

The Impact of Digital Talent Management on Retaining Talent: The Case of Egypt Automotive Sector through COVID19

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ABSTRACT

This paper capitalizes on the covid19 digitalization sudden global shift and investigates the relationship between implementing digital talent management practices and talent retention with a focus on the Egyptian automotive sector. The field work was conducted using quantitative methods, data was gathered from nine automotive companies operating in Egypt, with a total survey respondents of 330 talent professionals. The main finding of the study is that there is a clear positive correlation between implementing digital talent management practices and talent retention in the automotive industry in Egypt. This results in industrial recommendations for human resource retention practice and its implications.

Purpose: The paper's purpose is to assess the role of digitalization in human recourse management with a particular focus on digital talent management and its impact on talent retention. The current global economic situation is creating never ending pressure on management and organizational practice. Talent retention during these different times turned not only to be an economic priority but a critical sustainable competitive advantage. The paper provides an analytical study of digital talent management practices and its impact on talent retention through the case study of the automotive sector in Egypt. This paper not only tests for a correlation but more importantly focuses on producing an assessment for the current situation leading to business recommendation enabling the sector, as well as other sectors in Egypt, to promote human element sustainability in difficult environments.

Methodology: An online poll of more than 360 professionals from nine automotive companies working in Egypt was employed in the study. In the absence of data, this explanatory inquiry is appropriate, ending with a conclusion and recommendations.

Findings: First and foremost, the study reveals a high positive correlation between digitalization strategies in human recourse management, by which we mean talent management strategies and retention rate. The study has also given insightfulness of the generation co-existing inside the organization today in terms of response to this particular practice. It is clear from the results that the automotive sector in Egypt is not only ambitious but particularly advance in terms of organizational practice, management philosophy and human resource management strategies. Generation Y and millennial are particularly positively impacted by the digitalization of human resource practice. Recommendations derived from this study can also be very valuable in other sector within the particularity of the Egyptian business environment.

Research Limitations: The results of the field study, as well as those of the exploratory investigation, would have been more precise if they hadn't been limited by geographical constraints (Cairo governorate) and industry sector constraint. Repeating similar studies in different industrial sectors in Egypt can prove the results to be transferable. More components and more in-depth investigation are extremely complementary to our results. A longitudinal follow up of these results would bring valuable sustainability to the paper findings. Qualitative work inside the organization from the management perception can enhance both the findings and the recommendation.

Practical Implications: The current study offers practical measurements and recommendations to the automotive sector in Egypt to foster long term talent retention strategies within the particularity of the new generation at work and the Egypt working environment.

Originality/Value: While digitalization in human resource practices in organization has found its place in research interest, this paper fills the gap on the Egypt industrial sector particularity.

Keywords: Talent management practices, talent retention strategies, digital transformation, talent retention, automotive industry

INTRODUCTION

Since the great recession, the global economy has been struggling. Developed like developing countries has faced persistent economic challenges. These challenges have created unstable, unpredictable and highly complex business environments. Organizations in response have tried to create adaptive strategies, responsive strategies, and mitigation strategies, trying to optimize on the opportunities and manage carefully and consciously the threats. Through developing and enhancing competitive advantage and sustainable core competencies, organizations are innovatively creating new management practices not only for survival but for business success. Organizations have been downsizing, restructuring, and reengineering, trying to best fit organization and environment. The human capital became a critical success factor and a main pillar in organization success in the environment of today, making from human resource management and all its sub activities one of the most important core competencies in organizations. Who do you recruit? What is the quality of the human element in your organization? What are your developmental plans to sustain the quality of your human capital? More recently, the question of talent retention, who leaves, who stays and who to keep the best and most talented in your human capital?

Human resource is becoming central and at the heart of organization sustainability. We can define it as (HRM) is the process of acquiring, training, appraising, and compensating employees, and of attending to their labor relations, health and safety, and fairness concerns (Dessler, 2017). According to a report done by LinkedIn (2019) on Tackling Talent's Retention "Every 30 days, around 3.5 million people in the U.S. voluntarily leave, From the above we have developed an interest in answering the below question:

Can organizations increase the talent's tenure by implementing talent management practices & retention strategies while integrating talent

In order to answer this question we need to investigate further the topic of talent retention, which we represent below here in the following sub-questions:

- What drives talents to stay in an organization and not to leave it to another?

but 94% of employees would stick around longer if a company invested in their career", the costs associated with losing knowledge workers are high. The issue of employee retention is a serious matter to any company; the loss of people equates to the loss of knowledge (Somaya & Williamson, 2008).

The organization's ability and determination to implement integrated talent management strategies are considered path for organizational success in nowadays workplace. Many benefits may be associated with this direction such as the increased revenue per full time employee (FTE), lower costs on hiring and replacements, less risk of losing high performers, decreasing in the overall voluntary turnover, and having a better employer brand which will in turn increase the organization's ability to hire the best talented workers. Investment in talent management was found to make a difference in organizations, and those with more talent management initiatives seemed to outperform their industry peers (Ringo et al., 2008). They were also less likely to face difficulties in attracting and retaining critical-skill employees (Watson, 2012).

Interest in the digital transformation of business enterprises has increased as one of the vital issues that have affected the management systems within the organizations, also the existent of different generations at the workplace, the preference of a talent to stay longer at the organization differs according to the generation this talent belongs to as not all generations value retention in the same way. Technical advances are being made in the field of human resource with time and slowly the traditional HRM is being replaced by new and technically advanced HRM (Tripathi & Kushwaha, 2017).

management practices with digital transformation in the automotive sector in Egypt?

- What is the role of implementing different talent management practices in retaining talent?
- How can we integrate and implement different talent retention strategies?

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- What is the role of integrating talent management strategies with digital transformation in retaining talent?

In an attempt to answer these questions, we chose to conduct the study on the automotive sector in Egypt, as the establishment industry. According to Nooz(2021)“It is now confirmed that the auto industry and its complementary industries are among the most important industrial activities on which the economy of each of the major industrialized countries is based on the world level, the auto industry contributed to this advanced level of growth and development, which confirms that the auto industry and its related industries have always been and will be one of the major indicators and signs of the progress of any country”.

This paper will consequently achieve a number of objectives, which we can list here below:

- Identify the concept of retaining talent as an objective of human resources management and understand its practice in Egypt through the selected industry.
- Measuring the impact of the talent management practices applied on working within companies, and its effectiveness in retaining talent and how this practice can influence organization workforce stability and consequentially business stability.
- Identify the concept of talent management and its requirements, as a different concept to the concept of human resources management and its requirements within the Egyptian environment particularity.
- Identify the concept of retaining talent strategies that the organization must adopt in a way that makes the organization benefit from these strategies to serve its objectives.
- Identify the concept of digital transformation, and its impact on human resources within companies, which also highly generational issues in HRM practice.
- Provide an integrated scientific evidence identifying the most appropriate human resource

management policies and procedures to retain talent in the automotive sector in Egypt.

In order to represent this research, this paper is divided as follow: In section one we start by reviewing for the literature talent management strategies and implications in HRM; in the literature we represent the topic in conjunction with digitalization practice and impact taking the generational characteristics into account; we also presents with justification why we chose Egypt as the case study as well as why the automotive sector in particular was our choice; section two is dedicated to the field work methodology, detailing on the tools validity and reliability measure; section three we elaborate on the finding and results discussion; finally in section four we conclude with the recommendation, research limitations and future perceptive.

LITERATURE REVIEW: TALENT MANAGEMENT

As a term, “talent management” was first used by Chambers et al.(1998)in the report “The War for Talent” which was published by McKinsey & Company. This report reveals that the most important resource that will provide a competitive advantage for a company is valuable, rare, inimitable, and non-substituted human resource according to the resource-based view (Aylin & Karacay, 2019). Global Consultancy companies are having their own specialized publications and reports to discuss the talent management term (e.g., McKinsey, PricewaterhouseCoopers, Korn Ferry Group, Towers Watson, Manpower Group and BCG (Boston Consulting Group)).

It is better to regard talent management as a more comprehensive and integrated bundle of activities, the aim of which is to secure the flow of talent in an organization, bearing in mind that talent is a major corporate resource(Armstrong & Taylor, 2014).This also requires us to define talent. When referring to the literature we found that a superior talent is increasingly recognized as the prime source of sustainable competitive advantage in high performance organizations (Oehley, 2007). Talent is considered the most critical source of success in an organization and no executive will argue this point(Phillips & Edwards, 2009). Talent is the main focus of the various talent management practices. McKinsey defined talent as: ‘the sum of a person’s

abilities ... intrinsic gifts, skills, knowledge, experience, intelligence, judgment, attitude, character and drive' (Michaels et al., 2001).

According to Iles et al. (2010) the term "Talent" is defined as follows: "A combination of strategic intelligence, leadership, maturity, communication capabilities, entrepreneurship, influencing other people and achieving business outcomes in order to meet job requirements". A common understanding is necessary of what comprises superior performance in order to create a benchmark for making hiring, developmental and promotional decisions across the organization (Michaels et al., 2001). It comprises special groups such as senior leadership, middle-level employees with leadership potential, key contributors or technical experts and entry-level employees with leadership potential (Elegbe, 2010).

When we investigated the impact of talent management practice on retention, we found that it is crucial for the success of organizations to establish an efficient talent's retention system to ensure that key employees or talents remain within the organization (Earnest et al., 2011). Recent literature has emphasized the strong relationship between employee perceptions of talent management and outcomes on the individual (e.g., turnover intention) or organizational (e.g., retention rates) levels (Meyers et al., 2013). Therefore, it is crucial to understand, analyze, and strengthen the links between talent management practices and talent's retention (Tarique & Schuler, 2012).

Turnovers (both voluntary and involuntary) often start with poor selection decisions (Dessler, 2017). As being one of the most important aspect of the talent management cycle is to acquire rightfully the most suitable talent that can mesh with the organizational culture, in a way that will lead to innovation and high performance. Future success of a vast majority of companies would depend on a complete overhaul of their recruitment practices. We need a culture of professional recruitment and retention, in good and bad times, especially in bad ones (Araoz et al., 2009). Ernst & Young (2008) in its report "Global HR Risk Survey" findings concluded that talent acquisition and management was seen as the human resources (HR) risk

considered to have the greatest impact on the organization and the most likely to occur.

Talent in organizations see succession planning programs a very fruitful way for retention, as they feel that the organizations are keen on them, their development, and their next steps as well. The strength of the organization's succession planning and leadership development initiatives, as well as support from the CEO, will convey the message to employees that the company is serious about retaining them for promotional purposes (Cohn et al., 2005). Career management and planning, including succession planning and development plans for employees help track employees choices, potential and performance, enabling organizations to focus on employees and making employees feel cared for, while at the same time ensuring sustainability of talent in the organization (Greenhaus et al., 2009).

Performance management, through a process of feedback, both positive and negative, and also recognition when warranted give employees a scope for improvement and the motivation to continue performing (Deepika Pandita & Ray, 2017). Successful performance management systems tailored to fairly and objectively evaluate employees and at the same time provide feedback for those employees are considered important tools for talent's retention. Deploy a performance management system that is fair, transparent and allow for continuing coaching and feedback, create an environment that allows for leadership development through succession planning, and use all means to retain employees (Kaliprasad, 2006).

The objective of talent management is to ultimately nurture and maintain a talent pool of adequately skilled and engaged workforce (Lewis & Heckman, 2006). How an organization identifies talent is closely related to how the talent management system is established within the organization. Accordingly, attributes that a talented employee should have a need to be identified (Aylin & Karacay, 2019). All Talent Management functions aid in talent retention, by nurturing talent, and strategically attracting and maintaining the talent pool (Deepika Pandita & Ray, 2017).

In order to achieve the above, talent retention strategies were put in place. Retention strategies encompass Work-Life Balance,

providing meaningful and challenging work, and business culture that is able to retain its talent. When organizations adopt such strategies, they can minimize the risk of losing their key talent that were developed, prepared to assume leadership positions in the organization, and thus minimizing losing all the investment done and associated with these efforts. It is intuitive that focusing on retaining existing talent must be on an organization's agenda, or they run the risk of losing valuable human capital by undervaluing them (Festing & Schäfer, 2014). Employees later in their career look out for higher job security, benefits and a reciprocal loyalty from their organizations (D Pandita & Bedarkar, 2015).

One of the most important retention strategies used by many organizations now is providing opportunities to the employees to have a better work-life balance, many organizations now are paying great importance to the term Work-Life Balance to its employees, doing so not only improves employee well-being (Amstad et al., 2011), but also has links to the organization's bottom line in terms of attracting and retaining top talent. Organizations that have a healthy work-life balance policy make more money, have happier staff, and are more attractive to applicants (Furnham, 2009).

Another important aspect in retaining talent, is to create a framework, business processes, and jobs that motivate talent and enable them doing meaningful work in a way that satisfy their needs of growth and their expectations are being met, for those companies wanting to retain and utilize experienced older workers, a compelling value proposition is needed where meaningful work is combined with rewards that generate higher levels of commitment and contribution. Talent retention can be controlled through performance-based pay, training, challenging work, intrinsic motivations, career development, and giving benefits before demand (Piansoongnern et al., 2011; Lehmann, 2009; Connors et al., 2008; Jamrog, 2004).

According to the definition of Hatum (2010) business culture is the collective behaviors within the business which had been driven from the core shared values. Positive cultural values have to be taught, encouraged and rewarded to all. Any organization with an unhealthy, negative, and disempowering culture does not attract or retain talents. If

employees are not engaged and do not adapt to the business culture, turnover intentions and voluntary turnover increase (Campbell & Goritz, 2014).

Business culture is an important aspect that affects the productivity, engagement and turnover of the talent at any organization. The culture supporting the processes and practices of talent management is a prerequisite of its successful integration in the organization (Egerová, 2013).

While HRM was evolving as elaborated above, digital transformation inside the organization was creating new dimensions and opening new possibilities for success. Technical advances are being made in the field of human resource with time and slowly the traditional HRM is being replaced by new and technically advanced HRM (Tripathi & Kushwaha, 2017). Employees are nowadays often constantly connected to their workplace due to cloud services and mobile devices, a phenomenon profoundly affecting their work and private life (Mazmanian, 2013). For HR to become a value-added partner in business, it needs the resources, tools and management recognition to get the administrative tasks under control and elevate to a place of strategic adviser (Millar, 2007). Past research also indicates that the outcome of innovative HRM practices can be important towards retaining employees and their performance (Tripathi & Kushwaha, 2017).

To meet the challenge of retaining talent, the organizations must undergo deep analysis of different demographics, as these demographics now change the way the talent perceives the organization he wants to join or stay. When technology is implicated, generational differences become an issue that requires attention. For each age group there are distinct needs that differentiate a generation (age group) from another. In today's diverse workforce comprising of four different generations namely Veterans (born between 1925-1945), Baby boomers (1946-1960), Gen X (1961-1980) and Gen Y (1981-2000). Gen Y is considered as toughest to retain, almost a third of companies surveyed shown loss of 15% or more of their Gen Y employees within last one year (Schwabel, 2013).

Gen Y is different in terms of values, expectations and career aspirations hence it is difficult to retain this generation with

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conventional HR interventions. The growing influence of emerging communication technology particularly, social media on Gen Y can be used in this regard (Naim, 2014).

When we mention digitalization during the era hit by the Covid19 pandemic it is important to highlight the tremendous acceleration that it had on digitalization across or life sectors, from health, to education, to commodities, automotive is not an exception. The WHO announced in March 2020 that we are officially facing a global pandemic and lockdown was force. Countries has varies in the speed of response and the level of lockdown implemented, but no doubt there was a global concern leading to creating what has been consistently referred to as “the new norm” which was discovered in creation. Now what is needed to be understood is a context that involved: economic dynamic, HRM, digitalization necessity and a pandemic limitation, requirement and influence.

In 2020 PricewaterhouseCoopers(PwC) launched a survey across the Middle East region to better understand the impact the digitization is having on the Human Resources (HR) function across the Middle East especially post COVID pandemic. The findings of the PwC survey were summarized as follows:

COVID-19 as a catalyst for change:

- COVID-19 has accelerated digital transformation in 72% of the organizations surveyed.
- Organizations are offering more flexible ways of working to support the productivity of employees, as a result of the changes brought about by COVID-19.

Figure one below summaries on HR activities and process most impacted by digital disruption, PwC, Middle East Digital Survey (2020):

What HR activities and processes in your organisation will be most impacted by digital disruption?



Figure1. HR activities and process most impacted by digital disruption, PwC, Middle East Digital Survey, 2020

Human Resources professionals are faced with many challenges, due to the globalization that changes the business environment. Many organizations are now operating globally, accordingly, their ways, processes and procedures that enable them to operate the business effectively and efficiently change substantially. for the business environment to be competitive, business leaders along with the HR professionals must respond wisely to these changes. To manage change, organizations must have employees committed to the demand of rapid change and as such committed employees are the source of competitive advantage (Dessler, 2017).

The digitization of the HR functions and processes are occurred through having a Human Resources Information System (HRIS). There are numerous benefits come from the digitization of HR Functions, including but not limited to high efficiency, more focus on strategic aspects, keeping employees more satisfied by what they are doing.

The same report offers recommendation for Middle East executive to benefit from HR digitalization, summarized in figure (2) below:

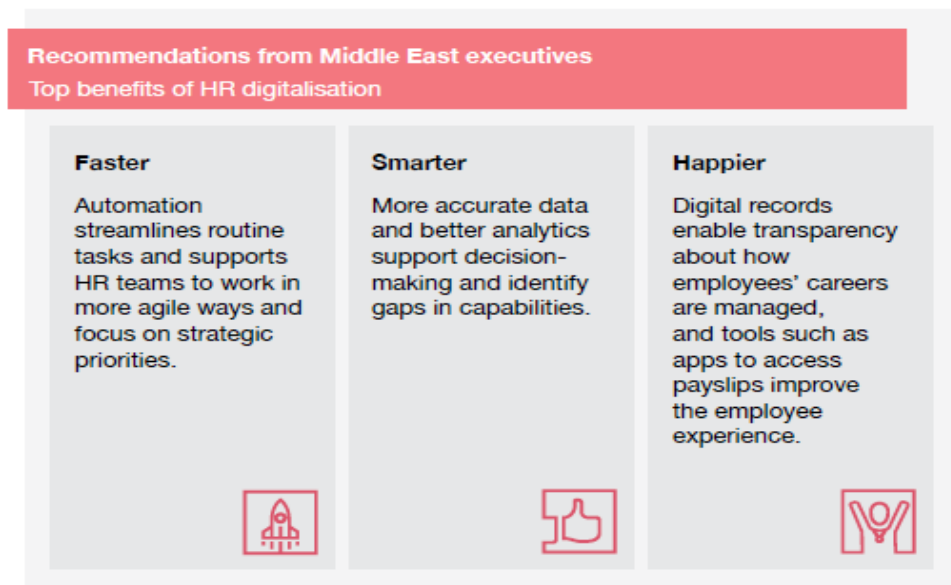


Figure2. Top Benefits of HR Digitalization

Source: PwC, Middle East Digital HR Survey 2020

Kane et al. (2017) argue that organizations should become talent magnets that attract and develop digital talent which in turn makes successful digital transformation possible. So much information must be tracked that it is very difficult to do succession planning and career development programs manually (Rowley & Jackson, 2010).

According to KPMG research report in (2018) "Attrition rates amongst new 'digital' hires tends to be high, mainly because of the resistance from existing employees to their innovative ideas and unconventional approaches, and the inability of the organization to integrate them successfully into the existing cultural fabric. Leaders must play a key role in ensuring that this valuable talent pool is provided with growth opportunities, empowerment and visibility, to enable them to thrive". These became the foundation of the new HRM norm and reality.

Now, why Egypt? During the last decade, Egypt has been central in international news from political, to economic to cultural happenings. Egypt's new government is living and implementing a very ambitious comprehensive plan to enable Egypt to join globalization and catch up on years of economic delay. New economic global publication are now listing Egypt among the N19 coming economic powers. With the young ambitious government strategies in place, potential is on the horizon, yet research gaps has highlighted a need to better

understand Egypt business environment particularity. We hope that our work will be able to generate the needed readings, understanding and recommendations with the objective to support forward the government intentions and objectives.

Last is to answer on why we choose the automotive industry in Egypt. Organizations in the automotive industry are competing aggressively to have a competitive advantage, and a lot of acquisitions and mergers are taken place in this industry to gain more and more competitive advantages over other groups, Automakers will accelerate their consolidation and restructuring plans in 2021 in a bid to repair their severely damaged finances (Nooz, 2021), the way for achieving these is to have talented employees in such a dynamic business environment (Aylin & Karacay, 2019). Egypt has announced back in 2015 huge interest and strategic plans with regards to this industry. Joint-venture are being negotiated, government support put in place, funds mobilized, and a full industrial zone currently in materialization. Egypt is working hard through all these environmental challenges discussed above to heavily join the automotive industry by enabling multiple integration point from creating assembly lines, producing spar parts, to full manufacture making from this industry a very active and dynamic industry to study and support.

Based on the above we are suggesting the study of the following hypothesis:

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H1: There is a positive significant relationship between implementing talent management practices and improving talent's retention.

H2: There is a positive significant impact on talent's retention when adopting talent retention strategies.

H3: There is a positive significant impact on talent's retention when integrating talent management with digital transformation.

From these hypothesis we summaries of research framework in the following model, figure (3):

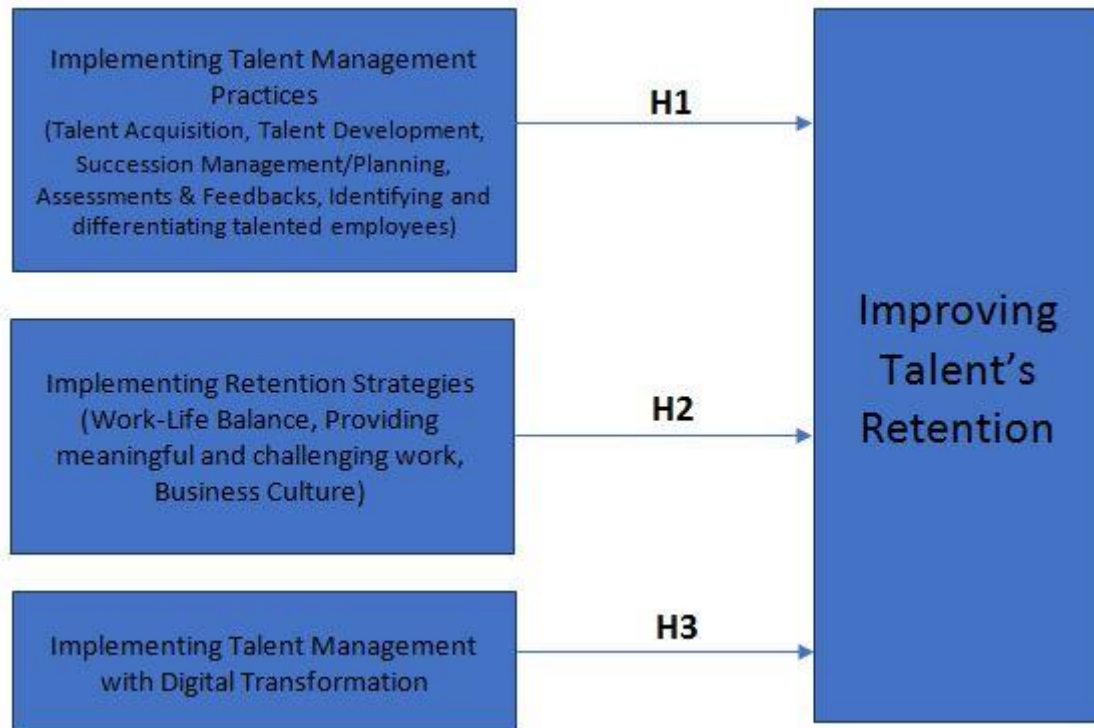


Figure3. Study's Conceptual Framework

This allows us to conclude the literature section and move to the research methodology and field work to detail on how we intend to study and measure for these correlations. To summarize, this research is done with the objective to find out how we can keep talent in the organization, as the first objective of the study was to “Identify the concept of retaining talent and its strategies as an objective of human resources management in the particularity of the Egyptian automotive environment”. Accordingly, the corresponding research question is “What drives talents to stay in an organization and not to leave it to another?”

RESEARCH METHODOLOGY

The research method for this study was quantitative. A quantitative correlational design allows the researcher to examine the relationship between an independent and dependent variable (Field, 2013).

All the measures and scale items were adopted from the relevant literature with slight modifications to reflect the focus of the study and to be compatible with the context of the research. The research variables were measured by survey questionnaire and divided into two sections; one for the employee personal characteristics proceeded with an introduction displaying the research idea and objectives and the other to measure the responses on five Likert scale.

The purpose of this quantitative correlation study was to determine if there was a relationship among the independent variables; implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation on the dependent variable; talent's retention. The targeted population included members of the companies working in the automotive sector in Egypt.

The researcher tried to provide statistical quantitative analysis methods to check and measure the perceptions of talent's decisions to stay longer in the organization if they are provided different talent management practices, implementing talent retention strategies and integrated talent management practices with digital transformation from members of the automotive sector in Egypt. Quantitative methodology allows for an analytical approach (McCusker & Gunaydin, 2015).

The descriptive approach has been defined, which depends on the study of the phenomenon as it exists in reality, and is concerned with its accurate description, and expresses it qualitatively or quantitatively. The qualitative expression describes the phenomenon and shows its characteristics, while the quantitative expression gives us a numerical description of the amount or size of the phenomenon. Moreover, this approach is not limited to data collection and tabulation, but rather goes beyond that because it includes some interpretation of these data.

The population embraces all employees and managers in the multinational and local companies working in the automotive sector in Egypt. According to the study published by the market research company Nooz (2021), "Today, there are 12 automotive producers and more than 500 automobile feeding companies. Auto manufacturers in Egypt, like the rest of the world, largely depend on feeder industries to provide the majority of the 10,000 components needed to make a modern vehicle"

The application was first applied to an exploratory sample that consisted of (30) employees across different companies working in the automotive sector in Egypt, and the purpose of the exploratory sample is to ascertain the psychometric properties of the study tool (validity and reliability).

After ensuring the validity and reliability in the study tool, the researcher started applying to the basic sample of the study, which amounted to (336) employees. The study sample was selected as an available sample. The following is a description of the study sample according to the variables (company name - job title - gender - age - supervise others).

The study sample members belong to (9) companies working in the automotive sector in Egypt. According to gender, the number of the study sample was (287) males, and (49) females. The number of the study sample from the age group (25-35) years reached (130) respondents, and from (36-45) years amounted to (128) respondents, and from (Above 45 years) reached (78) respondents.

For the validation of this research, the researcher used a survey structure. A questionnaire was designed and uploaded using Google docs and a link was sent to the companies in the automotive sector in Egypt participating in this study. Using questions aimed at determining the participant's intentions to stay or leave the organization in addition to know if the organization is implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation which supports the inquiry into whether there is a relationship among employee retention, and talent management practices, talent management strategies and digital transformation.

The validity of the study tool was confirmed in two ways:

1. Judge validity (Face validity).
2. Internal consistency validity.

A proven data analysis program (SPSS Version 22) was used to diminish any probabilities that might affect the validity of the instrument used in this quantitative correlational study. Per Garcia-Perez (2012) using SPSS for data analysis results in the minimization of the four factors jeopardizing external validity

The study tool was presented in its initial form to a group of specialized and experienced judges Cairo University. Based on the judges observations, in terms of the appropriateness of the items to what it measures, clarity, soundness of language, and appropriateness of response classes, the wording of some items was modified linguistically, so that the number of items in the questionnaire was (38) items distributed On (4) dimensions.

The validity of the internal consistency of the study tool was confirmed by calculating the Pearson correlation coefficient, through the application on an exploratory sample consisting of (30) employees, and the following was obtained.

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Table1. Internal Consistency Validity

1 st dimension		2 nd dimension		3 rd dimension		4 th dimension	
Item	Corr.	item	Corr.	item	Corr.	Item	Corr.
1	0.66	6	0.68	21	0.70	30	0.68
2	0.69	7	0.64	22	0.64	31	0.71
3	0.70	8	0.71	23	0.68	32	0.69
4	0.68	9	0.66	24	0.65	33	0.66
5	0.65	10	0.69	25	0.65	34	0.65
		11	0.68	26	0.66	35	0.67
		12	0.70	27	0.71	36	0.64
		13	0.66	28	0.67	37	0.66
		14	0.65	29	0.69	38	0.71
		15	0.64				
		16	0.71				
		17	0.67				
		18	0.69				
		19	0.70				
		20	0.66				

The values of the correlation coefficients ranged from (0.64) to (0.71), and all the values of the correlation coefficients are positive, and statistically significant at the (0.05) level and indicate the internal consistency, between the degree of each item and the degree of the dimension to which it belongs in the questionnaire.

The reliability of the study tool was confirmed in two ways, namely:

Reliability means the data is consistent and trustworthy. Dependability of the data must take into account personal and research method biases that may have influence on the findings(Noble & Smith, 2015).

- 1- Alpha Cronbach.
- 2- Split half.

Table2. Alpha Cronbach Reliability

Dimensions	Alpha Cronbach
Talent's Retention	0.88
Implementing Talent Management Practices	0.95
Implementing Talent Retention Strategies	0.92
Integrating talent management practices with Digital Transformation	0.90

As shown in table (2), for the independent variables; implementing talent management practices is 0.95, implementing talent retention strategies is 0.92 and talent management & digital transformation is 0.90 for the dependent variables (the Talent's Retention- Y) the reliability coefficient is (0.88).

The values of Cronbach's alpha coefficients ranged from (0.88) to (0.95), and these values

are high and indicate that the study tool has a high degree of stability.

The items for each dimension were divided into two parts, the first part included odd items and the second part even items, and the correlation coefficient between the scores on both parts was calculated using Spearman-Brown and Guttman's split-half methods, and the results were as follows:

Table3. Split-Half Reliability

Dimensions	Items	odd	even	Guttman	Spearman-Brown
Talent's Retention	5	3	2	0.66	0.67
Implementing Talent Management Practices	15	8	7	0.72	0.72
Implementing Talent Retention Strategies	9	5	4	0.68	0.69
Integrating talent management practices with Digital Transformation	9	5	4	0.70	0.71

The values of the Split-half reliability ranged from (0.66) to (0.72), and these values are

highly significant and indicate that the study tool has a high degree of stability.

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The respondents were asked to rate their level of agreement on each item, by using five Likert scale: (1) Strongly Disagree, (2) Disagree, (3) Agree somewhat, (4) Agree, and (5) Strongly Agree. According to the five-point Likert scale, the following criterion was used to judge the degree of response to the Items:

Response range = highest score – lowest score = 5 – 1 = 4

Category length = Response range / Number of response categories = 4/5= 0.80, accordingly:

If the average value ranged from 1 - 1.80, the response would be Strongly Disagree.

If the average value ranged from 1.81 – 2.60, the response would be Disagree.

If the average value ranged from 2.61 – 3.40, the response would be Agree somewhat.

If the average value ranged from 3.41 – 4.20, the response would be Agree.

If the average value ranged from 4.21 - 5, the response would be Strongly Disagree.

DATA ANALYSIS

Through correlational testing it was examined the relationship of the independent variables of implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation to the dependent variable of talent retention in the automotive sector in Egypt.

HYPOTHESES' TESTING

Pearson's correlation method was used to find the significance (p value) of the correlation coefficients between the dependent and independent variables. If the resulted p value was less than the significance level (0.05 or 0.01 according to the assumptions highlighted in each table), then the relationship between the independent variable and the dependent variable is considered to be statistically significant.

Table4. Pearson correlation coefficient between independent variables and dependent variable.

Independent Variable 1	Dependent Variable	Correlation	DF	Sig.
Implementing Talent Management Practices	Talent's Retention	0.67	334	0.01
Implementing Talent Retention strategies	Talent's Retention	0.56	334	0.01
Integrating Talent Management Practices with Digital Transformation	Talent's Retention	0.58	334	0.01

H1: There is a positive significant relationship between Talent's Retention and implementing talent management practices.

From table (4), the value of the Pearson correlation coefficient reached (0.67), which is a positive and statistically significant value at a level less than (0.05). Therefore, the null hypothesis (There is no significant relationship between Talent's Retention and implementing talent management practices) is rejected and the alternative hypothesis (There is a positive significant relationship between Talent's Retention and implementing talent management practices) is accepted.

H2: There is a Positive Significant Relationship between Talent's Retention and Implementing Talent Retention Strategies.

From table (4), the value of the Pearson correlation coefficient reached (0.56), which is a positive and statistically significant value at a level less than (0.05). Therefore, the null

hypothesis (There is no significant relationship between Talent's Retention and (implementing Talent Retention strategies) is rejected and the alternative hypothesis (There is a positive significant relationship between Talent's Retention and Implementing Talent Retention Strategies) is accepted.

H3: There is a Positive Significant Relationship between Talent's Retention and Integrating Talent Management Practices with Digital Transformation.

From table (4), the value of the Pearson correlation coefficient reached (0.58), which is a positive and statistically significant value at a level less than (0.05). Therefore, the null hypothesis (There is no significant relationship between Talent's Retention and (integrating talent management practices with Digital Transformation) is rejected and the alternative hypothesis (There is a positive significant relationship between Talent's Retention and Integrating Talent Management practices with Digital Transformation) is accepted.

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Moreover, for this hypothesis it's worth mentioning that the demographic statistical analysis occurred in the beginning of this chapter proved that the statistically significant differences between (25 - 35 years) and both of (36 - 45 years) and (above 45 years) in the direction of both of (25 - 35 years) and (36 - 45 years), which proves that the validity of this hypothesis is more stronger for generation Y as illustrated before in our literature review.

THE PROPOSED PREDICTIVE MODEL

A predictive model to predict the talent's retention when we have the impact of the other independent variables is resulted by using a

Table5. Regression model of the effect of the Independent Variables on the Dependent Variable

S.V	SS	DF	MS	F	Sig	R ²
Regression	69.83	3	23.28	100.46	0.01	0.48
Residual	76.93	332	0.23			
Total	146.76	335				

From table (5), the value of the F test reached (100.46), which is statistically significant value at a level less than (0.05). Therefore, there is a significant relative contribution of implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation to talent's retention.

The value of (R²), which measures the size effect or the relative contribution of the independent variables (implementing talent management practices, implementing talent

Table6. Partial Regression Coefficients for the effect of Talent Management Dimensions on Talent's Retention

Independent Variables	dependent Variables	Regression Model	β	Sig.
talent management	Talent's Retention	Constant	1.20	0.01
		Implementing Talent Management Practices	0.41	0.01
		Talent Management & Digital Transformation	0.13	0.01
		Implementing Talent Retention Strategies	0.24	0.01

The results of table (6) indicate that, the partial regression coefficients for the effect of each dimension of talent management on Talent's Retention ranged from (0.13) to (0.41), all of them, are statistically significant at a level less than (0.05). It is noted that (Implementing Talent Management Practices) is the most effective, followed by (Implementing Talent

multiple regression model for (implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation) as independent variables and (talent's retention) as dependent variables implemented.

F test is then used to check the overall significance of the model. The significance of the regression model coefficients is then tested using t test. Finally, we measured the value the coefficient of determination (R²) to indicate the percentage of variability in the dependent variable that is explained by the independent ones.

retention strategies and integrating talent management practices with digital transformation) on the dependent variable (talent's retention). Its value was (0.48), and this means that (applying talent management) affects (48%) of the (talent's retention) in the automotive sector in Egypt.

To find out the effect of each talent management factor on talent's retention, partial regression coefficients were calculated, and the results were as follows:

Retention Strategies) and then (Talent Management & Digital Transformation).

Based on all the previous results and indicators, it can be said that there is a possibility to predict the degree of talent's retention according to the following prediction equation:

$$\hat{Y} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \zeta_i$$

Talent's Retention = 1.20 + 0.41(Implementing Talent Management Practices) + 0.13 (Talent Management & Digital Transformation) + 0.24 (Implementing Talent Retention Strategies)

DISCUSSION, STUDY FINDINGS, AND RECOMMENDATIONS

The results obtained indicate that there is indeed a significant and positive relationship between implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation in the organizations working in the automotive sector in Egypt as hypothesized by the study.

These results strengthen previous findings that hypothesized that it is crucial to understand, analyze, and strengthen the links between talent management practices and talent's retention (Tarique & Schuler, 2012).

Moreover, the results also revealed the link between implementing different talent retention strategies and talent retention. As a result of competitive pressure, there have been improvement in the area of attracting skilled employees and new retention strategies continue to sprout in an attempt to manage the human resources (Michael, 2008; Nwokocha & Heriohanma, 2012).

Finally, the results also revealed the connection between integrating talent management practices with digital transformation and talent retention. While past research also indicates that the outcome of innovative HRM practices can be important towards retaining employees and their performance (Tripathi & Kushwaha, 2017) our research findings supports these results along with its validity for the Egyptian environment. Engagement is one of the most pillars that affect the Talent's Retention at the organization, and digital transformation brings more employee's engagement to the organization. The greatest and most positive ROI was being realized by some in the form of increased employee engagement (KPMG, 2018).

This research was done with the objective to find out how we can keep talent in the organization, as the first objective of the study was to "Identify the concept of retaining talent and its strategies as an objective of human resources management". The corresponding

research question was "What drives talents to stay in an organization and not to leave it to another?".

On a five-point Likert scale the respondents were requested to indicate their level of agreement; Strongly Agree, Agree, Somewhat Agree, Disagree & Strongly Disagree regarding their intentions to stay/leave the organization as well as their engagement to it. The results appeared were in the range of "Strongly Agree", with general average (4.24), the two highest items came as follows: the item "1" (Employees are proud to be a part of the organization) with a mean (4.32) and (strongly agree), followed by the item "4" (I like going to work) with a mean (4.30) and (strongly agree). The two least items came as follows: the item "5" (I don't think to leave the organization in one year from now) with a mean (4.28) and (strongly agree), followed by the item "3" (Employees feel emotionally attached to this organization) with a mean (4) and (agree).

Implementing Talent Management Practices

The responses of the study sample about Implementing talent management practices ranged between (2-5), with general average (3.68), i.e., (agree). Average items ranged from (3.73) to (4.17), all these averages fall within the response categories agree (15) Items.

Additionally, by investigating the Correlation between application of talent management practices and Talent's Retention, it was found that; there is a positive significant relationship between Talent's Retention and implementing talent management practices.

So, these results indicate that people who want to stay in the organization are having talent management practices applied in their organizations, and this might be a factor affecting their decision to stay in their organization, which is confirmed as well by other previous studies in the same field.

The Talent Management Practices include:

- a- Talent Acquisition.
- b- Talent Development.
- c- Succession Management/Planning.
- d- Assessments & Feedbacks.
- e- Identifying and differentiating talented employees

According to Armstrong & Taylor (2014), the defining characteristic of HCM is the use of metrics to guide an approach to managing people that regards them as assets and emphasizes that competitive advantage is achieved by strategic investments in those assets through employee engagement and retention. Talent management: drive the attraction, retention and professional growth of a deep pool of diversetalented employees. Select, brief and train managers and team leaders so that they appreciate the positive contribution they can make to improving retention by the ways in which they lead their teams. Bear in mind that people often leave their managers rather than their organization.

Implementing Talent Retention Strategies

The responses of the study sample about applying Implementing Talent Retention Strategies ranged between (1-5), with general average (3.85), i.e., (agree). Average items ranged from (3.66) to (4.27), these averages fall within the response categories strongly agree (1) Item and agree (8) items. Moreover, after investigating the correlation between implementing talent retention strategies and Talent's Retention, it was found that there is a positive significant relationship between Talent's Retention and implementing Talent Retention strategies.

So, these results indicate that people who want to stay in the organization are having talent retention strategies applied ion their organizations, and this might be a factor affecting their decision to stay in their organization, which is confirmed as well by other previous studies in the same field.

The Talent Retention Strategies include:

- a- Work-Life Balance.
- b- Providing meaningful and challenging work.
- c- Business Culture.

Career management, work life balance, flexible working hours and work arrangements, and promotion opportunities can be used to stimulate and have a positive effect on retaining talented employees (Cappelli, 2008; (Mahapatro, 2010).

Integrating Talent Management Practices with Digital Transformation

The responses of the study sample about applying integrating talent management

practices with digital transformation ranged between (1-5), with general average (3.92), i.e., (agree). Average items ranged from (3.53) to (4.30), these averages fall within the response categories strongly agree (3) Items and agree (6) items. Moreover, after investigating the correlation between applying integrated talent management practices with digital transformation and Talent's Retention, it was found that there is a positive significant relationship between Talent's Retention and integrating talent management practices with Digital Transformation.

So, these results indicate that people who want to stay in the organization are having integrated talent management practices with digital transformation applied in their organizations, and this might be a factor affecting their decision to stay in their organization, which is confirmed as well by other previous studies in the same field.

The move to knowledge-based economies is a further factor impacting on decision making in global talent management. The rapid growth of the service sector in developed economies results in a growing need by companies to hire high-value workers in more complex roles which requires higher levels of cognitive ability(CIPD, 2008), and this trend reflects the shift towards intangible and human assets (International Labor Organization, 2009).

Today's economy and competitiveness standards is becoming more and more demanding: competition between organizations in the same industry and cross industries is increasing, as well as the digitization occurring right now in the world business, these changes and advances are triggers to organizations specially those working in the automotive sector to develop their capability for long-term survival, and to improve their productivity to gain more market share. These digitization demands have forced organizations to rethink how they can keep or retain their key knowledge workers to attain their competitive advantage in the continuous changing market environment through making the best use of their talent.

There is a significant relative contribution of implementing talent management practices, implementing talent retention strategies and integrating talent management practices with digital transformation to talent's retention in the automotive sector in Egypt.

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- Applying Integrated Talent Management affects (48%) of the Talent's Retention in the automotive sector in Egypt.
 - Implementing Talent Management Practices is the most effective, followed by implementing Talent Retention Strategies and the talent Management & Digital Transformation.
- Effective implementation of employee retention strategies is essential to success.
 - The digital transformation adopted by many organizations now is considered a milestone for attracting and retaining many new and young work generations.

There is a possibility to predict the degree of Talent's Retention through talent management, according to the following prediction equation:

$$\text{Talent's Retention} = 1.20 + 0.41 (\text{Implementing Talent Management Practices}) + 0.24 (\text{Implementing Talent Retention Strategies}) + 0.13 (\text{Talent Management \& Digital Transformation}).$$

PRACTICAL IMPLICATIONS AND RECOMMENDATIONS

To capitalize on our fieldwork results we summarize in the following points the derived practical implications which we believe will have a substantial impact employee retention today in Egypt:

- By providing different development opportunities for the work force, promotions opportunities as well and let the employees feel they are appreciated and respected, retention will increase.
 - For organizations to compete in today's dynamic business environment, executive management must develop stable, long-term talent management strategies to attract, hire, develop, and retain talent.
 - Young generations seek a clear career advancement with defined career paths.
 - As management seek to determine the costs and benefits of implementing various talent management programs, it's very useful for them to understand and be aware of how important these programs are to an organization and how the various aspects of talent management programs impact retention.
 - The organizational culture plays an important role in attracting and retaining talent.
- Organizations have to exert efforts and focus on attracting, hiring, developing, and retaining talent in order to remain competitive.
 - HR departments should be responsible for coordinating talent management programs in the most efficient and effective way to ensure the engagement of all stakeholders and as well ensure the success of the programs in retaining key talent.
 - Organizations should be aware to take steps to ensure that there's a performance management system in place that's perceived by employees as fair and equal to all people, and that the performance evaluation criteria are clearly defined.
 - Organizations should realize that they have to put systems & mechanisms in place to advocate the career paths for their talent.
 - Preparing successors for critical positions should be the best way to have a ready and available pool of talent.
 - The talent have to satisfy their need of accomplishment by having jobs and tasks that are autonomous, as this will have a direct impact on their intentions to leave or to stay in an organization.
 - Organizations should take steps to improve work-life balance by developing policies, including flexible working, that recognize the needs of employees outside work.
 - Reducing the stress on the employees by eliminating unpleasant working conditions.

- Organizations should implement strategies that will foster a culture of talent retention.
- Executives have to support the digital transformation in their organizations.
- Planning, designing and implementing integrated talent management systems with digital transformation.
- Finally, it's recommended the possibility of using the regression model in the current study to predict the attitudes of employees to stay in the job.

We choose to use the above bulleted style to emphasize on each recommendation independently. While it is the inter-play of all these points that creates the HRM strategy leading to the desired results. The future of talent management depends of the HRM capabilities in deploying consciously talent management strategies in integration with digital practice. These two cornerstones has the potential of creating a sustainable core competency from their human capital.

LIMITATION AND FUTURE STUDY

There is a clear set of limitations in our work, among which we can mention: the same research with a longitudinal fieldwork and more variables to assess for would give more reliability of our findings; multiple industries to investigate using the same model would enable our results and recommendation to be generalized in the Egyptian business practice; a larger sample would have further the solidity to our work; incorporating qualitative data from the field work would have add richness to our understanding to the collected quantitative data.

With regards future research possibilities. The above research has been as eye opening

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experience on other research question in conjunction with the above research and findings. Among which we can list: an interest to study for the Return on Investment (ROI) from implementing of talent management on talent retention and how this initiatives and activities can have a return on the investment done in these areas, either by reducing the hiring costs, increasing the knowledge and increasing the efficiency. It will be good to evaluate the effectiveness in terms of measured ROI of talent management by looking at different metrics based on talent retention.

Another interest in the area of Digital Transformation is to examine the organizational readiness for digital transformation and to develop it to meet with the needs of the planned digital transformation. This solution is based on assessing current organizational readiness and choosing an action path accordingly (Tekic & Koroteev, 2019). When organizations are ready to adopt the digital transformations, the talent and the culture in these organizations will be more engaged and fruitful outputs will be there either on the talent side on increasing their retention or in the culture side by enhancing its digital literacy.

Studying and assessing for the risk associated with digital transformation is an important area for future research in the particularity of the developing countries versus the develop countries. The rapid pace of technology development requires quick adoption of new technology to sustain competitive edge (Witschel et al., 2019). How the environmental capabilities and limitation supports or hinder the international corporation management style across its subsidiaries.

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