



**Can Talent Management Enhance Continuous  
Improvement in the Egyptian Banking Sector:  
The Mediating Role of Organizational Values**

**submitted by**

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## ABSTRACT

This study seeks to examine relationship between talent management practices and continuous improvement (kaizen) in the Egyptian banking sector, the researcher tries also to examine the mediating role of organizational values in shaping this relationship.

The study was applied on employees within different departments in different managerial levels in largest commercial banks operating in the Egyptian banking sector. Results showed positive significant relationship between talent management practices and continuous improvement (kaizen). In addition, the researcher found organizational values to have a partial significant mediating effect in shaping the positive relationship that was found between talent management practices & continuous improvement (kaizen). The study recommends Egyptian

banks to pay more attention towards enhancing level of applying talent management practices within their banks, in addition to enhancing presence of organizational values; this will lead to increasing level of continuous improvement (kaizen) and accordingly aid banks towards more excellence in performing their business operations.

**Key Words:** Talent Management, Talent Development, Continuous Improvement (Kaizen), Organizational Values, Management Values.

**ملخص البحث:** تهدف هذه الدراسة إلى تحليل العلاقة بين تطبيق ممارسات إدارة المواهب ومستوي التحسين المستمر (كايزن) داخل القطاع المصرفي المصري، كما يهدف الباحث أيضا إلى إختبار الأثر الوسيط للقيم التنظيمية في تشكيل العلاقة بين ممارسات إدارة المواهب ومستوي التحسين المستمر (كايزن). تم تطبيق هذه الدراسة علي الموظفين العاملين في مختلف الإدارات والقطاعات لدي أكبر البنوك المصرية. أظهرت النتائج وجود علاقة إيجابية معنوية بين ممارسات إدارة المواهب ومستوي التحسين المستمر (كايزن) داخل البنوك المصرية، كما أظهرت النتائج أيضا وجود أثر معنوي وسيط للقيم التنظيمية في تشكيل العلاقة الإيجابية بين ممارسات إدارة المواهب ومستوي التحسين المستمر (كايزن) داخل البنوك محل الدراسة. أوصت الدراسة بتعميق ممارسات إدارة المواهب وتعزيز مستوي القيم التنظيمية السائدة داخل البنوك المصرية وذلك من أجل زيادة مستوي التحسين المستمر (كايزن) وبالتالي زيادة مستوي نجاح وكفاءة وزيادة البنوك المختلفة داخل القطاع المصرفي المصري.

**الكلمات المفتاحية:** إدارة المواهب ، تنمية المواهب ، التحسين المستمر (كايزن)، القيم التنظيمية، قيم الإدارة.

## 1. Introduction.

In the light of scientific & technological advancements that occur rapidly, beside massive changes that occur every day in organizations business environment; all organizations in different sectors need to adopt quickly to rapid changes in order to retain their competitive edge (Rewers et al., 2016). These changes occur due to increasing & diversifying needs of consumers, which in turn led to expanding production processes as well as increasing its complexity. This necessitated business organization to adopt plans, policies and strategies that ensure satisfaction & fulfillment of consumers' endless desires. In order to maintain their competitive position, whether in the local or global market; business organizations must provide products & services that meet and exceed customer expectations by providing a lower price, high quality, as well as flexibility in the appropriate size and time (Wang et al., 2021).

In finance & business world, organizations need to be local, regional and global business entities at the same time. Based on this proven fact, effective investment in human resources becomes a must in all organizations in order to sustain in a dynamic business era. This investment is best embodied in management of human talents, in the present era, which is characterized by continuous changes; talent has become a highly valuable human capital (Hongal & Kinange, 2020). This has made talent management practices, good selection of employees, as well as discovering & developing employee's talents are top priorities for most organizations. That's to say talent management practices enable

organizations to enjoy outstanding performance through developing internal resources & capabilities (Sumelius et al. (2020).

Interests in talent management dates back to the end of the 1970s, when Americans began to search for the reasons behind the success of companies, business organizations, and individuals (Mensah, 2015). They came to the conclusion that; recruiting new talents and placing them in appropriate places enable organizations to achieve high quality performance (Krishnan, 2015). Therefore, talent management will become extremely important in the coming years compared to the idea of keeping traditional workers at work. Talent management simply is methodically organized strategic process of getting the right talent onboard, helping them to grow keeping organizational objectives in mind.

Customer needs aren't stable or fixed bur rather, they are constantly changing; commodity feature that is considered innovative today is just a routine tomorrow (Acar, 2014). Therefore, responding to customers changing needs is the only way for continuous improvement. Frye et al. (2020) insists that continuous improvement methodology is based on introducing improvements in all work areas inside the organization with the aim to adapt to all changes that occur in organizations internal & external environment.

## **2. Conceptual Framework of Research Variables.**

### **2.1 Talent Management.**

Talent management was defined as process of developing, unifying and integrating the focus on employee's talents & capabilities in order to develop

effective work teams, develop current workers, determine human resources needs, recruiting and retaining talents, and discovering talents internally (Narayanan et al., 2019). In other words, talent management can be seen as a set of processes that seek to formulate a comprehensive strategy that focuses on planning organization's current and future needs from talented people and working ahead to attract them (Al Aina & Atan, 2020).

(Ott et al., 2018; Painter- Morland et al., 2019; Son et al., 2020) insists that talent management seeks firstly to diagnose quality level of talents currently available inside the organization, then working on developing and enriching these talents through effective working systems and programs, the target is to maintain and develop talented people through providing them with appropriate work conditions and supportive work tools to enhance their operational efficiency and overall organizational performance.

After reviewing many researches in talent management literature, most researches (Collings & Isichei, 2018; De Boeck et al., 2018; Maqueira et al., 2019; Murcia et al., 2022) agreed that talent management has four main dimensions which are recruiting talents, retaining talents, talent development, and finally talent management & evaluation.

## **2.2 Continuous Improvement (Kaizen).**

The theory of continuous improvement or what is called by Japanese Kaizen came by presenting a very simplified idea about making a slow change in work continuously to increase overall effectiveness in the long-term. In other

words, doing something better every day will enhance organizational performance in the future through increasing effectiveness and eliminating waste (Nolan & Garavan, 2016; Hirzel et al., 2017). Kaizen as a business strategy aims at eliminating waste in operations through searching continuously for applying new techniques, procedures, and working methods for performing organizational functions and delivering organizational values (Singh & Singh, 2015).

Timans et al. (2016), Ma et al. (2017) and Sunder & Kunnath (2020) insists that every work operation can be improved, every work process must contain waste of any kind whether material, moral, intellectual or other kind of waste. Reducing this waste will result in adding value to both the process and the organization as a whole. The idea of continuous improvement (Kaizen) is to focus on change for the better through eliminating waste in operations. Continuous improvement is an administrative philosophy that aims to work on developing processes & activities related to machines, materials, individuals, and production methods on an ongoing basis (Laureani & Antony, 2019). Organizations of all types with different goals remain in need of this improvement in their work on a permanent and continuous basis. Kaizen means continuous improvement that entails everyone inside the organization including managers, workers, seniors, and non-managerial employees (Matthews & Marzec, 2017). The word "Kaizen" is derived from two parts: "Kai," which means change, and "Zen," which means for the better.

After examining continuous improvement concept (Khan et al., 2019; Gupta, 2021; Khalil & Hamid, 2022; Parast & Safari, 2022), the researcher believes that, elements for successful continuous improvement includes customer focus, developing human resources, formulate effective work teams, awareness building, practicing leadership, and opening effective lines of communication through all organization levels. The process of continuous improvement doesn't mean restoration; if something breaks we don't repair it but rather replace it with something new and advanced. This process is fulfilled by exploiting capabilities and talents of employees through their participation in the improvement process.

### **2.3 Organizational Values.**

Dyląg et al. (2013) insists that values are defined as a set of implicit agreements shared between members of a single social organization about what is desirable or undesirable, good or not good, important or unimportant, acceptable or unacceptable. Organizational value doesn't differ from values in their nature or function, except that they are directly related to behavior within the organization. Anjum et al. (2014) realized organizational values to be different from professional values, the latter prevail among individuals of the same profession regardless of their different organizations, while organizational values prevail among individuals of the same organization regardless of their jobs and administrative levels.

Values Create a frame of reference to be used when performing organization's activities. Values contribute to organization stability, which gives organizational members a sense of special identity (Vveinhardt & Gulbovaite,



2017). Studying organizational values requires tracking different stages of its development, organizational literature revealed seven main stages through which organizational values was developed which are rational stage, emotional stage, confrontation stage, consensus in opinion stage, management by objectives stage, organizational development stage, and realistic stage (Gelle-Jimenez et al., 2021).

After reviewing academic literature on organizational values (Gorenak & Ferjan, 2015; Arieli et al., 2016; Marcus & Roy, 2019), the researcher believes that organizational values can be classified into four basic dimensions which are (1) Management Values which includes power, elite, efficiency, and effective reward system. (2) Mission Management Values which includes acceptance, efficiency, effectiveness, decision making, and smooth business operations. (3) Relationship Management Values which includes decentralization, justice & equality, effective work teams, listening, and job satisfaction. (4) Environmental Management Values which includes creativity, innovation, defense, competition, and exploiting opportunities.

### **3. Literature Review & Research Gap.**

Almaaitah et al. (2020) investigates the effects of talent management (TM) of human resources on organizational performance improvement. The study is accomplished through hypothesizing the effect of talent management on organizational performance. Organizational commitment is theorized to be a mediating factor for this relationship. In addition, the model considers transformational leadership style as a potential moderating factor. Data was

collected from 385 Jordanian hotel employees using questionnaires and then analyzed using structural equation modeling. The results demonstrate the positive impact of talent management on organizational performance, effective continuance and normative commitment. It is also shown that effective continuance and normative commitment played a mediating role. Finally, Transformational leadership style is proven to be a moderating variable with an effect on talent management and organizational performance. The findings show the significance of the role that organizational commitment plays in achieving human resources performance goals.

Elbatran (2020) tested a causal model to interpret the relationship between implementing human talent management strategy and organizational performance taken into account organizational affiliation as a mediating variable. The study was applied to three companies listed on the Egyptian Stock Exchange in the food & beverage sector. Most of opinions of the study sample agreed on the existence of a significant relationship between talent management and organizational affiliation. It was also noted that, there are significant differences between respondent's opinions about the impact of talent management practices on organizational performance through organizational affiliation. The study recommends talent management practitioners to work on developing internal human resources through frameworks such as thinking design, good management, human resources analyses, and behavioral economics.

Sivathanu & Pillai (2020) tries to analyze the relationship between talent management technologies and achieving high organizational Performance, the study aimed to examine how technology utilization in talent management could affect organizational performance. Study sample was consisted of 122 employees from senior human resources employees in national and multinational companies. The study concluded that, utilizing technology in practicing talent management contributes to talent depth analysis which contributes to the developing high-performance talents and accordingly developing organizational performance.

Sripirom et al. (2017) insists that talented human resources are the most decisive factors in achieving efficiency and effectiveness. Organizational values revealed in any organization play an important role in its sustainability, it directs member's behavior in performing their functions contributes to forming employee's attitudes. Knowledge of organizational values has become a requirement for successful organization (Vaiman et al., 2015). Financial services firms, much like manufacturing ones, have plenty of opportunities for operational process improvement. Waste can be eliminated in service operations through applying Standardization concept. Service firms in general and financial services firms particularly are today under immense pressure to reduce operational costs and improve efficiencies and effectiveness, therefore conducting formal continuous improvement programs becomes a must (Kamel, 2019).

According to (Pereira et al., 2022) companies were fighting for exceptional talents that would benefit their organizations. Not only companies, but also

countries started to compete for good talents. After reviewing previous studies, the importance of talent management seems clear in most organizations regardless the type, size, or age of the organization.

(Wolfswinkel & Enslin, 2020) presents the importance of continuous improvement methodology (Kaizen) as tangible practices leading to long-term sustainability & competitiveness, they confirmed the necessity of creating appropriate organizational climate to apply continuous improvement practices in all managerial levels starting from senior management level and passing through all organizational and administrative levels within the organization.

According to (Al-Jarrah & Abu-Doleh, 2015; Hafez et al., 2017) local & global success of organizations is largely determined by their ability to strive and change in a dynamic business environment. Based on researches and studies that were presented, it can be said that despite richness of literature that dealt with each of research variables separately, and despite richness of researches that dealt with the relationship between only two of the three research variables (talent management, continuous improvement, organizational values), there is a scarcity of studies that dealt with the relationship between these three variables together especially in the Egyptian banking sector. This scarcity constitutes knowledge gap in literature that requires conducting an in-depth research to analyze the impact of talent management practices on continuous improvement through organizational values.

#### **4. Research Problem.**

The researcher attempts through this applied study on the Egyptian banking sector to answer the following research questions:

- 1- To what extent do Egyptian commercial banks follow and apply talent management principles & practices?
- 2- Do talent management practices affect level of organizational values revealed in Egyptian commercial banks?
- 3- Do organizational values revealed in Egyptian commercial banks affect level of continuous improvement in those banks?
- 4- Do talent management practices affect level of continuous improvement in Egyptian commercial banks?
- 5- Can Organizational values shape/mediate the relationship between talent management practices and continuous improvement in Egyptian commercial banks.

Accordingly; main problem of this research can be crystallized in the following question; what mediating role does organizational values play in shaping the relationship between talent management practices and continuous improvement (kaizen) in the Egyptian Banking Sector?

#### **5. Research Hypotheses.**

In the light of research problem stated earlier, hypotheses were formulated as follows:

H1: There is a statistical significant relationship between talent management practices and continuous improvement level (kaizen) in Egyptian commercial banks.

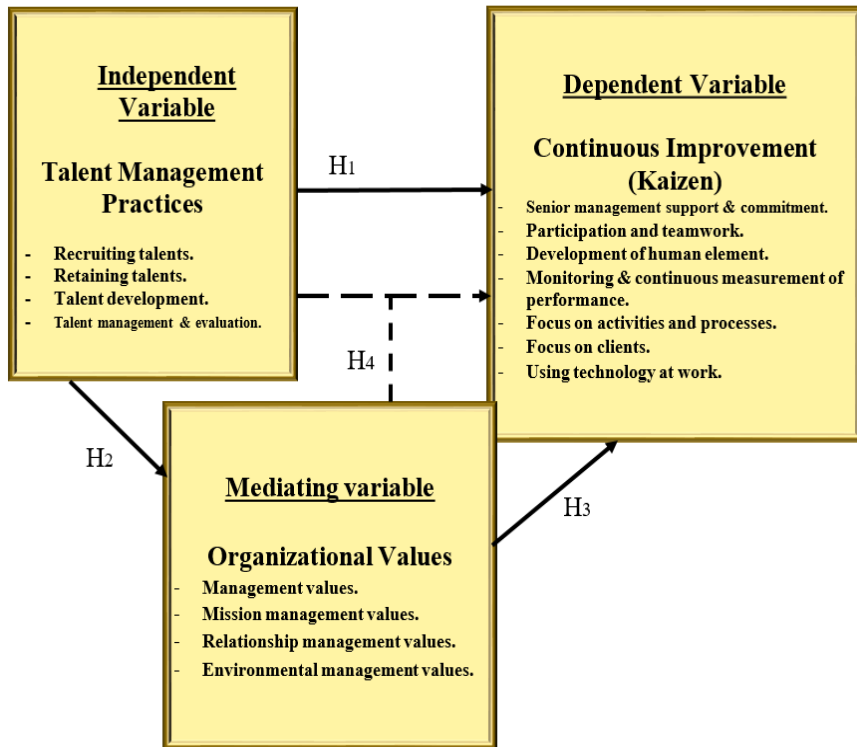
H2: There is a statistical significant relationship between talent management practices and level of organizational values revealed in the Egyptian banking sector.

H3: There is a statistical significant relationship between organizational values revealed in Egyptian commercial banks and continuous improvement level.

H4: In the Egyptian commercial banks, there is a statistical significant effect of talent management practices on continuous improvement (kaizen) through organizational values as a mediating variable.

## **6. Research Model.**

The researcher throughout this research tries to address how talent management practices might enhance performance through organizational values. Kaizen originally was associated with manufacturing industry, however its principles can be applied to any sector including banking. Based on the aforementioned research objectives & hypotheses, research model can be represented as follows:



## 7. Research Objectives.

Within the limits of researcher's knowledge, limited number of studies had dealt with both talent management practices and continuous improvement in the Egyptian banking sector, as a result, this study considers these two critical variables. consequently, current study highlights also organizational values mediating impact through testing to what extent do talent management practices can effect continuous improvement (kaizen) through organizational values.

Based on research problem & hypotheses stated earlier, basic objectives of this research can be represented as follows:

- 1- Identifying the impact of applying talent management practices on continuous improvement level (Kaizen) in Egyptian commercial banks.
- 2- Identifying the relative importance of each dimension of talent management practices and their impact on continuous improvement (Kaizen).
- 3- Demonstrating respondent's awareness regarding importance of applying talent management practices and its role in enhancing continuous improvement level (kaizen).
- 4- Identifying level of organizational values revealed in Egyptian commercial banks.
- 5- Identifying role of organizational values in explaining both talent management practices and level of continuous improvement in Egyptian commercial banks.
- 6- Identifying mediating role that organizational values might play in shaping the relationship between talent management practices and continuous improvement levels (Kaizen).

Through sample's responses, the researcher will determine the extent to which Egyptian commercial banks have adopted and applied different dimensions of continuous improvement, level of organizational values revealed in Egyptian commercial banks, role of talent management practices in explaining both level of organizational values and level of continuous improvement in Egyptian commercial banks, and finally whether organizational values revealed in Egyptian commercial banks have a mediating role in shaping the relationship between talent management practices and continuous improvement levels (Kaizen).



finally, the researcher aims at coming up with findings, recommendations, and proposed framework that will benefit Egyptian commercial banks in their optimal application of talent management practices in such a way that ensures enhancing continuous improvement levels.

### **8. Research Significance.**

The current research derives its scientific significance from the importance of its topic. The Egyptian banking sector plays a vital and critical role in achieving Egypt's Vision 2030<sup>1</sup>. By 2030 Egypt will possess a competitive, balanced and diversified economy, dependent on innovation and knowledge, based on justice, social integrity and participation to improve Egyptians' life quality. The banking industry is the backbone of global economies. Banking sector plays a significant role in economic growth and development of any country specially developing countries such as Egypt. The global banking sector volume estimated to be around USD 20 trillion, it includes trade, finance, insurance, and investment activities of banks.

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(1) Egypt Vision 2030 is a unified long-term political, economic, and social vision. It is a national agenda launched in February 2016 by the Egyptian Government and unveiled by the Egyptian president. It was developed in alignment with the United Nations Sustainable Development Goals (SDGs). The vision consists of eight main national goals to be met by 2030 that are in line with the United Nations Sustainable Development Goals (SDGs), and the Sustainable Development Strategy for Africa 2063. Financial Inclusion is a priority and core area of focus in the Egyptian Government's Sustainable Development Strategy (SDS).

Having reviewed previous researches, the current study is considered one of relatively recent studies to be applied on both public & private commercial banks in Egypt. In light of researcher's knowledge, no recent studies have focused on measuring and comparing the impact of talent management practices on continuous improvement through examining organizational values in both public and private Egyptian commercial banks.

Practical significance of this research stems from its attempt to determine best practices of talent management in the Egyptian banking sector. In addition, this research derives its practical importance from results & recommendations expected to be generated after its completion. Finally, importance of this research stems from the fact that, it helps in presenting a proposed model that will help & assist Egyptian banks in achieving highest level of organizational performance through continuous improvement, the matter which is totally consistent with Egypt's Vision 2030.

### **9. Research Limits.**

This research was conducted within the following limits:

**Theoretical limits:** This research is limited to studying the impact of talent management practices on enhancing levels of continuous improvement (kaizen) in Egyptian commercial banks. In addition, this research will examine the mediating role that organizational values might play in shaping such impact.

**Human limits:** This research is limited to studying & analyzing talent management practices and its impact on levels of continuous improvement (kaizen) from the viewpoint of employees working within Egyptian commercial

banks. Employees within different departments & different managerial levels were chosen exclusively because they are subject directly to practices & patterns of talent management, thus, through them research variables can be examined.

**Time limits:** This research was conducted during the second quarter of 2023.

**Application Limits:** Practical part of this research will be applied on largest commercial banks operating in the Egyptian banking sector including both public and private sector banks. According to central bank published reports, top three ranked public enterprise banks was National Bank of Egypt (NBE), Banque Misr, and Banque de Caire. While the top three ranked private sector banks were (CIB), Qatar National Bank (QNB), and Arab African International Bank (aaib)<sup>2</sup>.

#### 10. Research Population, Sample, and Data Collection Methods.

Research population consists of all employees working in all managerial levels within commercial banks operating in the Egyptian banking sector. Due to the large size of research population and in order to be more specific; the researcher will select exclusively from the Egyptian banking sector the largest two public enterprise banks (National Bank of Egypt & Banque Misr) and the largest two

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(2) According to CBE published reports on 31/12/2022, total assets of national bank of Egypt (NBE) reached 2.8 trillion EGP (market share 38%), total assets of Banque Misr reached 1.45 trillion EGP (market share 20%), total assets of banque de caire reached 220 billion EGP (market share of 3%), total assets of commercial international bank (CIB) reached 430 billion EGP (market share 6%), total assets of Qatar national bank (QNB) reached 340 billion EGP (market share 5%), total assets of Arab African international bank (aaib) reached 190 billion EGP (market share 3%).

private sector banks (Commercial International Bank & Qatar National Bank). These banks were selected according to financial reports published by Central Bank of Egypt on December 2022. In this report commercial banks were ranked based on market share of each bank as a percentage from total assets of the whole banking sector.

The following table shows research population according to Central Bank of Egypt's reports on December 2022:

<b>Public Sector Commercial Banks (Government Sector)</b>					
	<b>Branches</b>	<b>Market share</b>	<b>Bank's assets</b>	<b>Clients (m)</b>	<b>Empl.</b>
<b>NBE</b>	<b>615</b>	<b>40%</b>	<b>2.8 T. EGP</b>	<b>7.8</b>	<b>34,800</b>
<b>Misr B.</b>	<b>800</b>	<b>20%</b>	<b>1.45 T. EGP</b>	<b>13.2</b>	<b>19,950</b>
<b>Private Sector Commercial Banks</b>					
	<b>Branches</b>	<b>Market share</b>	<b>Bank's assets</b>	<b>Clients (m)</b>	<b>Empl.</b>
<b>CIB</b>	<b>201</b>	<b>6%</b>	<b>430 B. EGP</b>	<b>2.7</b>	<b>6,900</b>
<b>QNB</b>	<b>232</b>	<b>5%</b>	<b>340 B. EGP</b>	<b>1.4</b>	<b>7,230</b>

The aforementioned banks were chosen as a field of application since they have a large number of branches all over Egypt reaching 1,415 branches of public banks and 433 branches of private banks. In addition, total number of employees in these four banks represents more than 60% of the total number of employees in the Egyptian banking sector. Also, market share of these banks represent more than 70% from the whole market.

In the light of research population stated earlier, a convenient random sample will be selected<sup>3</sup>. According to the sample size equation & tables, research sample will consist of 382 employees. Sample size was distributed among selected banks using proportional distribution method (total number of employees in each bank divided by the total research population). Thus the research sample can be represented in the following table:

Sample Size			
NBE (50%)	Banque Misr (30%)	CIB (10%)	QNB (10%)
191 Employees	115 Employees	38 Employees	38 Employees

As mentioned before, research sample will include all employees including directors, supervisors, sector heads, General Managers, Deputy General Managers, Assistant General Managers, (A) banker, (B) banker, and professional banker. About

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(3) Steven K. Thompson, (2012). Sampling. Third Edition, p:59-60. Stephen Thompson's equation is among the most popular formulas for calculating sample size from research population. The equation can be represented in the following formula:

$$n = \frac{NP(1 - P)}{(N - 1) (d^2/z^2) + P(1 - P)}$$

(n) refers to sample size.

(N) refers to population size.

(Z) value = 1.96 which refers to significance level (0.05) & confidence level of (0.95)

(P) refers to probabilistic value (0.50)

(d) represent margin error (0.05)

385 survey questionnaires<sup>4</sup> were distributed in the four selected banks. Data was collected through field visits and google forms lists. After excluding incomplete and invalid lists, number of correct responses reached 348 questionnaires (153 from NBE, 101 from Banque Misr, 45 from CIB, and 49 from QNB), which reflects a response rate of 91%.

### **11. Statistical Analysis & Testing Hypotheses.**

As mentioned before, the researcher throughout this research will examine mediating role that organization values might play in shaping relationship between talent management practices and continuous improvement in the Egyptian Banking Sector. Testing research hypotheses will be done through relying on statistical techniques & tests using statistical package for social sciences (SPSS) and analysis of moment structure (Amos), statistical analysis will include:

- Reliability & Validity Tests.
- Distribution of Research Sample.
- Descriptive Statistics for Research Variables.
- Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM), and Testing Hypotheses.

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(4) The researcher relied primarily on survey list (questionnaire) as a mean for collecting research data; survey list includes four main sections reflecting general data, demographical data, occupational data, and different questions & statements to measure through it different research variables. Five-point Likert scale was utilized in order to facilitate responding process as through this five-point scale respondents can easily answer research questions and state their level of agreement.

### 11.1 Reliability & Validity Tests.

Firstly, in order to ensure the apparent validity of the questionnaire, the researcher presented the questionnaire in its initial form to a group of examiners & professionals to benefit from their experiences in terms of their opinions regarding different questions asked inside the questionnaire. After taking into account their comments, some modifications have been made till the questionnaire came out in its final form.

In order to ensure validity & internal consistency of research questionnaire, the researcher calculated correlation coefficients between each statement inside the questionnaire and its corresponding dimension, also the researcher calculated correlation coefficients between each dimension and its overall corresponding variable. This can be represented in the following table.

**Table (1): Validity Coefficients for Research Variables**

Variables	Dimensions	Statements & Correlation					Total
Independent variable	Recruiting Talents	Stat.	1	2	3	4	.849**
		Corr.	.844**	.896**	.811**	.849**	
	Retaining Talents	Stat.	1	2	3	4	.890**
		Corr.	.869**	.845**	.850**	.883**	
Talent Mgt Practices	Talent Development	Stat.	1	2	3	4	.868**
		Corr.	.875**	.880**	.871**	.777**	
	Talent Mgt & Evaluation	Stat.	1	2	3	4	.900**
		Corr.	.865**	.933**	.905**	.914**	
	Top Mgt	Stat.	1	2	3	4	.849**

Dependent Variable	Support	Corr.	.901**	.918**	.911**	.849**	
	Participation & Teamwork	Stat.	1	2	3	4	.807**
		Corr.	.910**	.927**	.892**	.882**	
	Dev. Human Element	Stat.	1	2	3	4	.882**
		Corr.	.878**	.946**	.867**	.867**	
	Continuous Monitoring	Stat.	1	2	3	4	.883**
		Corr.	.895**	.904**	.852**	.912**	
	Focus on Activities	Stat.	1	2	3	4	.841**
		Corr.	.846**	.955**	.886**	.883**	
	Focus on Clients	Stat.	1	2	3	4	.791**
		Corr.	.861**	.836**	.881**	.871**	
	Technology at Work	Stat.	1	2	3	4	.786**
		Corr.	.962**	.966**	.925**	.861**	
	Mediating Variable	Management Values	Stat.	1	2	3	4
Corr.			.917**	.868**	.944**	.921**	
Mission Mgt Values	Mission Mgt Values	Stat.	1	2	3	4	.961**
		Corr.	.898**	.923**	.903**	.906**	
Relationship Mgt Values	Relationship Mgt Values	Stat.	1	2	3	4	.941**
		Corr.	.912**	.859**	.914**	.924**	
Environmental Mgt Values	Environmental Mgt Values	Stat.	1	2	3	4	.912**
		Corr.	.940**	.905**	.926**	.874**	

It is clear from the previous table that, all correlation coefficients between each statement and its corresponding dimension are strong, positive, and statistically



significant at 0.01. In addition, all correlation coefficients between score of each dimension and total score of its overall corresponding variable are strong, positive, and statistically significant at 0.01. That's to say, research tool (questionnaire) characterized by high degree of validity. On the other hand, reliability of research tool was verified by calculating Cronbach's Alpha coefficients as follows:

Table (٢): Reliability Coefficients for Research Variables

Variables		Items	Cronbach's Alpha Coefficient	Split-half
Independent Variable: Talent Mgt Practices		16	0.951	0.884
Dimensions	Recruiting Talents	4	0.871	0.876
	Retaining Talents	4	0.882	0.853
	Talent Development	4	0.871	0.912
	Talent Mgt & Evaluation	4	0.925	0.914
Dep. Variable: Continuous Imp. (Kaizen)		21	0.96	0.934
Dimensions	Top Mgt Support	3	0.896	0.799
	Participation & Teamwork	3	0.895	0.754
	Developing Human Element	3	0.877	0.744
	Continuous Monitoring	3	0.848	0.708
	Focus on Activities	3	0.873	0.708
	Focus on Clients	3	0.822	0.781
	Using Technology at Work	3	0.946	0.775
Mediating Variable: Organizational Values		16	0.973	0.817

Variables		Items	Cronbach's Alpha Coefficient	Split-half
Dimensions	Management Values	4	0.932	0.935
	Mission Mgt Values	4	0.927	0.922
	Relationship Mgt Values	4	0.921	0.935
	Environmental Mgt Values	4	0.932	0.942
Total		53	.985	.960

It is clear from the previous table that, values of reliability coefficients for all questionnaire dimensions & variables exceed 0.8 using Cronbach's Alpha method, and exceed 0.7 using split-half method, these values are high and acceptable. According to these results, validity & reliability tests reflects high level stability & internal consistency, that's to say, value of the Cronbach's Alpha coefficients and validity coefficients indicates an acceptable research tool that fits for its purpose.

### 11.2 Distribution of Research Sample.

In this section the researcher will present research data based on some personal & functional factors for employees & workers working within the four selected Egyptian Banks. This can be represented in the following table.

Table (2): Distribution of Research Sample

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Personal & Functional Factors	Criteria	Frequencies	Percentage %	Rank
Management level	Top Management ☐	18	5.2	3
	Middle Management	87	25.0	2
	First-Line Management	243	69.8	1
	Total	348	100	
Job Title	Banker B ☐	56	16.1	3
	Banker A ☐	84	24.1	2
	Professional Banker ☐	85	24.4	1
	Controller ☐	49	14.1	4
	Deputy Department Mgr	19	5.5	6
	Department Manager	26	7.5	5
	Assistant General Mgr	11	3.2	8
	General Manager ☐	18	5.2	7
	Total	348	100	
Academic Qualification	PhD	6	1.7	3
	MA	82	23.6	2
	BA	260	74.7	1
	Total	348	100	
	20- less than 30	186	53.4	1

Personal & Functional Factors	Criteria	Frequencies	Percentage %	Rank
Age Stage	30- less than 40	125	35.9	2
	40- less than 50	19	5.5	3
	More than 50	18	5.2	4
	Total	348	100	
Years of Experience	Less than 5 years	150	43.1	1
	5- less than 10 years	119	34.2	2
	10- less than 15 years	40	11.5	3
	More than 15	39	11.2	4
	Total	348	100	
Bank Name	(NBE)	153	44.0	1
	Banque Misr	101	29.0	2
	(CIB)	45	12.9	4
	(QNB)	49	14.1	3
	Total	348	100	

### 11.3 Descriptive Statistics for Research Variables.

In this section, the researcher will discuss some statistical measures for questions asked to measure each of research variables. This will be done in order to know the general trend of different dimensions of research questionnaire that might relate

talent management, continuous improvement, and organizational values in the four selected Egyptian banks. Classification of research sample responses will occur according to the following classification.

Table (3): Classification of sample’s response

Means Answers	General Trend
Less than 1.8	Strongly Disagree
From 1.8 to less than 2.6	Disagree
From 2.6 to less than 3.4	Quite Agree
From 3.4 to less than 4.2	Agree
More than 4.2	Strongly Agree

### 11.3.1 Talent Management Practices.

Sample member’s opinions regarding talent management practices can be represented as follows:

Table (4): Mean & S.D for Questions related to Talent Mgt practices

N	Questions	Mean	S.D	Rank	General Trend
<b>First: Recruiting Talents</b>					
1	Bank’s management determine its human resources needs on the basis of quality & efficiency.	4.060	0.917	3	Agree
2	Bank’s management seeks to constantly search for talented & qualified employees.	4.213	0.918	1	Compl. Agree

N	Questions	Mean	S.D	Rank	General Trend
3	Bank's management establishes clear mechanisms for testing & selecting talented & qualified employees to fill vacant positions.	4.000	0.963	4	Agree
4	Bank's management follow specific mechanisms for discovering talents internally inside various departments.	4.089	0.921	2	Agree
Dimension Mean		4.091		Agree	
<b>Second: Retaining Talents</b>					
1	Bank's management spend great efforts to improve working environment to be more conducive to demonstrate personal talents.	3.626	1.040	2	Agree
2	Bank's management provides priority to talented employees to occupy leadership positions.	3.879	0.870	1	Agree
3	Bank's management follow effective rewarding system to encourage all employees to achieve the level of their talented colleagues.	3.555	0.898	3	Agree
4	Bank's management follows a special strategy to train, retain, and develop talents and competencies.	3.509	0.847	4	Agree

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N	Questions	Mean	S.D	Rank	General Trend
	Dimension Mean	3.642			Agree
<b>Third: Talent Development</b>					
1	Bank's management continually seeks to increase level of job security for talented employees.	3.945	0.821	3	Agree
2	Bank's management seeks to follow permanent competition concept among all employees to discover their hidden talents.	3.986	0.823	1	Agree
3	Bank's management provides continuous learning opportunities for all employees, whether these opportunities are internal or external.	3.790	0.966	4	Agree
4	Bank's management seeks to identify strengths & weaknesses of all employees in order to support their success.	3.960	0.792	2	Agree
	Dimension Mean	3.920			Agree
<b>Fourth: Talent Management and Evaluation</b>					
1	Bank's management concerns with talented people opinions and consider them as partners in developing strategic plans.	3.615	0.889	3	Agree

N	Questions	Mean	S.D	Rank	General Trend
2	Bank's management evaluates talented employees after placing them in leadership positions to determine the extent of their contribution in implementing bank's vision & goals.	3.652	1.000	2	Agree
3	Bank's management concerns with talented employees career path as a means of developing & improving their performance.	3.747	0.951	1	Agree
4	Bank's management follows a clear policy for evaluating talented employees based on specific well-known criteria.	3.603	1.104	4	Agree
	Dimension Mean	3.654			Agree
	Overall Mean of the Variable	3.827			Agree

Sample members' opinions regarding the second (Retaining Talents), third (Talent Development), and fourth (Talent Management & Evaluation) dimension of talent management practices represent agreement, this evidenced by mean values that exceed 3.4 and by small values of standard deviation which indicates low dispersion between sample members' opinions. General trend for these three dimensions (2&3&4) was agreement with a mean value of 3.642 & 3.920 & 3.654 respectively.



Sample members' opinions regarding the first dimension of talent management practices (recruiting talents) falls between completely agreeing and agree, this evidenced by mean values that was between 3.4 & 4.2. General trend for this dimension was agree with a mean value of 4.091. Finally, the overall mean of all questions related to talent management variable as a whole represents agreement with a mean value of 3.827.

### 11.3.2 Continuous Improvement (Kaizen).

Sample member's opinions regarding continuous improvement (kaizen) can be represented as follows:

**Table (5): Mean & S.D for Questions related to Continuous Improvement**

N	Questions	Mean	S.D	Rank	General Trend
<b>First: Top Management Support &amp; Commitment</b>					
1	Bank's management keen to provide material, human and information resources to implement development projects.	3.793	0.834	3	Agree
2	Bank's management spread development culture in all departments inside the bank.	4.066	0.820	1	Agree
3	Bank's management follow development & improvement plans effectively and systematically.	3.813	0.833	2	Agree

N	Questions	Mean	S.D	Rank	General Trend
Dimension Mean		3.891			Agree
<b>Second: Participation and Teamwork</b>					
1	Bank's management works to encourage cooperation between different departments & employees.	3.710	1.015	2	Agree
2	Open channels of communication exist between all employees at various administrative levels.	3.681	1.021	3	Agree
3	Bank's management keen to create effective teamwork climate in order to reduce tasks completion time.	3.716	0.928	1	Agree
Dimension Mean		3.702			Agree
<b>Third: Development of the Human Element</b>					
1	Bank's professional training programs almost aims to improve employee's efficiency.	3.968	0.857	1	Agree
2	Bank's management encourages all employees to express creative suggestions & ideas.	3.822	0.833	2	Agree
3	Bank's management grants outstanding employee's material & moral rewards.	3.819	0.904	3	Agree

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N	Questions	Mean	S.D	Rank	General Trend
Dimension Mean		3.870			Agree
<b>Fourth: Continuous Monitoring &amp; Performance Measurement</b>					
1	Bank's management keen to exploit modern digital technologies to measure & monitor performance.	3.862	0.989	2	Agree
2	Bank's management interacts, learns, and share experiences from other regional and international banks.	3.917	0.717	1	Agree
3	Bank's management keen to develop & modify work rules and procedures.	3.810	0.792	3	Agree
Dimension Mean		3.863			Agree
<b>Fifth: Focus on Activities &amp; Processes</b>					
1	Bank's management provide employees with opportunities to suggest improvements.	3.661	0.782	1	Agree
2	Bank's management keen to develop competitiveness among various departments.	3.523	0.928	3	Agree
3	Bank's management keen to evaluate its decisions after their implementation with the aim of addressing deficiencies, if any.	3.621	1.004	2	Agree

N	Questions	Mean	S.D	Rank	General Trend
Dimension Mean		3.602			Agree
<b>Sixth: Focus on Clients</b>					
1	Bank's management continuously concern to use best communication means with clients.	4.086	0.750	1	Agree
2	Bank's management continuously concern to respond quickly to client complains (requests).	3.885	0.735	3	Agree
3	Bank's management always welcome to explain & analyze important and critical decisions to clients.	3.897	0.836	2	Agree
Dimension Mean		3.956			Agree
<b>Seventh: Using Technology at Work</b>					
1	Bank's management keen to invest in information technology.	4.106	0.722	1	Agree
2	Bank's management keen to exploit modern technology to innovate new banking services.	4.089	0.737	2	Agree
3	Bank's management keen to exploit modern technologies to reduce cost of operations.	4.003	0.772	3	Agree
Dimension Mean		4.066			Agree

N	Questions	Mean	S.D	Rank	General Trend
Overall Mean of the Variable		3.850			Agree

Sample members' opinions regarding all dimensions of continuous improvement variable represent agreement, this evidenced by mean values that exceed 3.4 and by small values of standard deviation which indicates low dispersion between sample members' opinions. General trend for all seven dimensions of continuous improvement was agreement with a mean value of 3.850.

### 11.3.3 Organizational Values.

Sample member's opinions regarding Organizational Values can be represented as follows:

**Table (6): Mean & S.D for Questions related to Organizational Values**

N	Questions	Means	S.D	Rank	General Trend
<b>First: Management Values</b>					
1	Bank's management distinguished by its ability to influence all employees.	3.687	0.768	2	Agree
2	Bank's management follow effective strategies to develop employee's performance.	3.753	0.801	1	Agree

N	Questions	Means	S.D	Rank	General Trend
3	Bank's management follows effective rewarding systems for outstanding employees.	3.589	0.924	4	Agree
4	Bank's management follows objective employment criteria's based on scientific standards.	3.632	0.916	3	Agree
Dimension Mean		3.665			Agree
<b>Second: Mission Management Values</b>					
1	Managerial decisions are respected /accepted by majority of employees.	3.733	0.789	4	Agree
2	Bank's management clearly defines roles & tasks of all functional positions.	3.851	0.921	1	Agree
3	Managers receive effective training on decision-making methods.	3.799	0.832	2	Agree
4	Strategic decisions taken by bank's management contribute in succession of business operations.	3.773	0.761	3	Agree
Dimension Mean		3.789			Agree
<b>Third: Relationship Management Values</b>					
1	Employees are given continuous opportunities to have their opinions heard on various operational issues.	3.558	0.990	4	Agree

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N	Questions	Means	S.D	Rank	General Trend
2	Bank's management works to spread teamwork spirit & values.	3.833	0.756	1	Agree
3	Work teams are formed in a practical and appropriate manner.	3.733	0.828	2	Agree
4	Top Management door are always open in front of all employees without any discrimination.	3.649	0.932	3	Agree
Dimension Mean		3.693			Agree
<b>Fourth: Environmental Management Values</b>					
1	Bank's management continuously works to address different business & operational threats.	3.825	0.804	3	Agree
2	Bank's management works to exploit competition between different work groups to raise performance rates.	3.802	0.827	4	Agree
3	Creative & innovative ideas receive great acceptance from bank's management.	3.836	0.862	2	Agree
4	Bank's management continuously work on developing effective training programs to keep pace with modern trends in the banking sector.	3.888	0.836	1	Agree
Dimension Mean		3.838			Agree
Overall Mean of the Variable		3.746			Agree

Sample members' opinions regarding all dimensions of organizational values variable represent agreement, this evidenced by mean values that exceed 3.4 and by small values of standard deviation which indicates low dispersion between sample members' opinions. General trend for all four dimensions of organizational values was agreement with a mean value of 3.746.

#### **11.4 Confirmatory Factor Analysis & Structural Equation Modeling.**

Hypotheses of this research will be tested through Analysis of Momentum Structure (AMOS). First, a confirmatory factor analysis will be conducted, then comprehensive structural model for all research variables will be constructed through structural equation modeling.

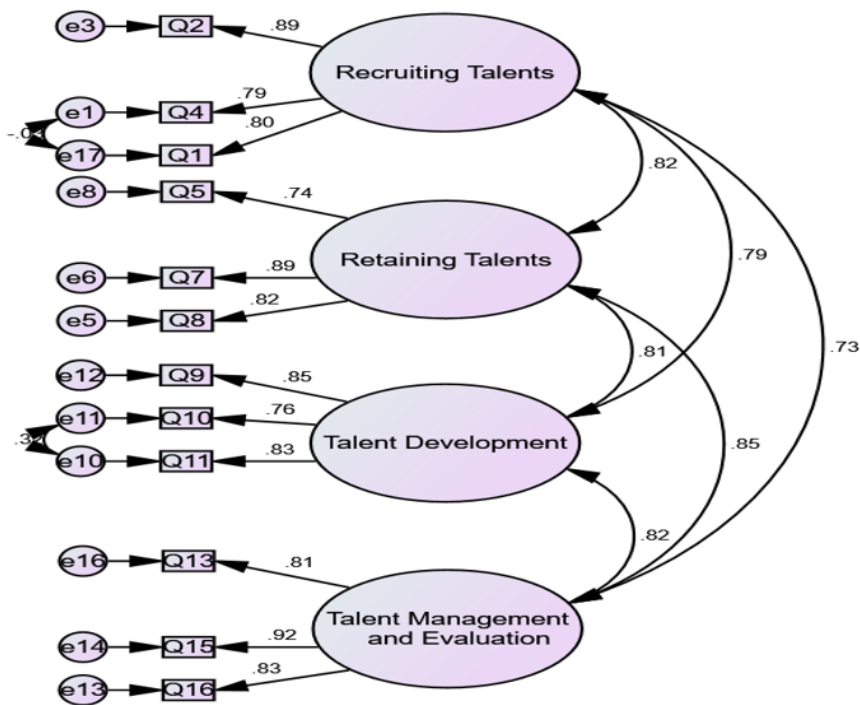
##### **11.4.1 Confirmatory Factor Analysis for Research Variables.**

In order to construct a structural equation model to examine relationships between research variables, fitting tests should be conducted firstly; most important fit indices include Chi Square, Relative Chi-Square, Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA) indicator, and Tucker-Lewis Index. Fitting should be assured firstly because if these indicators don't meet specified values, the researcher will modify hypothetical theoretical model of the research through relying on modification index found inside Amos program; this will be applied through adding/deleting some sentences/dimensions or performing correlation between measurement errors.



Regarding talent management, talent management practices include four dimensions, each dimension was represented by four questions. The following figure represents a confirmatory factor analysis model for talent management practices measurement model.

Figure (1): CFA Model for Talent management practices



It is clear from the previous figure that, CFA model is free of illogical correlation, which reaches or exceeds the exact one, and this confirms that there is no problem in the confirmatory factor analysis of the independent variable model. Degree of correlation between each dimension and corresponding questions that represent it

was found to be statistically significant, significance level less than 0.05 for the t-test, also percentage of statistical load ratio was high for all questions. Great match was also found between talent management practices model and respondent's responses, as a result, the researcher can confirm correspondence that exists between suggested theoretical model and collected data. Model fit indicators can be represented as follows:

Table (7): Fit Indices for Talent Management Practices Model.

Indicator	Acceptable Range	Indicator values	Judgment
Chi Square		85.059	Good
significance	0.05<	0.00	Significance
Chi-square/degree-of-freedom ratio	Less than 5	2.933	Acceptable
RMSEA	0-0.08	.075	Acceptable
CFI	1-0.9	.984	Acceptable
TLI	1-0.9	.963	Acceptable

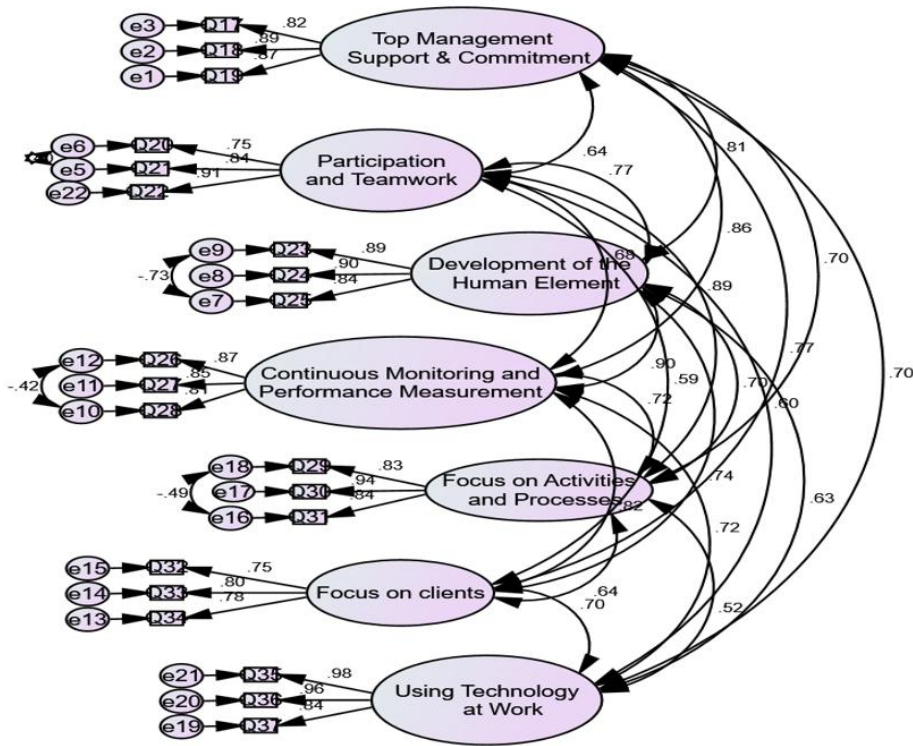
Degree of correlation between each dimension and corresponding questions that represent it was found to be statistically significant, correlation values between the four dimensions of talent management practices fall between .726 and 0.846, which reflects discriminant validity between the four dimensions of independent variable. This can be represented as follows:

Table (8): Significance & Correlation Values for Talent Mgt Practices

Dim.		Dim.	Estimates	Standard Error	T-Value	Sig.	Correlations
Recruiting Talents	<-->	Retaining Talents	.408	.044	9.331	***	.817
Recruiting Talents	<-->	Talent Development	.396	.043	9.237	***	.791
Recruiting Talents	<-->	Talent Mgt & Evaluation	.479	.054	8.874	***	.726
Retaining Talents	<-->	Talent Development	.388	.041	9.574	***	.809
Retaining Talents	<-->	Talent Mgt & Evaluation	.535	.054	9.826	***	.846
Talent Development	<-->	Talent Mgt & Evaluation	.522	.053	9.768	***	.823

Regarding the dependent variable, continuous improvement (Kaizen), continuous improvement includes seven main dimensions, each dimension was represented by three questions. The following figure represents a confirmatory factor analysis model for continuous improvement (kaizen) measurement model.

Figure (2): CFA Model for Continuous Improvement



It is clear from the previous figure that, CFA model is free of illogical correlation, which reaches or exceeds the exact one, and this confirms that there is no problem in the confirmatory factor analysis of the dependent variable model. Degree of correlation between each dimension and corresponding questions that represent it was found to be statistically significant, significance level less than 0.05 for the t-test, also percentage of statistical load ratio was high for all questions. Great match was also found between continuous improvement model and respondent's

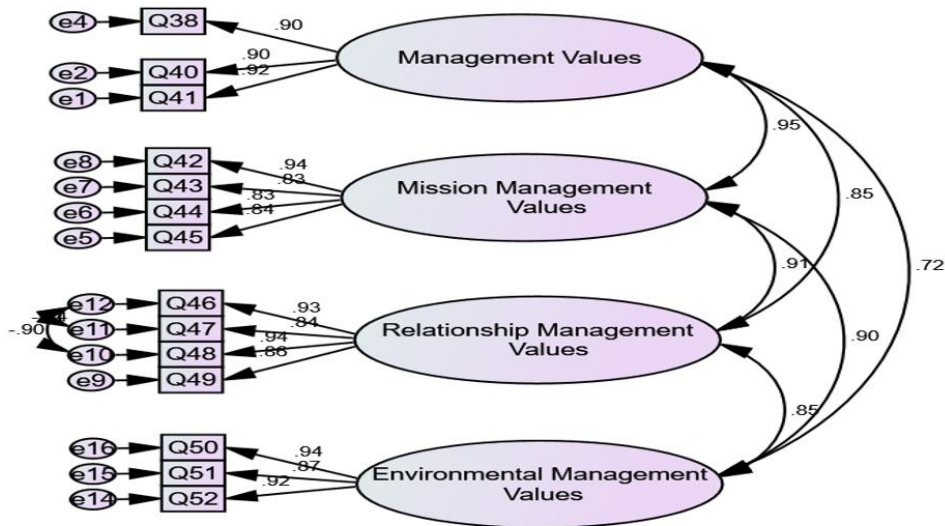
responses, as a result, the researcher can confirm correspondence that exists between suggested theoretical model and collected data. Model fit indicators can be represented as follows:

Table (8): Fit Indices for continuous improvement model.

Indicator	Acceptable Range	Indicator values	Judgment
Chi Square		356.927	Good
Significance	< 0.05	0.00	Significance
Chi-square/degree-of-freedom ratio	Less than 5	3.367	Acceptable
RMSEA	0-0.08	.073	Acceptable
CFI	1-0.9	.970	Acceptable
TLI	1-0.9	.940	Acceptable

Degree of correlation between each dimension and corresponding questions that represent it was found to be statistically significant, correlation values between the seven dimensions of continuous improvement fall between .516 and 0.9, which reflects discriminant validity between the seven dimensions of dependent variable. Regarding the mediating variable, organizational values, organizational values includes four main dimensions, each dimension was represented by four questions. The following figure represents a confirmatory factor analysis model for organizational values measurement model.

Figure (3): CFA Model for Organizational Values



It is clear from the previous figure that, CFA model is free of illogical correlation, which reaches or exceeds the exact one, and this confirms that there is no problem in the confirmatory factor analysis of the mediating variable model. Degree of correlation between each dimension and corresponding questions that represent it was found to be statistically significant, significance level less than 0.05 for the t-test, also percentage of statistical load ratio was high for all questions. Great match was also found between organizational values model and respondent's responses, as a result, the researcher can confirm correspondence that exists between suggested theoretical model and collected data. Model fit indicators can be represented as follows:

Table (9): Fit Indices for Organizational Values Model

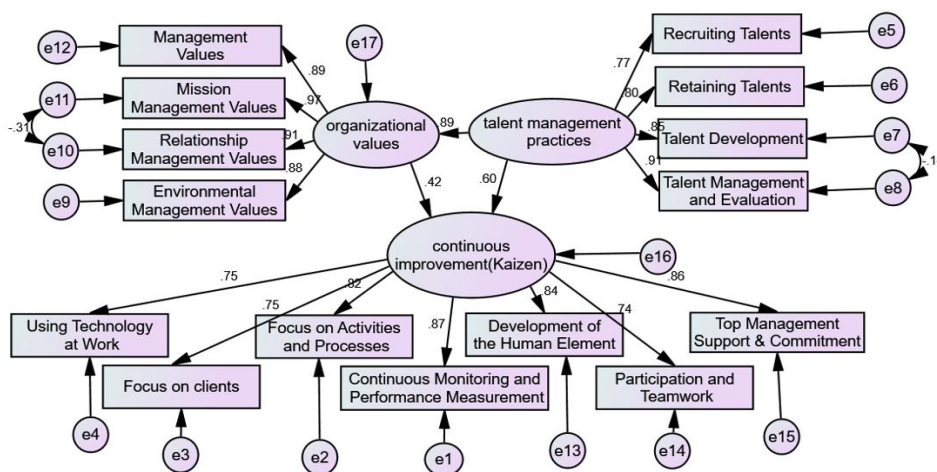
Indicator	Acceptable Range	Indicator Values	Judgment
Chi Square		109.096	Good
Significance	< 0.05	0.00	Significance
Chi-square/degree of freedom ratio	Less than 5	3.409	Acceptable
RMSEA	0-0.08	.070	Acceptable
CFI	1-0.9	.988	Acceptable
TLI	1-0.9	.965	Acceptable

Degree of correlation between each dimension and corresponding questions that represent it was found to be statistically significant, correlation values between the four dimensions of organizational values fall between .723 and 0.947, which reflects discriminant validity between the four dimensions of mediating variable.

#### 11.4.2 Structural Equation Modeling.

As mentioned before, hypotheses of this research will be tested through building up structural equation model for research variables. Through this model, relationship between research variables can be examined through looking at different path coefficients that link variables under examination and testing their statistical significance. Structural model for talent management practices, continuous improvement, and organizational values can be represented as follows:

Figure (4): Structural Model for Research Variables



As shown in the following table, fit indices for the whole research model have an acceptable fit quality values; RMSEA value was estimated at .074 (less than standard value of 0.08), also Chi-square value was accepted (less than standard value of 5). All remaining conformity indicators indicate high level of confirmatory quality.

Table (10): Fit indices Values for Structural Model

Indicator	Acceptable Range	Indicator Values	Judgment
Chi Square		109.573	Good
Significance	< 0.05	0.00	Significance
Chi-square/degree-of-freedom ratio	Less than 5	2.884	Acceptable
RMSEA	0-0.08	.074	Acceptable
CFI	1-0.9	.988	Acceptable
TLI	1-0.9	.968	Acceptable



It is clear from the previous figure that, saturation/correlation of axes/dimensions (represented by rectangles) and latent factors (represented by oval circles) were acceptable. Also, relationships between latent factors and axes/dimensions they represent are significant (at 0.05 level); this confirms existence of relationship between variables and axes/dimensions they represent.

Table (11): Standardized Coefficients & Correlations Between Latent Factors & Structural Model Dimensions.

Latent Factors		Dimensions	Estimates	Standard error	T- Value	Sig.
Talent Mgt Practices	-->	Recruiting Talents	1.000			
	-->	Retaining Talents	1.042	.065	16.050	***
	-->	Talent Development	1.018	.060	17.072	***
	-->	Talent Management and Evaluation	1.341	.072	18.614	***
Continuous Improvement (Kaizen)	-->	Top Mgt Support	1.009	.045	22.428	***
	-->	Participation & Teamwork	1.031	.060	17.052	***
	-->	Development of the Human Element	1.011	.047	21.343	***
	-->	Continuous Monitoring	1.000			
	-->	Focus on Activities	1.040	.051	20.594	***
	-->	Focus on clients	.776	.044	17.502	***
	-->	Using Technology at Work	.827	.047	17.580	***
Organization	-->	Management Values	1.000			
	-->	Mission Mgt Values	1.074	.042	25.631	***
	-->	Relationship Mgt	1.089	.035	31.146	***

Latent Factors		Dimensions	Estimates	Standard error	T- Value	Sig.
Latent Values		Values				
	-->	Environmental Mgt Values	1.035	.041	25.075	***

#### 11.4.3 Testing Research Hypotheses.

After confirming efficiency of correlation between research variables and their corresponding dimensions, the researcher can start to test research hypotheses.

H<sub>1</sub>: There is a statistical significant relationship between talent management practices and continuous improvement in Egyptian commercial banks.

Table (12): Structural Equation Result for the First Hypothesis

Latent factor		Latent Factor	Estimates	Standard Error	T- Value	Sig	Result
Talent Mgt Practices	-->	Continuous Improvement (Kaizen)	.633	.070	9.034	***	Significant

Results revealed direct significant relationship between talent management practices & continuous improvement, p-value (Sig.) is less than 0.05, size of this positive effect/impact is estimated at .633. Therefore, the researcher accepts the first main hypothesis of this research, as there is a positive direct significant effect of talent management practices on continuous improvement level in the Egyptian banking sector (Almaaitah et al.,2020).

H<sub>2</sub>: There is a statistical significant relationship between talent management practices and level of organizational values revealed in the Egyptian banking sector.

Table (13): Structural Equation Result for the Second Hypothesis

Latent Factor		Latent Factor	Estimates	Standard Error	T- Value	Sig	Result
Talent Mgt Practices	-->	Organizational Values	.983	.062	15.936	***	Significant

Results reflects direct significant relationship between talent management practices & organizational values, p-value (Sig.) is less than 0.05, size of this positive effect/impact is estimated at (.983). Therefore, the researcher accepts the second main hypothesis of this research, as there is a positive direct significant effect of talent management practices on level of organizational values revealed in the Egyptian banking sector (Moayedi & Vaseghi, 2016).

H<sub>3</sub>: There is a statistical significant relationship between organizational values revealed in Egyptian commercial banks and continuous improvement level in these banks.

Table (14): Structural Equation Result for the Third Hypothesis

Latent Factor		Latent Factor	Estimates	Standard Error	T- Value	Sig	Result
Organizational Values	-->	Continuous Improvement (Kaizen)	.401	.057	7.041	***	Significant

Results reflects direct significant relationship between level of organizational values revealed in Egyptian commercial banks & continuous improvement level in these banks, p-value (Sig.) is less than 0.05, size of this positive effect/impact is estimated at (.401). Therefore, the researcher accepts the third main hypothesis of this research, as there is a positive direct significant effect of organizational values on level of continuous improvement in the Egyptian banking sector (Khan et al., 2019).

H<sub>4</sub>: In the Egyptian commercial banks, there is a statistical significant effect of talent management practices on continuous improvement through organizational values as a mediating variable.

Table (15): Structural Equation Result for Fourth Hypothesis

Latent Variable		Latent Variable		Latent Variable	Estimates	Sig	Result
Talent Mgt Practices	-->	Organizational Values	-->	Continuous Improvement	.371	***	Significant

Results reflects statistical significant impact of talent management practices on continuous improvement through organizational values as a mediating variable (partial mediation), p-value (Sig.) is less than 0.05, size of this positive effect is estimated at .371. Therefore, the researcher accepts the fourth main hypothesis of this research, as there is a positive significant effect of talent management practices on continuous improvement through organizational values as a mediating variable.

## 12. Findings & Recommendations.

Talent management practices & organizational values undoubtedly should be continuously developed within Egyptian commercial banks. Today's challenges of talent management & continuous improvement are very different from challenges that were facing businesses before. Businesses are facing competition & tries to strive in order to keep sustainable increasing market share. Egyptian commercial banks should realize that; in order to achieve this goal, bank's management need to invest more and more in human resources, talent management, and organizational values. Talented employees create competitive advantage, for that reason most managers recently realized that investing in employee's development retain business improvement & long-term success. As a result, organizational values & talent management should be a central component of functional & organizational strategic development.

Results revealed direct significant relationship between talent management practices & continuous improvement, size of this positive impact was estimated at (.633), which means that, talent management practices explain about 63.3% of changes that occur in continuous improvement (kaizen) within the Egyptian banking sector. On the other hand, direct significant relationship was found between talent management practices & organizational values within the Egyptian banking sector, size of this positive impact was estimated at (.983).

Considering relationship between organizational values & continuous improvement (kaizen), results reflects direct significant relationship between organizational values revealed in Egyptian commercial banks & continuous

improvement (kaizen) in these banks, size of this positive impact was estimated at (.401), which means that, organizational values explain about 40.1% of changes that occur in continuous improvement (kaizen) within the Egyptian banking sector. Regarding organizational values as a mediating variable, results reflect statistical significant impact of talent management practices on continuous improvement through organizational values as a mediating variable (partial mediation), size of this positive partial effect is estimated at (.371). Considering all previously mentioned results, no significant differences were found between public enterprise banks (government banks) represented by NBE & Banque Misr and private sector banks represented by CIB & QNB.

In the light of these results, the researcher recommends decision makers inside Egyptian commercial banks to continue their efforts towards deepening organizational values and implementing talent management practices with all of its dimensions (recruiting talents, retaining talents, talent development, talent management & evaluation) in order to gain more advantages of continuous improvement (kaizen) which includes improving business operations, increasing efficiency & productivity, enhancing employees & customers satisfaction, enhancing communication & commitment, increasing employee engagement, and creating an environment where employees are self-motivated towards their work & contributions.

Researcher recommends future papers to consider organizational values impact on continuous improvement (kaizen) through talent management practices as a mediating variable in order to identify whether there is a significant relationship between organizational values & talent management practices.

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