the category of workers with a “Sami Technician” certificate at a repetition of 5 workers at a rate of 14.3%.

For the experience, most workers work for less than 5 years with 30 workers and 85.7%, followed by the category of 5 to 10 years with

5 workers and 14.3%.

All this means that the study community is mostly male, aged between 20 and 29, with the highest education master's degree, and with a experience of less than 5 years.

Section Three: Analysis of the results of the field study

This research analyses the results of data from the questionnaire distributed to Wood Conversion Foundation workers using the "SPSS" Social Science Statistical Packaging Program to extract the following statistical processing methods:

- Descriptive analysis of the study community trends on study variables to determine their availability at the Wood Conversion Foundation;
- Analysis of the correlation between variable and dimensions of the study (Pearson correlation)
- Model validity test for study.

1/ Descriptive Analysis of the Study Community Trends on Study Variables

This requirement will be addressed by presenting the results of the quantitative study to the Wood Conversion Foundation by reviewing the responses of the study community to the phrases of the questionnaire distributed to the variables and dimensions of the study.

1-1/ Study Community Trends on Talent Management Variable

A review of the trends of the study community on the phrases of independent change (talent management) is carried out by analyzing the answers of researchers on the dimensions of that change: attracting talent, developing talent, retaining talent.

First: Trends of the Study Community on Talent Attraction Dimension

The table shows the trends of the study community on the dimension of talent attraction by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, Mean, standard deviation and the general tendency of the talent attraction dimension.

Table N°05: Trends of the Study Community on Talent Attraction Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Talent Attraction	1	Frequency	11	13	9	1	1	3.91	0.981	3	3.91	High
		Percent	31.4	37.1	25.7	2.9	2.9					
	2	Frequency	10	15	6	2	2	3.83	1.098	4		
		Percent	28.6	42.9	17.1	5.7	5.7					
	3	Frequency	8	13	8	5	1	3.63	1.087	6		
		Percent	22.9	37.1	22.9	14.3	2.9					
	4	Frequency	12	10	9	2	2	3.80	1.158	5		
		Percent	34.3	28.6	25.7	5.7	5.7					
	5	Frequency	9	13	6	4	3	3.60	1.241	7		
		Percent	25.7	37.1	17.1	11.4	8.6					
	6	Frequency	13	10	9	3	0	3.94	0.998	2		
		Percent	37.1	28.6	25.7	8.6	0					
	7	Frequency	23	12	0	0	0	4.66	0.482	1		
		Percent	65.7	34.3	0	0	0					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the talent attraction dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing talent attraction, as follows:

1. The organization carries out structured planning to identify its current and future talent needs
2. The Foundation uses an innovative methodology to

attract

3. The organization relies on a clear plan to attract talented employees
4. The Foundation relies on modern methods of talent search
5. The Foundation is interested in searching for talented employees within the organization to fill vacant positions before they are announced
6. The Foundation uses outside centers to search for talent and attract it.
7. The Foundation facilitates the enrolment of talented individuals and helps them to integrate into the work.

Second: Trends of the Study Community on Talent Development Dimension

The table shows the trends of the study community on the dimension of talent development by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the talent development dimension.

Table N°06: Trends of the Study Community on Talent Development Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Talent Development	8	Frequency	11	13	9	1	1	3.91	0.981	3	3.91	High
		Percent	31.4	37.1	25.7	2.9	2.9					
	9	Frequency	10	15	6	2	2	3.83	1.098	4		
		Percent	28.6	42.9	17.1	5.7	5.7					
	10	Frequency	8	13	8	5	1	3.63	1.087	6		
		Percent	22.9	37.1	22.9	14.3	2.9					
	11	Frequency	12	10	9	2	2	3.80	1.158	5		
		Percent	34.3	28.6	25.7	5.7	5.7					
	12	Frequency	9	13	6	4	3	3.60	1.241	7		
		Percent	25.7	37.1	17.1	11.4	8.6					
	13	Frequency	14	14	5	1	1	4.11	0.963	2		
		Percent	40.0	40.0	14.3	2.9	2.9					
	14	Frequency	18	17	0	0	0	4.51	0.507	1		
		Percent	51.4	48.6	0	0	0					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the talent development dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing talent development, as follows:

- The Foundation focuses on the education and training of its human resources, especially its permanent talents.
- The Foundation focuses on interactive learning methods and techniques to refine talent.
- The Foundation creates a positive environment that improves knowledge sharing and leverages experiences.
- The Foundation is interested in encouraging talented employees to train their new colleagues.
- Talented staff development plans are innovative and flexible depending on changes in work and environment.
- The Foundation allocates a special budget for the

development of talented employees.

- The Foundation gives opportunities to talented employees to manage new projects, and develop work methods.

Third: Trends of the Study Community on Talent Retention Dimension

The table shows the trends of the study community on the dimension of talent retention by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the talent retention dimension.

Table N°07: Trends of the Study Community on Talent Retention Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Talent Retention	15	Frequency	11	13	9	1	1	3.91	0.981	1	3.75	High
		Percent	31.4	37.1	25.7	2.9	2.9					
	16	Frequency	10	15	6	2	2	3.83	1.098	2		
		Percent	28.6	42.9	17.1	5.7	5.7					
	17	Frequency	8	13	8	5	1	3.63	1.087	4		
		Percent	22.9	37.1	22.9	14.3	2.9					
	18	Frequency	12	10	9	2	2	3.80	1.158	3		
		Percent	34.3	28.6	25.7	5.7	5.7					
	19	Frequency	9	13	6	4	3	3.60	1.241	5		
		Percent	25.7	37.1	17.1	11.4	8.6					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the talent retention dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing talent retention, as follows:

- The organization offers salaries and incentives suitable for employees competencies.
- The Foundation treats its employees as partners rather

than workers.

- The Foundation rewards distinguished employees.
- The Foundation provides its talents with a creative environment.
- The Foundation is concerned with preventing the leakage of talented and creative people.

1-2/ Study Community Trends on Organizational Innovation Variable

The trends of the study community on the phrases of the subordinate variable, represented in organizational creativity, will be analyzed by analyzing the research answers to the dimensions of that variable: Originality, Fluency, Risk-taking, Sensitivity to Problems, Flexibility.

First: Trends of the Study Community on Originality Dimension

The table shows the trends of the study community on the dimension of Originality by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the originality dimension.

Table N°08: Trends of the Study Community on Originality Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Originality	1	Frequency	12	12	9	1	1	3.94	0.998	1	3.80	High
		Percent	34.3	34.3	25.7	2.9	2.9					
	2	Frequency	10	15	6	2	2	3.83	1.098	2		
		Percent	28.6	42.9	17.1	5.7	5.7					
	3	Frequency	8	13	8	5	1	3.63	1.087	4		
		Percent	22.9	37.1	22.9	14.3	2.9					

4	Frequency	13	9	9	2	2	3.83	1.175	3		
	Percent	37.1	25.7	25.7	5.7	5.7					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the Originality dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing originality, as follows:

- I feel a special contribution to me by producing new ideas that I offer in the field of work
- I have the skill of discussion and dialogue and have the ability to persuade
- Make sure to provide valuable ideas
- I’m trying to provide long-lasting solutions

Second: Trends of the Study Community on Fluency Dimension

The table shows the trends of the study community on the dimension of fluency by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the fluency dimension.

Table N°09: Trends of the Study Community on Fluency Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Fluency	5	Frequency	12	12	9	1	1	3.94	0.998	1	3.80	High
		Percent	34.3	34.3	25.7	2.9	2.9					
	6	Frequency	10	14	7	2	2	3.83	1.098	2		
		Percent	28.6	42.9	17.1	5.7	5.7					
	7	Frequency	8	13	8	5	1	3.63	1.087	4		
		Percent	22.9	37.1	22.9	14.3	2.9					
	8	Frequency	12	10	9	2	2	3.83	1.175	3		
		Percent	37.1	25.7	25.7	5.7	5.7					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the Fluency dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing fluency, as follows:

- I have the ability to offer more than one idea within a short period of time
- I have the ability to express my thoughts fluently
- I have the ability to propose quick solutions to work problems
- Focus on detailing the work before it begin

Third: Trends of the Study Community on Risk-taking Dimension

The table shows the trends of the study community on the dimension of Risk-taking by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the risk-taking dimension.

Table N°10: Trends of the Study Community on Risk-taking Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Risk-taking	9	Frequency	11	13	9	1	1	3.91	0.981	1	3.77	High
		Percent	31.4	37.1	25.7	2.9	2.9					
	10	Frequency	11	13	7	2	2	3.83	1.124	2		
		Percent	31.4	37.1	20.0	5.7	5.7					
	11	Frequency	9	12	8	5	1	3.66	1.110	4		
		Percent	25.7	34.3	22.9	14.3	2.9					
	12	Frequency	9	13	9	2	2	3.71	1.100	3		
		Percent	25.7	37.1	25.7	5.7	5.7					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the risk-taking dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing risk-taking, as follows:

- I accept failure as the experience before success
- I have the ability to defend my thoughts
- Adopt new ideas and methods and find solutions to problems
- I take responsibility for my work and I am ready to face the results

Fourth: Trends of the Study Community on Sensitivity to Problems Dimension

The table shows the trends of the study community on the dimension of Sensitivity to Problems by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the sensitivity to problem dimension.

Table N°11: Trends of the Study Community on Sensitivity to Problems Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Sensitivity to Problems	13	Frequency	13	11	9	1	1	3.97	1.014	1	3.82	High
		Percent	37.1	31.4	25.7	2.9	2.9					
	14	Frequency	11	15	7	0	2	3.94	1.027	2		
		Percent	31.4	42.9	20.0	0	5.7					
	15	Frequency	8	13	8	5	1	3.63	1.087	4		
		Percent	22.9	37.1	22.9	14.3	2.9					
	16	Frequency	11	10	10	2	2	3.74	1.146	3		
		Percent	31.4	28.6	28.6	5.7	5.7					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the Sensitivity to Problems dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing Sensitivity to Problems, as follows:

- I predict work problems before they happen.
- I plan to address the work problems that can happen
- I have an accurate view to discover other people’s problems at work.
- I can often expect to solve my problems.

Fifth: Trends of the Study Community on Flexibility Dimension

The table shows the trends of the study community on the dimension of Flexibility by reviewing: Frequency and percent of options that reflect the degree of approval of the questionnaire phrases, mean, standard deviation and the general tendency of the flexibility dimension.

Table N°12: Trends of the Study Community on Flexibility Dimension

Dimensions	Number of Phrases	Frequency and Percent	Options					Mean	Standard deviation	Phrases Arrangement	Tendency	Acceptance level
			5	4	3	2	1					
Flexibility	17	Frequency	12	12	9	1	1	3.94	0.998	1	3.76	High
		Percent	34.3	34.3	25.7	2.9	2.9					
	18	Frequency	10	14	7	2	2	3.80	1.106	2		
		Percent	28.6	40.0	20.0	5.7	5.7					
	19	Frequency	8	13	8	5	1	3.63	1.087	4		
		Percent	22.9	37.1	22.9	14.3	2.9					
	20	Frequency	9	12	10	2	2	3.69	1.105	3		
		Percent	25.7	34.3	28.6	5.7	5.7					

Source: From student preparation based on SPSS outputs.

The table shows that all trends of workers around the Flexibility dimension have a “High” level according to the Likert Five Ladder, they agree with the phrases of the questionnaire expressing flexibility,

as follows:

- I don't hesitate to change my position when I'm convinced it's not true.
- Make sure to make changes in working methods from time to time.
- I seek to think in different ways than normal thinking.
- Try constructive new ideas and don't prejudge them.

2/ Analysis of the correlation between variables and dimensions of the study

The table shows the correlation (Pearson) between talent management and organizational innovation variants and their dimensions: talent attraction, talent development, talent retention, originality, fluency, risk, sensitivity to problems, flexibility.

Table N°13: correlation coefficients between the dimensions of talent management and the dimensions of innovation

Talent Management Dimensions	Originality	Fluency	Risk-taking	Sensitivity to problem	Flexibility	correlation with organizational innovation
Talent Attraction	0.807**	0.809**	0.784**	0.782**	0.810**	0.807**
Talent Development	0.852**	0.840**	0.788**	0.796**	0.817**	0.852**
Talent Retention	0.872**	0.873**	0.828**	0.832	0.867**	0.872**
Talent Management	0.884**	0.880**	0.837**	0.842**	0.870**	0.884**

**Moral correlation at 0.01

*Moral correlation at 0.05

Source: From student preparation based on SPSS outputs

It is clear from the table that there is a high and significant correlation level of 0.01 between talent management and organizational innovation of 0.884. This confirms that talent management contributes to the adoption of organizational innovation at the level of the Wood Conversion Foundation. In addition, the following:

1. There is a morally significant equivalent correlation at 0.01 between talent management and originality at correlation coefficient of 0.884
2. There is a morally significant equivalent correlation at 0.01 between talent management and fluency at correlation coefficient of 0.880
3. There is a morally significant equivalent correlation at 0.01 between talent management and risk- taking at correlation coefficient of 0.837
4. There is a morally significant equivalent correlation at 0.01 between talent management and problem sensitivity at correlation coefficient of 0.842
5. There is a morally significant equivalent correlation at 0.01 between talent management and flexibility at correlation coefficient of 0.870

With regard to the relationship between the dimensions of the study variables, the table indicates that there is a relationship morally significant equivalent correlation at 0.01 and 0.05 between the dimensions of talent management and the dimensions of organizational innovation.

3/ Model validity test for study

The ANOVA regression variation analysis test has been used to ascertain the validity of the model for study, and also to ensure that talent management has an impact on organizational innovation.

Table N°14: ANOVA Divergence Analysis Results

Model	Sum of Squares	df	Mean square	F	sig
Regression	6.840	1	6.840	117.497	0.000
Residual	1.921	33	0.058		
Total	8.761	34			

Source: Prepared by the researcher based on SPSS outputs

The table shows that the calculated value (F) of 117,497 at the level of morale is equal to 0.000 this value is less than level of morale 0.05 which means that there is a moral linear effect of talent management on organizational innovation, which confirms the validity of the model of the study.

Has also been tested the impact of the independent variable dimensions (talent management) that is attracting talent, developing talent, retaining talent, on the dependent variable (organizational innovation), and the table shows this

Table N°15: Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
Dimensions of talent management	0.884	0.781	0.774	0.24127

a. Predictors: (Constant), Talent Management.

It is clear from the table that the R square used to test the impact of talent attraction, talent development, talent retention on organizational innovation is equal to 0.781 this value means that talent management dimensions can explain changes in organizational innovation by 78.1% with a standard error of 0.24127

The table also shows that the (R) coefficient of Pearson's correlation between the dimensions of talent management and organizational innovation is equal to 0.884 this value indicates that there is a high correlation between: talent attraction, talent

development, talent retention and organizational innovation.

So it all confirms the validity of the model of the study, which means the ability to analyze the regression results of talent management as an independent variable, and each dimension of organizational innovation during the testing of the study's hypotheses.

4/ Study hypotheses test

4-1/ First sub-hypothesis test for the main hypothesis

The first sub-hypothesis of the main hypothesis: "H1: there is a significant role for talent attraction in developing of organizational innovation", will be tested by identifying the talent attraction correlation coefficient with innovation and its dimensions, analyzing the disparity between innovation and talent attraction, in addition to the determination coefficient to test the impact of talent attraction on innovation, as well as the "t" test to accept or reject this sub-hypothesis.

Table shows Pearson's correlation coefficient for organizational innovation and its dimensions with talent attraction:

Table N°16: Pearson's correlation coefficient for talent attraction with organizational innovation and its dimensions

Organizational innovation and its dimensions	Correlation with talent attraction	Significance level
Originality	0.807**	0.000
Fluency	0.809**	0.000
Risk-taking	0.784**	0.000
Sensitivity to problems	0.782**	0.000
Flexibility	0.810**	0.000
Organizational Innovation	0.807**	0.000

** Correlation is significant at the 0.01 level.

Table shows the variance analysis of regression between talent attraction and organizational innovation

Table N°17: ANOVA Divergence Analysis Results

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	5.706	1	5.706	61.652	0.000
Residual	3.054	33	0.093		
Total	8.761	34			

Source: by the researcher based on SPSS outputs.

The table shows that the calculated value (F) of 61.652 at the morale level is equal to 0.000 this value is below the morale level of 0.05, which means a moral linear effect to attract talent on organizational innovation, this confirms the validity of the model used to test the sub hypothesis "H1".

In addition, the table shows the R Square used to test talent attraction on organizational innovation:

Table N°18: Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
talent Attraction	0.887	0.651	0.641	0.30423

1. Predictors: (Constant), Talent Attraction.

The table shows that the R Square used in the Talent Attraction Test on organizational creativity is equal to 0.651. This value means that attracting talent can explain changes in organizational creativity by 65.1% with a standard error of 0.30423

Next, the table shows the "t" test on the H1 sub-hypothesis relating to the slope line tendency to attract talent on organizational creativity in order to confirm or deny the sub hypothesis placed, so that:

- H.1.0 there isn't a significant role for talent attraction in developing organizational innovation at significant level 0.05;
- H.1.1 there is a significant role for talent attraction in developing organizational innovation at significant level 0.05.

Table N°19: Test "t" on sub hypothesis H.1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	0.551	0.557		0.989	0.330
Talent Attraction	1.115	0.142	0.807	7.852	0.000

The table shows that "t" is equal to 7,852 with a significant level of 0.000. This value is less than 0.05, which means rejecting the zero hypothesis "H.1.0" and accepting the alternative hypothesis "H.1.1".

Table N°20: Results of Multiple Regression Analysis of Organizational Innovation Dimensions with Talent Attraction

Organizational Innovation Dimensions	Unstandardized Coefficient		Standardized Coefficient	t	sig
	B	Std Error	Beta		
Originality	1.115	0.142	0.807	7.825	0.000
Fluency	1.112	1.141	0.809	7.906	0.000
Risk-taking	1.119	0.154	0.784	7.266	0.000
Sensitivity to problems	1.068	0.148	0.782	7.208	0.000
Flexibility	1.093	0.138	0.810	7.927	0.000
Organizational Innovation	1.115	0.142	0.807	7.825	0.000

Source: by researched based on SPSS outputs

4-2/ Second sub hypothesis test for the main hypothesis

The second sub-hypothesis of the main hypothesis: "H2: can talent development significantly contribute in developing of organizational innovation", will be tested by identifying the talent development correlation coefficient with innovation and its dimensions, analyzing the disparity between innovation and talent development, in addition to the determination coefficient to test the impact of talent development on innovation, as well as the "t" test to accept or reject

this sub-hypothesis

Table N°21: Pearson's correlation coefficient for talent development with organizational innovation and its dimensions

Organizational innovation and its dimensions	Correlation with talent development	Significance level
Originality	0.852**	0.000
Fluency	0.840**	0.000
Risk-taking	0.788**	0.000
Sensitivity to problems	0.796**	0.000
Flexibility	0.817**	0.000
Organizational Innovation	0.852**	0.000

** Correlation is significant at the 0.01 level

Table shows the variance analysis of regression between talent development and organizational innovation

Table N°22: ANOVA Divergence Analysis Results

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	6.359	1	6.359	87.365	0.000
Residual	2.402	33	0.073		
Total	8.761	34			

Source: by the researcher based on SPSS outputs.

The table shows that the calculated value (F) of 87.365 at the morale level is equal to 0.000 this value is below the morale level of 0.05, which means a moral linear effect to develop talent on organizational innovation, this confirms the validity of the model used to test the sub hypothesis "H2".

In addition, the table shows the R Square used to test talent development on organizational innovation:

Table N°23: Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
talent development	0.852	0.726	0.718	0.26979

Predictors: (Constant), Talent Development.

The table shows that the R Square used in the Talent development Test on organizational innovation is equal to 0.726. This value means that developing talent can explain changes in organizational innovation by 72.6% with a standard error of 0.26979

Next, the table shows the "t" test on the H2 sub-hypothesis relating to the slope line tendency to develop talent on organizational innovation in order to confirm or deny the sub hypothesis placed, so that:

- H.2.0 Talent development can't significantly contribute in developing organizational innovation;
- H.2.1 Talent development can significantly contribute in developing organizational innovation.

Table N°24: Test "t" on sub hypothesis H.2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
Constant	0.312	0.443		0.705	0.486
Talent development	1.053	0.113	0.852	9.347	0.000

The table shows that "t" is equal to 9.347 with a significant level of 0.000. This value is less than 0.05, which means rejecting the zero hypothesis "H.2.0" and accepting the alternative hypothesis "H.2.1".

Table N°25: Results of Multiple Regression Analysis of Organizational Innovation Dimensions with Talent Development

Organizational Innovation Dimensions	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
Originality	1.053	0.113	0.852	9.347	0.000
Fluency	1.033	1.116	0.840	8.878	0.000
Risk-taking	1.006	0.137	0.788	7.363	0.000
Sensitivity to problems	0.973	0.129	0.796	7.559	0.000
Flexibility	0.986	0.121	0.817	8.136	0.000
Organizational Innovation	1.053	0.113	0.852	9.347	0.000

Source: by researched based on SPSS outputs

4-3/ Second sub hypothesis test for the main hypothesis

The third sub-hypothesis of the main hypothesis: "H3: can talent retention significantly contribute in developing of organizational innovation", will be tested by identifying the talent retention correlation coefficient with innovation and its dimensions, analyzing the disparity between innovation and talent retention, in addition to the determination coefficient to test the impact of talent retention on innovation, as well as the "t" test to accept or reject this sub-hypothesis

Table N°26: Pearson's correlation coefficient for talent retention with organizational innovation and its dimensions

Organizational innovation and its dimensions	Correlation with talent retention	Significance level
Originality	0.872**	0.000
Fluency	0.873**	0.000
Risk-taking	0.828**	0.000
Sensitivity to problems	0.832**	0.000

Flexibility	0.867**	0.000
Organizational Innovation	0.872**	0.000

** Correlation is significant at the 0.01 level

Table shows the variance analysis of regression between talent retention and organizational innovation

Table N°27: ANOVA Divergence Analysis Results

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	6.665	1	6.665	104.938	0.000
Residual	2.096	33	0.064		
Total	8.761	34			

Source: by the researcher based on SPSS outputs.

The table shows that the calculated value (F) of 104.938 at the morale level is equal to 0.000 this value is below the morale level of 0.05, which means a moral linear effect to retention talent on organizational innovation, this confirms the validity of the model used to test the sub hypothesis "H3".

In addition, the table shows the R Square used to test talent retention on organizational innovation:

Table N°28: Model Summary

Model	R	R Square	Adjusted R Square	Error of the Estimate
talent Retention	0.872	0.761	0.754	0.25202

Predictors: (Constant), Talent Retention.

The table shows that the R Square used in the Talent Retention Test on organizational innovation is equal to 0.761. This value means that retaining talent can explain changes in organizational innovation by 76.1% with a standard error of 0.25202

Next, the table shows the "t" test on the H3 sub-hypothesis relating to the slope line tendency to retaining talent on organizational

innovation in order to confirm or deny the sub hypothesis placed, so that:

- H.3.0 Talent retention can't significantly contribute in developing organizational innovation at significant level 0.05;
- H.3.1 Talent retention can significantly contribute in developing organizational innovation at significant level 0.05.

Table N°29: Test "t" on sub hypothesis H.3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
Constant	0.511	0.325		1.575	0.125
Talent Retention	0.878	0.086	0.872	10.244	0.000

The table shows that "t" is equal to 10.244 with a significant level of 0.000. This value is less than 0.05, which means rejecting the zero hypothesis "H.3.0" and accepting the alternative hypothesis "H.3.1".

Table N°30: Results of Multiple Regression Analysis of Organizational Innovation Dimensions with Talent Retention

Organizational Innovation Dimensions	Unstandardized Coefficient		Standardized Coefficient	t	Sig
	B	Std Error	Beta		
Originality	0.878	0.086	0.872	10.244	0.000
Fluency	0.875	0.085	0.873	10.299	0.000
Risk-taking	0.861	0.101	0.828	8.490	0.000
Sensitivity to problems	0.829	0.096	0.832	8.621	0.000
Flexibility	0.853	0.085	0.867	9.984	0.000
Organizational Innovation	0.878	0.086	0.872	10.244	0.000

Source: by researched based on SPSS outputs

5/ Interpretation of results

After testing the hypotheses of this study, the results of each sub-hypothesis will be interpreted in this research to see how talent management contributes more accurately to the adoption of each dimension of organizational innovation.

5-1/ Interpret the results of the first sub-hypothesis

From the foregoing, the validity of the sub-hypothesis "H1" has been confirmed on the relationship of talent attraction to organizational innovation: "There is a significant role for talent attraction in developing organizational innovation", with a high positive correlation coefficient of 0.807, and that changes in organizational innovation are explained by talent attraction at 65.1%

5-1/ Interpret the results of the second sub-hypothesis

From the foregoing, the validity of the sub-hypothesis "H2" has been confirmed on the relationship of talent development to organizational innovation: "Talent development can significantly contribute in developing organizational innovation", with a high positive correlation coefficient of 0.852, and changes in organizational innovation are explained by talent development at 72.6%

5-1/ Interpret the results of the third sub-hypothesis

From the foregoing, the validity of the sub-hypothesis "H3" has been confirmed on the relationship of talent retention to organizational innovation: "Talent retention can significantly contribute in developing organizational innovation", with a high positive correlation coefficient of 0.872, and changes in organizational innovation are explained by talent development at 76.1%

Chapter Summary

The aim of this study is through its proposed formalities of how can talent management contribution in developing organization innovation for Wood Conversion Foundation to recognize the relationship between talent management dimensions and organizational innovation.



CONCLUSION

1. Study results

- Acceptance of the first sub hypothesis “ there is a significant role for talent attraction in developing organizational innovation
- Acceptance of the second sub hypothesis “ talent development can significantly contribute in developing organizational innovation
- Acceptance of the third sub hypothesis “ talent retention can significantly contribute in developing organizational innovation

2. Suggestions

- Interest in motivating and encouraging talented people continuously through physical and moral incentives in a manner appropriate to each person
- Instill organizational innovation among employees of the organization by encouraging them to help their colleagues and to be careful to avoid disagreements at work
- Attention to entrenching the concepts of talent management and organizational innovation in employees because it has a significant impact on enhancing their performance in the organization

4 Study prospects

Some suggestions related to the topic of talent management's role in organizational creativity development can be made for future scientific research, such as:

- Impact of talent management dimensions on creative behaviour
- Contribution of talent management dimensions to achieving competitive advantage.



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استمارة بحث مقدمة لنيل شهادة الماستر

السلام عليكم ورحمة الله وبركاته

أنا الباحثة: شيماء دريدي أقوم بإعداد مذكرة ضمن متطلبات الحصول على شهادة الماستر، تخصص إدارة استراتيجية حول موضوع " دور إدارة المواهب في تطوير الإبداع التنظيمي". لذلك أقدم لكم هذا الاستبيان الذي أرجو الإجابة على كل أسئلته بدقة وموضوعية. فالرجاء ملأ الفراغات بالإجابة على الأسئلة المقترحة، وأؤكد لكم على سرية المعلومات المعطاة، واستعمالها لغرض علمي محض، فإجاباتكم من شأنها أن تساعد في التوصل إلى نتائج واقتراحات تخدم الموضوع الأساسي الخاص بهذه الدراسة.

ملاحظات هامة:

- 1- تأمل الطالبة من السادة المجيبين قراءة العبارات بدقة؛
- 2- وضع علامة (X) في الخانة المناسبة.

القسم الأول: البيانات الشخصية والوظيفية

الغرض منها هو معرفة بعض المعلومات الشخصية والوظيفية الخاصة بكم، نرجو منكم وضع علامة (X) في المكان الذي يناسب اختياريكم.

الجنس	
أنثى	ذكر

العمر			
من 20 إلى 29 سنة	من 30 إلى 39 سنة	من 40 إلى 49 سنة	من 50 سنة فأكثر

المؤهل العلمي			
تقني سامي أو أدنى	ليسانس	ماستر/مهندس	ماجستير /دكتوراه

مدة الخدمة			
أقل من 5 سنوات	من 5 إلى 10 سنوات	من 11 إلى 16 سنة	من 16 سنة فأكثر

القسم الثاني: محاور الاستبيان

الرجاء وضع علامة (x) في المكان الذي يعبر (من وجهة نظركم) عن مدى موافقتكم على كل عبارة من هذه العبارات.

الرقم	العبارات (أبعاد إدارة المواهب)	غير موافق تماما	غير موافق	محايد	موافق	موافق تماما
جذب المواهب						
1	تقوم المؤسسة بالتخطيط المنظم لتحديد احتياجاتها الحالية والمستقبلية من المواهب.					
2	تستخدم المؤسسة منهجية مبتكرة لجذب المواهب.					
3	تعتمد المؤسسة على خطة واضحة لجذب الموظفين الموهوبين.					
4	تعتمد المؤسسة على أساليب حديثة للبحث عن المواهب.					
5	تهتم المؤسسة بالبحث عن الموظفين الموهوبين داخل المؤسسة لشغل مناصب الشاغرة قبل الإعلان عنها.					
6	تستعين المؤسسة بمراكز خارجية للبحث عن المواهب وجذبها.					
7	تسهل المؤسسة التحاق الأفراد ذوي المواهب بها، وتساعدهم في الاندماج في العمل.					
تطوير المواهب						
8	تركز المؤسسة على تعليم وتدريب مواردها البشرية خاصة مواهبها بصفة دائمة.					
9	تركز المؤسسة على أساليب وتقنيات التعلم التفاعلية من أجل صقل الموهبة.					
10	تخلق المؤسسة بيئة إيجابية تعمل على تحسين تبادل المعرفة والاستفادة من الخبرات.					
11	تهتم المؤسسة بتشجيع الموظفين الموهوبين على تدريب زملائهم الجدد.					
12	تمتاز خطط تطوير الموظفين الموهوبين بالتحديد والمرونة اعتمادا على التغيرات الحاصلة في العمل ومحيطه.					
13	تخصص المؤسسة ميزانية خاصة لتطوير الموظفين الموهوبين.					
14	تمنح المؤسسة الفرص للموظفين الموهوبين لإدارة مشاريع جديدة، وتطوير أساليب العمل.					
الاحتفاظ بالمواهب						
16	تقدم المؤسسة الرواتب والحوافز المناسبة لكفاءات الموظفين					
17	تعامل المؤسسة موظفيها كشركاء بدلا من عمال					
18	تكافئ المؤسسة الموظفين المتميزين					
19	توفر المؤسسة لمواهبها بيئة محفزة على الإبداع					
20	تهتم المؤسسة بمنع تسرب الموهوبين والمبدعين منها					

الرقم	العبارات (أبعاد الإبداع التنظيمي)				
	غير موافق تماما	غير موافق	محايد	موافق	موافق تماما
الأصالة					
1					أعتقد أن لي مساهمة خاصة في إنتاج أفكار جديدة أقدمها في مجال العمل
2					أتمتع بمهارة النقاش والحوار وأمتلك القدرة على الإقناع
3					أحرص على تقديم أفكار قيمة
4					أحاول تقديم حلول تستمر نتائجها لمدة طويلة
الطلاقة					
5					لدي القدرة على تقديم أكثر من فكرة خلال فترة زمنية قصيرة
6					لدي القدرة على التعبير عن أفكار بطلاقة
7					لدي القدرة على اقتراح الحلول السريعة لمواجهة مشاكل العمل
8					أركز على تحديد تفاصيل العمل قبل البدء بتنفيذه
المخاطرة					
9					أقبل الفشل باعتباره التجربة التي تسبق النجاح
10					أتمتع بقدرة الدفاع على أفكار
11					أبادر بتبني الأفكار والأساليب الجديدة والبحث عن حلول للمشكلات
12					أتحمل مسؤولية ما أقوم به من أعمال ولدي الاستعداد لمواجهة النتائج
الحساسية للمشكلات					
13					لدي القدرة على توقع مشكلات العمل قبل حدوثها
14					أخطط لمواجهة مشكلات العمل التي يمكن حدوثها
15					أمتلك رؤية دقيقة لاكتشاف المشكلات التي يعاني منها الآخرون في العمل
16					أستطيع في كثير من الأحيان توقع الحل للمشكلات التي تواجهني
المرونة					
17					لا أتردد في تغيير موقفني عندما اقتنع بعدم صحته
18					أحرص على إحداث تغييرات في أساليب العمل بين فترة وأخرى
19					أسعى إلى التفكير بطرق مختلفة عن التفكير العادي
20					أجرب الأفكار الجديدة البناءة ولا أحكم عليها مسبقا

شكرا على تعاونكم