

The Mediation Role of Employees Engagement in the Relationship between Talent Management and Talent Retention in Military Production Factories in Egypt

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Abstract

This research examines (1) The relationship between talent retention and talent management and its dimensions-namely; talent recruitment and talent development. (2) The effect of mediation role of employees' engagement on the relationship between talent management and talent retention in the public-sector factories in Egypt. The theoretical background is presented. A structured questionnaire was used to test the variables using random sampling techniques (N= 560 responses) collected by circulation in 18 factories using random sampling within the talent pools of these factories. The questionnaire included three parts. Sub-questionnaires were tested for validity and reliability presented in the results. The proposed study relations were tested using Pearson correlation coefficient and multiple regression analysis. The Structural Equation Model (SEM) using AMOS 21 was used, also path analysis and fit indexes were used. The results supported the hypothesis that there is a significant relationship between talent management and talent retention. Also, the results supported the engagement mediate this relationship. The recommendations from this study will help in selecting the appropriate tasks for the talented employees to be engaging, that will encourage them to remain in the factories and it will allow them to feel a commitment to their organisation. Also, it is recommended that these factories build a clear strategy for talent management.

Keywords: talent management, employee engagement, talent retention, military factories, public sector factories in Egypt

1. Introduction

Today the concept of talent management is recognized as a more organized style to attract, select the right talent, engage, develop, deploy, lead and keep high value, potential and performer employees to ensure a continuous talent feeding inside the organization aimed at growing workforce productivity (Behera, 2016; Pamela et al., 2017).

Currently, the concept of talent management becomes one of the targeted approach managers used to manage human capital in the organization. For an organization to be able to compete in the global, it is not enough the resources such as land, capital, physical assets and land it needs human capital to be capable for productivity (Cappelli, 2008).

In recent economic situation downturn in Egypt, a different industry facing many stability issues. There is a high need for talent left up this industry for higher, with attract, deploy, develop and retain them. Talent management is a hot topic in the HR area. Many industries considering this topic as high priorities to improve their business. (Prius, 2011). Some writers define talent management as the high-performance employees or people potential in their firm or company; while others believe high skill and knowledgeable people as talents, other authors judge that the organization itself can successfully plan their construct talented people (Poorhoseinzadeh & Subramaniam, 2013). Which conclude that it is the organization responsible to recruit, develop and retain employees.

Nowadays the majority of companies have begun to use the model of talent management by raising their awareness and satisfied their needs to be more understanding on how to deal with the right knowledge, skills, abilities, and behaviors of employees, those employees should be able to achieve strategic business objectives

(Morgan and Jardin, 2010). Literature reveals that Talent management dimension is to energize employee to be more engaging in the organization. If the organization have the ability to address these, two both issues considered as essential for organisational success and survival Morton (2005).

The concept of Employee engagement (EE) become an issue raised during the 1990s and early 2000s (Kahn, 1990 & Rothberg, 2001). As been mentioned by Mustafa et al. (2011) and Wegner (2011) the decision of an employee to stay is coming before they decide to stay in the organization, which is mean employees will retention as far as they successfully engagement.

These study objectives are (1) to investigate the relationship between talent management and talent retention in the public-sector factories in Egypt. (2) Testing the role of employee engagement as mediator variable/ mediate in this relationship. The sample is chosen from a talent pool in the Military Production factories (MPA), most of the employee in this talent pool is been sent to different training and courses nationally and internationally.

2. Literature Review

2.1 Theoretical Framework

The variables of this study are as follows: the independent variable is talent management, the dependent variable is employee performance, and the Mediator Variable is employee engagement.

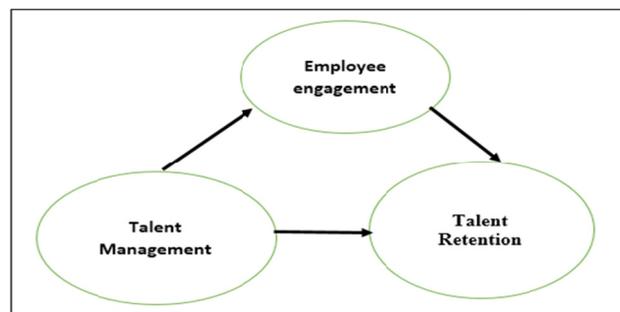


Figure 1. Theoretical framework for the study developed by the researcher

2.2 Talent Management

Despite there are various definitions of talent management available on the literature, however, there is a lack of clarity in defining the term in the literature of the term (Lewis & Heckman 2006), the unclear and an accurate of the definition still remain in the literature (Hughes & Rog, 2008).

Many researchers such as Stephenson & Pandit (2008) suggested that talent management that it is the right people at the right place at the right time, taking into considering the right number of people, sets of competencies and motivation to manage the talent. While other people such as Stahl et al., pointed out talent management is the framework of the three main amongst organisation activities that include attracting, selecting, developing and retaining in the suitable posts the best employees. CIPD comes with the conclude defines, that talent management is the way of attraction, deployment, development, and retention of the best of the best employees who have high potential and are measured as a clear add to the organisation's value (CIPD, 2010).

According to (Ingham, 2006), in order to develop strategic competencies for employees, they need to understand and follow the talent program, that has been designed. The design of the program in a science based on HR strategy that aims to improve the business strength and make it possible for the organization to achieve their objectives and targets. The main components of talent management are:

Talent attraction and recruitment: it is very crucial for an organization to consider such points; these points such as what kind of individual firm need to invest? How will the organization plan for recruited that individual for the required portion? The kind of competencies the organization required to achieve their goal. (Task, et al., 2016)

Talent development and maintenance: learning and development process considered as an essential part of the talent management. A career development path should be clear for the talent. The organization should investigate more in the learning and development to be reaper the individual for the future expectation and requirement needed for the organisation strategies (Tajaldin & Eghbali, 2008). Also, it is the responsibility of the organisation to make sure the talent management program working in a correct way, the organisation is using the correct way of HR practices; the talent performance should be a manager in the correct way. It is crucial to consider the

reporting of output and talent performance should manage (individual performance) in a systemic way to estimate the individual compensation (Task et al., 2016).

2.3 Talent Retention

The objective of talent retention is investigating what is the possible solution to encourage the individual to keep remaining the organisation for the longest period. According to Echols, turnover of the talent has harmed the organisation, from two level of cost, first, direct costs, when organisation investigates in talent employee via training and capacity building, and the cost of attracting and recruiting of new talent. Second, the indirect costs, such as reduced, loss of production, low performance (Echols, 2007).

Two categories of retention tools have identified by Vaiman et al (2012), these two tools are extrinsic and intrinsic incentives, and the incentives related to intrinsic related to non-financial rewards, which will have satisfied employees' emotional expected needs such as engagement, involvement in decision and self-respect. While incentive related to extrinsic, need for employees related to reward, depend on money that can satisfy physiological needs of employees (Mendez & Stander, 2011).

2.4 Employee Engagement

Different scholars and researchers have defined the concept of employee engagement. William A. Kahn's (1990) as a founder who first introducer of the concept. He defined employee engagement as "the harnessing of organization member' selves to their work roles in which people employ and express themselves physically, cognitively, and emotionally during role performance" (p. 694). Another definition raised by Rothberg (20001) which focuses on engagement is related to psychological attendance, and he defines it as "cognitive availability and amount of time one spends thinking about a role", while absorption "means being engrossed in a role and refers to the intensity of one's focus on a role" (p. 656). Another definition for employee engagement is the willingness and the ability of the employee to contribute to the company's success, through putting extra effort, time and energy into the work" (Perrin, 2003). Shuck and Wollard (2010) said that employee engagement is "an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes".

Backer (2011) states that employee engagement is different employee outcomes; engagement primarily refers to an employee attitude and his/her attachment toward their organisation. While another scholar such as Saks (2006) stated that engagement is more than an attitude; "it is the degree to which an individual is attentive and absorbed in the performance of his or her roles, although most of the scholar share that behavioral element of organisational citizenship behavior, engagement focuses on the official performance role rather than extra duties and task. To conclude, although literature revival different measurement, scholars agree that engagement is a unique construct framework that comprises of cognitive, emotional and behavioural components that associate with employee behaviour within the organisation (Jin & Park, 2016).

Over the past researchers and studies identify various dimensions logical conceptualization describing the meaning of engagement in theoretical terms, nevertheless, Schaufeli's Conceptualization considered as the most useful and usable one among all academic literature. Schaufeli's Conceptualization that considered three components are vigour, dedication and absorption. According to his construction Engagement can be defined as a significant positive feeling, satisfying the work-related state of mind which is described by vigour, dedication and absorption (Schaufeli et al., 2002). The first dimension is a vigour, which can have defined as extreme energy and mental flexibility during doing the job (equal to cognitive). The second dimension is dedication is described as strong psychological involvement, combined with enthusiasm, intellectual and challenging characteristic (equal emotional). The third dimension is absorption, which defined as intensity, concentration and involvement in work (equal behaviour). Consequently, in today's world of globalization and in order to reach to a competitive edge, many companies considered engagement is one of the greatest tool considered to improve the productivity (Erickson, 2005). Another author like Robinson et al (2004) stress how feeling value and involvement is important and the importance of feeling valued and involved as a key driver of engagement

2.5 Relationship between Variables

2.5.1 The relation between Talent Management and Talent Retention

Although, the importunate of organisation leaders must achieve long-term stability from their talent management strategies to remain competitive in the global economy and not engage in short-term (De Long & Davenport, 2003). There is a lack in the literature regarding the direct relationship between talent management and talent retention, although one of the purposes of talent management is talent retention. The concept considered as

primary concerns and strategic opportunity of many organisations today is employee retention to maintain a competitive workforce (Schramm, 2006). Many HR representatives thinking of possibilities and opportunities to attract and retain a talented workforce within their organisations (Kaliprasad, 2006). Some literature mentioned that retention is improved when employees are offered compensation and benefits, have a supportive work culture, can develop and advance and balance work and life activities (Messmer, 2006).

In the past few years, several major studies on employee retention have completed, each purporting to identify the “top five reasons why employees leave” (Frank et al., 2004). These reasons for employees to depart their work are their current employment proposition, a combination of tangibles such as pay and benefits, and intangibles such as supervisor relationship, work/life balance, engagement, work content, career path, trust in senior management (Temkin, 2008). If these previous reasons not covered unsatisfactory feeling for employees will appear in the workplace and if they have the other opportunity to join other organisation they will do. (Kaliprasad, 2006). Therefore, this research aims at investigating this relationship in the Egyptian context through the following hypotheses.

H1: There is a positive relationship between Talent Management and Talent retention

2.5.2 The Relationship between Talent Management and Employee Engagement

As previously mentioned that one of the intangibles reasons for an employee to retain in their organisation is be engaged in the essential task. Some researcher pointed out that employee engagement become an essential part of the human capital pipeline or talent pipeline, (Romans and Lardner, 2005) numerous international organizations have carried out the engagement component survey, yet no attempt has been made to study the same and link it to talent management strategy (Jyotsna Bhatnagar, 2007). As been mentioned by Morton (2005) “Talent management is vital to engaging employees in the organization”. Any organisation should have the ability to address talent management and engagement as essential issues for organisational success and survival (Morton, 2005, p. 11). A study conducted by Corporate Leadership Council study (2011) identified that companies have talent management strategies support to employee engagement. That result 23% of increase performance against revenue expected result (Joo & Mclean, 2006). From the previous discussion, it is very clear that, Talent management is considered as a very important for two main primary reasons, are first, is the organization can have the required talent and retain them. Second, is to what extent these employees are engaged and applying their skills as talent in organisation success. Therefore, this research aims at investigating this relationship in the Egyptian context through the following hypotheses.

H2: There is a positive relationship between Talent Management and Engagement

2.5.3 The Relation between Employee Engagement and Talent Retention

Researchers’ emphases that more the organisations focus on increasing the level of engagement of employee more the significance of fewer turnover rates. (Shuck, Reio, & Rocco, 2011). Another research mentioned that organisations adapted the employee engagement concept, their employees have reached a highly satisfied and enjoyed their tasks, also performance of that talent will accompany with low-level accident within the organisation (May et al., 2004).

According to Hewitt and Associates (2004) in their research, they mentioned that engagement is an amount of the drive and desire that employees owned for their organisations. Also, employees’ engagement is mean, that individuals who act and performance to increase business outcomes for their organisations. The researchers pointed that in their research “stay, say, and strive-stay with and are committed to the organization, say positive things about their workplace, and strive to go above and beyond to deliver extraordinary work” (p. 12).

Oladapo, (2014) argue that the more employees are highly engaged, the more expected they will be to say optimistic things about the organization, thus contributing to positive employer brand, will be developed by employees and they want to remain within the organization. Consequently, this will lead to minimizing turnover; and frequently apply a great effort. So theoretically directed variables will take place as service quality, customer satisfaction, productivity, sales, profitability, etc., all the will drive the employee to remain in their organisation (Oladapo, 2014)

Interestingly, although employee engagement within their organisation is to differ by the size of organisation and country. Towers Perrin (2005) found that in their study the average global engagement rate of engagement is 14 percent. The researcher reports the employees’ engagement from highest levels engagement countries with respect to size including Mexico (40 percent), Brazil (31 percent), the United States (21 percent), Belgium (18 percent) and Canada (17 percent). Harris Interactive (as cited in Gibbons, 2006, p. 7-8) founds that employees from small companies (those with fewer than 5,000 employees) were more expected to describe their feeling as

they proud of their organization, feeling satisfied with their job, the opportunities of perceiving career growth are clear, trusting managers have honesty, all this will make talent employee remain in organisation. Therefore, this research aims at investigating this relationship in the Egyptian context through the following hypotheses.

H3: There is a positive relationship between Engagement and Talent retention

2.5.4 The Mediation role of Employees Engagement (EE)

This research proposes mediation role of engagement in the relationship between the talent retention and talent management and its dimensions. Mduduzi Ncube, Ch., (2016) and Bhatnagar, (2008) both investigate the talent acquisition and its relationship to levels of employee engagement. The researchers distinguished that firms should establish effective strategic talent management approaches, which will not only attract talent but also enhance employee engagement and talent retention. Another study conducted by Barkhuizen et al. (2014) and investigated the relationship between talent management, work engagement, the study conducted on 75 South African higher education institutions and confirmed the relationship with respect of the sector (Vaiman et. al., 2012). Therefore, this research aims at investigating this relationship in the Egyptian context through the following hypotheses.

H4: Employee engagement mediates the relationship between talent management and Talent retention.

3. Study Objectives

The main objective of this study is to investigate the relationship between talent management and talent retention in the public-sector factories in Egypt. Furthermore, the study aims to study employee engagement as mediator variable/ mediate the relationship between Talent management and Talent retention. The main objectives of this study are:

- To study the relationship between talent management and Talent retention;
- To test the relationship between Talent management and Talent retention is mediated by employee engagement.

4. Methodology

4.1 Population and Sample

This research targeted talented employees working in the MPA. This talent pool was identified by MPA as those who the MPA invested in by sending them to different training and courses nationally and internationally. The talent pool included 625 employees which all were targeted. The questionnaire was distributed to the 625 employees. Only 561 responded with a high response rate (89%). The respondents aged between 25 to 45 (SD= 6.8) and the majority of the sample were male (64.3%)

4.2 Instrument

An instrument consists of four sections was developed. The first covered the demographic characteristics of the respondents. The second section measured talent management with its two dimensions (Talent recruitment and Talent development) through 20 statements (10 for talent recruitment and 10 for talent development) adapted from El Dakhla (2013). The third section covered Talent retention, which includes (11 statements), adapted from El Dakhla (2013). The fourth section covered Employee Engagement comprises of 17 statements adapted from Schaufeli, Bakker, Salanova (2003) Well-being Survey (2006). All responses ranged from 1 (strongly disagree) to 5 (totally agree) on a 5-point Likert scale.

4.3 Reliability and Validity Analysis

To test the internal consistency of the subscales Cronbach's alpha coefficient was used for the data collected and the reported Cronbach's alpha coefficient is reasonably reliable (above 0.6). Table 1 Shows reliability results for the used scales.

Table 1. Reliability test for all variables

Scale	Talent Management	Talent recruitment	Talent Development	Talent retention	Employee engagement
Alpha	.914	.855	.874	.854	.969

Validity was examined by a panel of 10 experts (5 academics and 5 from military factories). The panel concluded

that the used instrument is clear and complies with the Egyptian culture and the military environment.

5. Statistical Analysis and Findings

To test the first hypothesis, that assumes a positive relationship between talent management and talent retention, correlation analysis was conducted to investigate the relationship between variables. As seen in Table (2) the relationship between variables is significant. Talent management, Talent recruitment, and Talent Development are positively and significantly correlated to Talent Retention **which supports the first hypothesis.**

Table 2. Correlation between all variables

	Mean	Std. Deviation	1	2	3	4	5
1. Talent Management	75.916	18.743	1				
2. Talent recruitment	24.350	6.932	.833**	1			
3. Talent Development	32.566	9.588	.856**	.616**	1		
4. Talent Retention	26.840	6.932	.758**	.409**	.468**	1	
5. Employee Engagement	79.333	19.826	.949**	.636**	.917**	.771**	1

Note. ** Correlation is significant at the 0.01 level (2-tailed).

Employee engagement (the mediating variable) is also significantly correlated to both Talent management (the independent variable) and Employee Retention (the dependent variable). This means that the mediation condition is satisfied.

To test the second hypothesis, that assumes a mediation role of employee engagement in the relationship between talent management and talent retention, Structural Equation Model (SEM) using AMOS 21 was used. Table 3 represents path analysis and fit indexes for the hypothesized model.

Table 3. Path analysis and Fit indexes for the mediation model

Model 1	Estimate	Standardized	C.R.	P
TM → TR.	5.16	.505	42.347	0.0001
TM → E.Eng.	1.869	.307	34.191	0.0001
E.Eng → TR.	2.087	.454	24.895	0.0001

	Standardized Total Effects		S. Direct Effects		S. Indirect Effects	
	TM	E. Eng	TM	E. Eng	TM	E. Eng
E. Eng.	.327	.000	.247	.000	.000	.000
TR.	.591	.530	.272	.330	.319	.000

As seen in table 3 the indirect effect (.319) is greater than the direct effects (.272) and with a significant effect of the indirect relationship (.000). This means that the mediation role is supported. Fit indexes illustrated in figure 2 and table 4 shows a reasonably good fit for the model ($\chi^2/df \leq 2$ / CFI, IFI $\geq .95$ and SRMR, RMSEA < 0.8) and supports the second hypothesis and the acceptance of the mediation model.

Table 4. Fit indexes for the hypothesized model

χ^2	df	χ^2/df	CFI	IFI	SRMR	RMSEA
392.7	210	1.87	0.99	0.98	0.062	0.070

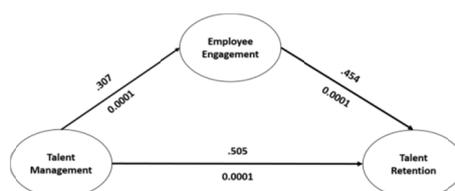


Figure 2. The hypothesized mediation model

6. Discussion

According to the recommendation suggested by Muriithi and Makau (2017, p. 93), the study suggests that "it is evident from the reviewed literature that there is a lot that has been done and yet a lot more that still needs to be cover, there is a lot of area not been adequately covered", and most the studies were reviewed based on macro enterprises in large countries. The study recommended that future study should to a combination of both descriptive and inferential statistical be considered (Muriithi & Makau, 2017). This study considered this recommendation.

In this study results supported there a positive significant relationship between Talent retention and the two dimensions of talent management (Talent recruitment and talent development and repair), the research result shows that there is a significant correlation with all variables dimensions of talent management engagement and retention. These results have been supported by different researchers (Morton, 2005; Hughes & Rog, 2008; Corporate Leadership Council study, 2011). Hence, according to these results supported by a few previous researchers and this study results that employee will remain in their organisation once they have been engaged in very important task that leads to organisation success and they will say optimistic positive things about their organisation when they are more highly engaged, which will affect the positive employer brand, established by employees, consequently they want to remain within the organization, this will lead to minimizing turnover; and frequently apply a great effort (Oladapo, 2014)

Yet, this result contradicts with other researchers where, the main reasons for employees to leave their organisation are their current employment proposition that includes both tangibles (pay and benefits), and intangibles (supervisor relationship, work/life balance, work content, career path, trust in senior management) components. If these two components not together, the organisation will have unsatisfactory for employees if they have the opportunity to job other organization they will do (Kaliprasad, 2006).

However, this critical argue opens the door for more examination with different methodologies. According to the researcher of this study, this relation between talent management and talent retention with the mediation of engagement was rarely investigated using research that can add more explanation and clarifications for the interaction between talent retention and Talen management over time.

This results study also shown that the highest correlation is between employee engagement and talent development, which confirmed that the more employees' skills improved the more will be engaged. Training not necessarily to be technical background, it could be related to the soft skills such as communication across the generation to cascade and transform the skills. The objective of training and development is to ease and reinforce knowledge, attitude and other skills to help employees for more engagement help in achieving the organisation goals (Edralin, 2011)

This study result also shows that the correlation between engagement talent management is high as a result of MPF is recruitment the workforce that have high technical skills with highly qualification background in the market related to the industry sector, which will affect their engagement, employee because of their technical skills they feel they are belonging to this sector which not much competitive organisation in this sector in the Egyptian market, that's why employees in this sector they feel they are distinguished from other employees in other industry sectors. Some studies have identified that businesses have talent management strategies support to employee engagement. That result 23% of increase performance against revenue expected result (Joo & Mclean, 2006)

An individual in young generation prefer to gain a post in public sector factories because of first to work in public sector in Egypt is difficult it has to be through different and long procedures. Second, working in public sector have many advantages are, fixed small number of working houses, permanent job, pension scheme covered by the government, and health insurance for you and your family, you have the right to take unpaired leave for the purposes of working outside Egypt or in Egypt, study, or take care of family members. Many kinds of literature support the relationship positive relation between talent management and talent retention, Morton in (2005) mentioned that the reason that talent management is crucial for the organization is the successful talent management.

The module of this study can be used by public sectors factories to design strategies that improve the application of talent management; the findings can be used to support the importance of its implications on the overall of organisation MPF performance.

6.1 Practical Implications

These study results show several practical implications.

First, the significant relations identified between talent management and its two dimensions and talent retention that highlighting the need to take into consideration in MFP for strategic talent planning orientation. Different studies recommended that one of the main components of company's strategy for talent manager is employee engagement approaches (Corporate Leadership Council study, 2011). Second, an attention should be given to how talent should be developed after recruiting in the direction of organisation's strategic objectives. The organization should explore more potential in the learning and development to be reaper/ direct the individual skills for the future requirement and strategies (Tajaldin& Eghbali, 2008). Third, how it is important that the task that talent engaged on the level of organisation and how this task has an impact on the level of intrinsic. The feeling of importance come from their contribution to achieving the organization goal and objectives, which will reinforce the feeling of recognition, appreciation, valuable and important to their organisation (Davies& Davies, 2010).

6.2 Theoretical Implications/ Future Research Recommendations

First, still, the approach of talent management need more research on its link with engagement and retention as until now there is no clear agreed millstone on strategic talent management and clear outline of its strategies. Although talent management is acknowledged for its role in building competitive advantage. Despite talent management is acknowledged for its significant interest/ role between academics and practitioners, still, the topic of talent management remains underdeveloped and still, there is very little research has examined the factors that influence the success of talent management programme at an individual level. (Marilyn Clarke & Tracy Scurry 2017)

Second: although talent retention is the main purposes of talent management, still there is a shortage in explanation and testing the concept in the business, and still, there is a need for more studying and testing the concept related to the exchange theory, would employee remain in their organisations because of intrinsic or extrinsic intensity. There is a further research needed in the area of turnover and retention or turnover and firm performance (Winne, et.al. 2018). Some study mentioned that, the reasons why employees leave their companies are pay, stress, and career development opportunities. While employers return the reasons to pay, promotion and career development, these are the most important. (Roman, (2011) this all need to be addressed in further research.

Third: relatively few studies of Talent management tested the possible relationship with engagement as mediation/ moderation variables. This study adds more support to engagement as mediation.

6.3 Limitations

These results are substance to the following limitations. (1) Although the size and nature of the sample (talent pool in the FMP) could be useful in the Egyptian factories context, however, limit the generalizability of other contexts.

7. Conclusion

Talent management is a hard task for all the organization in a different perspective, globalization and economic situation facing different countries, and Egypt is of these countries (Gardner, 2002). Furthermore, the talent scarcity considered a worldwide issue.

The completion between organizations around the world is increasing for the same talent pool. The trend of the global market is seeking for talent, and the global trend shows standardization in the contents of talent management, this standardization focuses one three components are talent recruitment, development, and management, to guarantee the consistency of their competition is the position. Thus, firms, organizations, and government bodies have to adjust best practices of globally of talent management with respect to the local requirements and local labour market requirement. (Stahl et al., 2007). Talent management considers as a crucial stage; however, the organization needs to know when the suited time to adapt this concept and these organization is ready to apply this concept t (Brewster et al 2007).

This study has invested the perspective of Talent management in MPA as Government body and running business factories. Moreover, are they aware of the main components of Talent management and retention, they aware of approaches helps in retention of their quality employees. Although the number of the talent pool is small, it can be a good initiative for good beginning? This study tests if engagement is considered and one of the tools used to reinforce the talent management and lead to retention.

The conclusion of the result shows, there a signification relation between talent management and talent retention in the MPA, however the study confirmed that engagement is not considered as strong and good mediator although there is a slightly significant relation , this relation because there is correlation and significant relation

between engagement and Talent Development (as the model fit and path diagram in table 1 and figure 4) shows, which one of two parts comprise the talent management, the reasons that MPA need more to be considered more Talent management and engagement strategies and leadership in MPA, and to consider before planning these strategies to conduct some baselines to be aware with the nature of its employees. A recommended further research to study more mediator/ mediation variable between talent management and talent retention supported by a qualitative approach in the MPA factories.

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