

**The Impact of Human Talent Management on Organizational
Entrepreneurship the Mediating Role of Job Crafting
“An Empirical study on commercial banks in Alexandria
Governorate”**

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Abstract

This research aimed at examining the direct impact of Human talent management on organizational entrepreneurship in main branches of commercial banks in Alexandria Governorate and exploring whether Job crafting plays a mediating role in this relationship. The research began with a literature review on Human talent management, organizational entrepreneurship and Job crafting followed by developing a conceptual framework and formulating four main hypotheses. A field study was then conducted using a sample of 291 employee at three administrative levels (top – middle - executive) at main branches of commercial banks in Alexandria Governorate and the number of completed questionnaires is 272. Collected data were analyzed using the SEM. Statistical results revealed that all dimensions of the human talent management (talent attraction , talent development , talent retention , talent deployment and talent selection) have a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria Governorate. Regarding the direct impact of Human talent management dimensions on Job crafting, it was found that all dimensions of Human talent management have a statistically significant positive direct impact on Job crafting .Moreover, Statistical results also revealed that Job crafting has a statistically significant direct impact on organizational entrepreneurship. Finally, regarding the mediation of Job crafting, findings showed that Job crafting plays a mediating role in the relationship between Human talent management and organizational entrepreneurship in main branches of commercial banks in Alexandria Governorate.

Keywords : Human Talent Management , Job crafting , Organizational entrepreneurship.

مستخلص البحث

هدف هذا البحث إلى اختبار الأثر المباشر لإدارة المواهب البشرية على الريادة التنظيمية في الفروع الرئيسية للبنوك التجارية بمحافظة الإسكندرية، كما تسعى الدراسة إلى الكشف عما إذا كان النحت الوظيفي يلعب دوراً وسيطاً في هذه العلاقة. بدأت الدراسة باستعراض لأدبيات إدارة المواهب البشرية والريادة التنظيمية والنحت الوظيفي ومن ثم تم صياغة أربعة فروض رئيسية وقد تم إجراء دراسة ميدانية باستخدام عينة قوامها ٢٩١ مفردة بالفروع الرئيسية للبنوك التجارية بمحافظة الإسكندرية وبلغت عدد الاستثمارات المستوفاة ٢٧٢ استثماراً، وقد تم تحليل البيانات المجمعة باستخدام نموذج المعادلات الهيكلية. أوضحت النتائج أن جميع أبعاد إدارة المواهب البشرية (جذب المواهب، تطوير المواهب، الاحتفاظ بالمواهب، نشر المواهب، اختيار المواهب) لها تأثير معنوي إيجابي مباشر على تحقيق الريادة التنظيمية. فيما يتعلق بالتأثير المباشر لأبعاد إدارة المواهب البشرية على النحت الوظيفي، فقد أوضحت النتائج أن جميع أبعاد إدارة المواهب البشرية لها تأثير معنوي إيجابي مباشر على النحت الوظيفي. كما أظهرت النتائج أن النحت الوظيفي يؤثر تأثيراً معنوياً مباشراً على الريادة التنظيمية في الفروع الرئيسية للبنوك التجارية بمحافظة الإسكندرية. وأخيراً فيما يتعلق بالدور الوسيط للنحت الوظيفي فقد أوضحت النتائج أن النحت الوظيفي يلعب دوراً وسيطاً في العلاقة بين إدارة المواهب البشرية والريادة التنظيمية.

الكلمات الافتتاحية : إدارة المواهب البشرية، النحت الوظيفي، الريادة التنظيمية

Introduction

Nowadays, human capital is considered one of the most essential resources at any organization, where the achievement success and excellence rely mainly on this type of capital. Therefore, every successful organization is seeking to invest in this type of capital by exploiting all needed competencies and skills. Therefore, organizations should focus on talents where the right person should be recruited at the right job and at the right time leading to more success and profit. But, for achieving these goals, talented employees should be satisfied in their jobs where the organization should use different tools to encourage them stay within the organization and not intended to leave. (AlBattrikhi , 2016)

Talent management has recently emerged as an area of interest for many academics, business writers and leadership of organizations. (Joubert ,2013) stated that any organizations need to attract, develop, select and retain the best people for becoming more competitive. Talent management has become a critical determinant of the overall performance of employees which in turn results in organizational success. Additionally, (Tanton ,2007) added that retention of productive employees is a major challenge for all local and international organizations

According to Nguwi (2015), organizations need to adopt the different mechanisms of talent management for reaching the superior level of productivity from employees who must be more proactive in work design to be more adaptable with any unpredictable changes. A specific form of proactive behavior is job crafting that enhances the ability of organizations to achieve entrepreneurship and become more competitive (Grant & Parker, 2009).

Hence, the present research aims to investigate the effect of Human talent management on organizational entrepreneurship through job crafting.

1- Research Problem, Objectives, and Importance

1/1 Research Problem

Organizations are in a global competition for talents. It is obvious in the labor market that organizations are continually competing each other for talents globally (Guarino, 2007). Competition in the labor market has become so intense, therefore, concentrating on traditional aspects like compensation, career path, and training efforts as well as investing heavily on employee development, it is futile. (Potgieter et al., 2006). Based on this, the research will help to explore the more advanced techniques adopted by the organizations in the talent management process and its role in achieving organizational entrepreneurship.

Regarding the role of human talent management in achieving the success of organization, there is necessity for more theoretical and empirical researches about the human talent management in different organizations for reaching more extended results.

After reviewing previous studies relevant to the relationship between human talent management and other variables other than organizational entrepreneurship, the review identified that there isn't any study investigated the relationship between human talent management and organizational entrepreneurship directly or indirectly through job crafting as a mediator variable. So, there is research gap that has been recommended for research.

Therefore, the present research will investigate the direct impact of human talent management on organizational entrepreneurship, and the indirect impact of human talent management on organizational entrepreneurship through Job crafting in main branches of commercial banks in Alexandria Governorate.

The banking sector is selected as an empirical field generally for the following reasons:

1. This sector represents the research problem clearly, and it is an appropriate environment to apply the study because of the importance of human talent management in this strategic vital sector.

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2. The banking sector is one the most important service sectors as it is a basic requirement for most citizens and organizations in the light of the technological, economic and social development.
 3. it is sector with special nature that differ from the rest of the sectors, it requires a high technological level, so it needs special attention and a certain studies that enable the advancement of the sector to keep pace with modern development .
 4. This sector is considered one of the most influential sectors in various sectors due to the association of most organizations with it.

Specifically, the main branches of commercial banks in Alexandria governorate are selected as an empirical field to this study , So The researcher conducted an official Exploratory Study through access to research and reports about the banking sector, as well as conducted a field Exploratory Study by interviewing some officials at the following banks (Misr, Cairo , National bank of Egypt , Alexandria , Arabian African Bank and United bank) and The researcher was able through their answers to reach a range of negative phenomena can be summarized as follows:

1. Insufficient awareness of the employees of the main branches of commercial banks in Alexandria governorate of the concept and dimensions of human talent management.
2. There are shortcomings and weaknesses in the mechanisms that the main branches of commercial banks in Alexandria governorate use in discovering and attracting the new talents.
3. There is unity in the type of training programs that are directed to employees in each department without the existence of unique training programs to employees who have superior competencies.
4. Most employees at the main branches of commercial banks in Alexandria governorate feel that they are not in the right position that is relevant to their superior skills and competencies.
5. Most employees at the main branches of commercial banks in Alexandria governorate feel that there is unfairness in returns they

get and these returns don't commensurate with their abilities, skills and roles which lead to inability of banks to retain these talents.

Depending on what previously mentioned, research problem can be formulated in the following questions:

- What is the impact of human talent management dimensions on organizational entrepreneurship at the main branches of commercial banks in Alexandria governorate?
- Does Job crafting plays a mediating role in this relationship?

1/2 -Research Objectives

This research aimed at:

- 1- Investigating the impact of human talent management dimensions on organizational entrepreneurship at the main branches of commercial banks in Alexandria governorate and determining the most important ones that affect organizational entrepreneurship.
- 2- Investigating the impact of human talent management dimensions on Job crafting at the main branches of commercial banks in Alexandria governorate and determining the most important one affects Job crafting.
- 3- Investigating the impact of Job crafting on organizational entrepreneurship at the main branches of commercial banks in Alexandria governorate.
- 4- Clarifying whether Job crafting plays a mediating role in the relationship between Human talent management and organizational entrepreneurship.
- 5- Come up with results and recommendations to convince senior managers of main branches of commercial banks in Alexandria governorate the importance of role played by human talent management in making accurate decisions and achieving entrepreneurship which lead to the achievement of the overall objectives of these banks.

1/3- Research importance

This research derives its significance through the contributions expected to be provided at both the scientific and practical level.

At scientific level:

- 1- This research helps to fill the gap related to previous studies that can be found through studying the indirect impact of human talent management on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate through job crafting that didn't study before.
- 2- This research is dealing with three contemporary topics in today's knowledge – based economies, which are human talent management, organizational entrepreneurship and job crafting. This study will contribute to fine-tuning of these topics literature.
- 3- This research contributes to the development and deepening of academic research through its measurements and variables that can be relied upon to study the relationship between human talent management and organizational entrepreneurship.
- 4- The researcher tried to aggregate the most important dimensions of talent management that may affect organizational entrepreneurship.
- 5- Achieving organizational entrepreneurship represent the focus of any organization because of its role in facing competition and achieving the overall objectives of these banks.

At practical level:

- 1- Studying the direct and indirect impact of human talent management on organizational entrepreneurship will help main branches of commercial banks in Alexandria governorate to improve its efficiency which in return affect the national economy because the banking sector is one of the most important strategic sectors in Egypt.

- 2- The management at banks should grasp the importance and the applications of human talent management in banks. It is crucial for managers to know which human talent management elements are important to their businesses so that they can manage and exploit effectively to create value for their banks.
- 3- Direct the research to the banking sector as one of the most important strategic sectors related to economic development and growth and depend on strategic planning to achieve more success and become more competitive.

2 - Previous Studies

This study is dealing with three contemporary interesting topics in today's world; Human talent management, job crafting and organizational entrepreneurship. Some of the previous studies that dealt with these topics were presented in this section.

2/1- Studies show relationship between talent management and other variables

AL-Hadid (2017) developed a hypothesis linking between four dimensions of human talent management (talent discovery, talent recruitment, talent development and talent retention) and the achievement of competitive advantage. Depending upon data collected from 169 managers working in the Jordanian telecommunications companies, She found that human talent management had a significant positive impact on achieving competitive advantage. Talent development has rated the highest, followed by talent discovery, then talent recruitment and finally talent retention.

Another study was conducted to investigate the impact of human talent management on organization performance. El Dahshan (2018) attempted to determine the role of human talent management in enhancing organization performance at two selected Shebin El-Kom hospitals (Menoufia University and Shebin El-Kom Teaching hospitals) by using a sample of 273 nurses. The study revealed that the organizational performance was significantly and positively affected by all dimensions of

human talent management (Talent Attraction, Talent Development, Talent Retention).

A Study which was conducted to investigate the impact of human talent management on employee retention and retention strategies in Zimbabwe was Mahlahla's study (2018) which attempted to explore this impact at Masvingo city council using a sample of 72 professionals from Human Resources department . The findings for this study showed that human talent management practices were significantly and positively linked with employee performance as well as their intention to stay or leave the organization. Moreover, The study concluded that human talent management plays a vital role in ensuring that employees with high performance are retained in the organization.

In Osman's study (2019), a model was proposed to examine the impact of human talent management practices which was measured by (attracting talents , talent planning , talent acquisition , talent development and retention of talents) on organizational excellence. In general terms, based on a sample of 264 individuals at three administrative levels in major sports clubs in the Arab Republic in Egypt, Results showed that there is a significant positive effect of all dimensions of human talent management practices on achieving all dimensions of organizational excellence (leadership excellence, strategic excellence, service excellence and knowledge excellence).

A study which was conducted to explore how the elements of human talent management practices have effect on attaining sustainable organizational performance at real estate companies located in the United Arab Emirates was Aina &Atan (2020) which attempted to investigate this impact by using a sample of 306 managers (top level – middle level) . The findings for this study showed that talent attraction and talent retention had no impact on the sustainable organizational performance, whereas learning and development and career management had a significant positive impact on achieving sustainable organizational performance.

Wolor et.al.,(2020) attempted to verify the importance of human talent management practices (talent attraction , talent development , talent

retention and career management) and its role in raising and improving performance of organizations in Indonesia to fight Industrial Revolution. By depending on qualitative approach, the study reached that all practices of talent management that are previously mentioned can be used as a tool to optimize the performance of each employee and the entire company.

In Kenya, Soud's (2020) conducted a study to empirically examine the relationship between human talent management practices (recruitment, selection, learning & development and employee retention) and organizational performance in three Islamic Banks. A questionnaire was used to gather data from 100 employees who are working at various departments at 3 Islamic Banks. After statistically analyzing valid questionnaires, findings indicated that recruitment, selection, learning & development have significant effects on enhancing organizational performance. But, employee retention has no impact on organizational performance.

In Jordan, Yassin and Jaradat (2020) were interested in analyzing the impact of human talent management which measured by (attract talent, maintain talent, and develop talent) on organizational effectiveness in health care sector. Depending on the analysis of data collected from 251 employees working at all levels from Joint Commission International (JCI) accredited Jordanian private hospitals ,The findings reflected that all elements of human talent management at had a significant positive impact on organizational effectiveness.

2/2-Studies that show relationship between job crafting and other variables:

Siddiqi (2015) empirically studied the impact of job crafting (increasing structural job resources, decreasing hindering job demands, increasing social job resources and increasing challenging job demands) and work engagement on promoting and enhancing desired customer outcomes (customer satisfaction and loyalty) by using sample of service employees and customers of several branches of 4 prestigious banks in India . Depending upon the analysis of data collected, the results reached that all elements of job crafting had an indirect significant positive impact

on enhancing desired customer outcomes through work engagement as a mediating variable .

Remeo et al., (2018) conducted a study to empirically investigate the influence of all elements of job crafting (Task crafting , cognitive crafting and relational crafting) on quality of care and exploring the moderating role of commitment of employees. A questionnaire was used to gather data from 530 eldercare and nursing home employees. After statistically analyzing valid questionnaires, Results indicated that quality of care is affected by three elements of job crafting . Moreover , Results showed that employees' commitment plays a moderating role in the relationship between cognitive job crafting and improving quality of care through, on the other side task and relational job crafting had no indirect significant effect on improving quality of care through employees' commitment.

In India , Sharma & Nambudiri (2020) examined the direct effect of work engagement on job crafting which can be measured by (increasing structural job resources, increasing social job resources, increasing challenging job demands and decreasing hindering job demands) and innovativeness and the indirect impact through perceived supervisory support and openness-to-experience as a mediating variables between the previous variables. This study was applied on sample of 377 IT professionals working in the Indian information technology (IT) industry. The results of this study showed that work engagement had a significant positive direct impact on job crafting and innovativeness. Moreover, the results reached that perceived supervisory support and openness-to-experience as a mediating variables in this relationship weren't supported.

In Turkey , Kilic , et al.(2020) examined the direct impact of job crafting which can be measured by (task crafting , cognitive crafting , relational crafting) on organizational identification and the indirect impact through affective well-being as a mediating variable between the two variables. This study was applied on sample of 238 public and private sector employees in Turkey. The results of this study showed that all dimensions of job crafting had a significant positive direct impact on positive affection while only task crafting and cognitive crafting had a significant direct impact on negative affection. Moreover, the existence of

positive affection as a mediating variable , it acts as a partial mediating variable in the relationship between all aspects of job crafting and organizational identification . Whereas negative affection acts as partial mediating variable in the relationship between task crafting/cognitive crafting and organizational identification.

Zuma (2020) was interested in analyzing the direct effect of job crafting (task crafting , cognitive crafting , relational crafting) on employee retention and investigating its indirect effect on employee retention through proactive personality .A questionnaire was used to gather data from 405 employee from top, mid and functional levels of management both from production and service sectors of Bangladesh . After executing the statistical analysis to test hypotheses, The research concluded that there was direct significant positive impact of all elements of job crafting on employee retention and proactive personality , and indirect positive significant impact of all elements of job crafting on employee retention via proactive personality as a mediating variable.

2/3-Studies show relationship between entrepreneurial orientation and other variables:

Ranjbar , et al., (2017) attempted to explore the role of intellectual capital in achieving organizational entrepreneurship which was measured by (innovation, new business venturing , strategic renewal , proactiveness) in Yazd university of medical sciences (as case study) using a sample of 261 employees of university. The results for the main hypothesis showed that there is a significant positive correlation between intellectual capital and all dimensions of organizational entrepreneurship .

In Iran, Bakhtiari and Jalilian (2018) conducted a study to explore how organizational entrepreneurship which measured by (setting a new business , product /service innovation , self-renewal , process innovation , technology innovation) was affected by the level of job satisfaction. Depending on sample of 175 staff members in the local area of Bushehr Municipality, The findings of this study indicated that job satisfaction was the significant driver that had positive impact on achieving organizational entrepreneurship .

Al-Hawajreh et al., (2018) conducted a study to investigate the direct impact of organizational entrepreneurship (structural flexibility , entrepreneurial leadership , and entrepreneurial culture) on achieving strategic success and indirect impact through business intelligence capabilities at Jordanian governmental universities. The study questionnaire was distributed among sample of 435 top leadership members of Jordanian governmental universities (Presidents, Vice Presidents, Assistant Presidents, Deans of Faculties, Vice Deans and Heads of Departments). Results indicated that there was a significant impact of organizational entrepreneurship on achieving strategic success , there was a significant impact of organizational entrepreneurship on business intelligence capabilities ,there was a significant impact of business intelligence capabilities on achieving strategic success, there was an indirect impact of business intelligence capabilities as a mediating variable in the relationship between organizational entrepreneurship and strategic success.

In Sarani and Heidarzadegan’s study (2019) a model was proposed to investigate the relationship between organizational trust with organizational innovation, organizational learning, and organizational entrepreneurship (creativity , risk taking , independence , motivation , determination and will) using a sample of 254 administrative staff of Islamic Azad University, Zahedan Branch in Iran. The results showed that a significant correlation between organizational trust variable with the variables of organizational learning and organizational innovation. Besides, findings also indicated that there is negative relationship between organizational trust and organizational entrepreneurship.

Ndofirepi (2020) conducted a study to investigate the direct impact of entrepreneurship education on entrepreneurial goal intentions and indirect impact through psychological traits (need for achievement, risk-taking propensity, internal locus of control). The study questionnaire was distributed among sample of 308 vocational education students in Zimbabwe. Results indicated that there was a significant impact of entrepreneurship on achieving entrepreneurial goal intentions, there was an indirect impact of psychological traits as a mediating variable in the

relationship between entrepreneurship education and entrepreneurial goal intentions.

Comments on Previous Studies

According to what has been mentioned before in the previous studies, it has been noted that:

- All studies have highlighted the importance of human talent management as one of the most influential factors in the different aspects of the work of the organization.
- There isn't previous studies investigated the mediating role of job crafting in the relationship between all elements of human talent management and organizational entrepreneurship.
- There isn't previous studies investigated the impact of all elements of human talent management (talent attraction , talent development , talent retention , talent deployment and talent selection) on elements of organizational entrepreneurship (Innovativeness , New business venturing , Strategic renewal, Proactiveness directly or indirectly through job crafting in the main branches of commercial banks in Alexandria governorate.

3 -Theoretical Background

This section will provide a theoretical review of the study's three main concepts which are: human talent management, job crafting and organizational entrepreneurship.

Different Definitions of human talent management:

Today, business organizations are working through market that is characterized by some features such as rapid changes in different fields, globalization, developments in information technology and competitiveness. These characteristics are represented as forces that orient the organizations toward making changes in the design of talent management strategy that fits the national and global market context (Agarwal, 2016) as talent management is considered the basic driving force for achieving success for any business organization (Rop, 2015).

Therefore, organizations are competing against each other to acquire and retain unique talents that are considered as an important resource that enhances the achievement of future growth, sustainable competitive advantage and outstanding performance (Lyria, 2014) .So, Organizations should make excessive changes in their criteria for attracting, developing and retaining their talented employees and especially those who have extraordinary talents (Taie, 2015)

During the last two decades , Talent had become a vital concept that is defined by many academicians and practitioners (Ansar , & Baloch ,2018) Talent can be defined as the inherent ability of an individual to perform a specific task by a specific way. Talent can also be defined as the aggregate abilities of person which includes skills, knowledge, experience, intelligence, attitude, and behaviors. (Nafei, 2015). Also, Talent refers to unique features, qualities, traits or abilities that the person has for being able to support the achievement of organizational objectives.(El Nakhla, 2013).

On the other hand, Talent management can be considered as part of human resource management strategies, where it includes the execution of strategies that help in enhancing the organizational performance by making changes and adopting developed criteria for attracting, retaining, and developing individuals who have unique abilities and skills for coping with any changes in the future business requirements (Cheese, et al., 2007). Additionally , Talent management can also be defined "as a process that consists of a complete and related set of organizational procedures such as identifying, selecting, developing and retaining the outstanding employees and improving their abilities and potential for the important strategic positions" (Devi , 2017)

Finally, The researcher defined human talent management as group of the practices of attracting, deploying, developing, selecting, and retaining talented employees that lead to the achievement of sustainable competitive advantage. Talent attraction, talent retention, Talent development, Talent selection and talent deployment are the dimensions of human talent management that the researcher adopted for enhancing the accomplishment of organizational strategic objectives efficiently and effectively.

Dimensions of human talent management:

Talent attraction

Talent attraction is a management technique that is adopted by manager of organization to attract unique and desired skills and talents into the organization (Songa and Oloko, 2016).

Talent attraction is composed of recruitment and selection, employer branding, employee value proposition and employer of choice (Rop, 2015). Recruitment and selection requires that organizations adopt enormous techniques for selecting the right talent that fits the nature of culture and value of the organization (Armstrong, 2011). Human resources can be attracted from within and outside the organization. There are different considerations that the organization must take into account when attract from within: employees should have plenty of insights and knowledge about the business processes of the company, adopt innovative techniques for motivating employees who are recommended to new higher positions (Kagwiria, 2013), and also should consider flexible working hours as a strategy for attracting vital talents. Moayedi and Vaseghi, 2016).

However, if the company wants to make a new change, it is better to attract employee from outside the organization by forming a good and positive image for the organization to the community by following innovative public relations strategies, company branding, company introduction, providing CSR and promotion. Without a good and positive company image, it is very difficult for companies to get the right talented employees because employees see the company based on the challenges that exist within the company, work environment, promotion opportunities, training, flexibility, and company reputation (Kagwiria, 2013).

Employer branding is considered is an effective strategy for attracting the unique right talents and differentiate them from competitors (Rawashdeh, 2018). This can be executed by managing and developing image of organization effectively which in return lead to gain sustainable competitive advantage in the highly changeable global market place. (Kim, 2008).

Employee value proposition is characterized by the potential employee's perception of the value of an organization seeking to recruit him. There are many measures that the employee depend on for decision of recruiting such as the challenges of the job, the nature of work environment, training opportunities, flexibility and reputation of the organization. (Oehley, 2007). Organizations should evaluate what they offer to the recruited talents and what they expect in return, this value proposition should introduce fair value exchange (Sloan & Van, 2003).

Iles & Preece (2010) argued that employers have no choice but to brand themselves as employers of choice. This implies that the companies must have a good image in terms of employee working conditions and rewards.

Talent development

Continuous learning and development is considered critical factor for achieving the success of any organization especially through competitive and changeable environment in which organizations work. (Rabbi et al., 2015).

Rabbi et al., defined talent development as the process of introducing planned and unplanned programs and courses of learning and development for its employees, its stakeholders, and groups of people within it for sustaining competitive advantage for the organization. (Rabbi et al., 2015) .

Organizations should adopt several talent development strategies and programs for developing and improving abilities , skills , attitudes and competencies of their employees to be more innovative, to acquire more knowledge and to increase their desire to work (Hana & Lucie , 2015) such as training and development courses , mentoring, coaching and succession planning.(Rawashdeh , 2018) Moreover , these programs and courses is considered the backbone of any organization because it helps in determining employees who need learning and development, the level of learning and development they need and the duration during which learning takes place (Harburg, 2003) .

Learning and development process is considered a strategic process that minimize any gaps in employees' skills and competencies which in turn lead

to more opportunities for top talents to become creative future leaders because they became more adaptable to any changes in organizational, technological and business models . (Rabbi et al., 2015)

Talent retention

Nowadays, Most organizations are concerned a lot with the concept of employee retention because retention can be considered strategic opportunity as it helps organizations in retaining qualified, competitive and talented employees (Oladapo, 2014)through working an environment that is full of many changes and challenges . (Mohammed, 2015) .Most organizations have the ability to retain their talented employees through enormous measures that are based on pay, programs of training and development , intrinsic motivations, and providing various benefits (Devi, 2017)

Organizations are striving for maintaining talented employees during peak performance for many reasons. First, retaining the talented employees means maintaining the competitiveness opportunities and providing a good image to the organization (Rawashdeh , 2018) . Second, remaining talented employees reduces rates of talent turnover that makes organizations bear a lot of costs in searching new talents such as recruitment costs, transition costs, indirect costs associated with new ideas, (Kagwiria , 2013) , loss of production, reduced performance levels, unnecessary overtime and low morale (Echols, 2007).Also, many organizations are seeking to lower the rates of talented turnover through Career improvement opportunities, organizational culture, and work life balance.(Anwar , 2014)

There are two types of classifications of incentives that encourage employees to remain in the organizations: intrinsic incentives and extrinsic incentives. Intrinsic incentives refer to physical aspects that are related to money. Extrinsic incentives refer to psychological aspects such as insurance, flexible working hours . (Kagwiria ,2013)

There are many other factors that influence talent retention such as demographic factors such as age (younger employees seek to change their jobs regularly whereas older workers strive for security and job stability), gender and the profile of talented employees, image of the organization ,

leadership, learning opportunities as well as performance recognition and rewards (Armstrong, 2011).

Talent deployment

The first step that the organization needs to do before implementing action is examining the deployment process , because Strategy deployment links strategy plans with implementation activities. Therefore, organizations must focus on the deployment process for implementing strategic plans more effectively. (Poorhosseinzadeh & Subramaniam ,2012)

Deploying talent management refers to the decision that is made in the organization regarding hiring, positioning and exiting of talents. Therefore, the decision in these processes is critical and it should be made by a talented manager. (Poorhosseinzadeh & Subramaniam ,2012). Guarino (2007) reflected to “Quick Screen” approach for recruiting talents that aimed at achieving compatibility between key aspects of position and competencies of candidate. (Guarino,2007).

Consequently, how to deploy talents in a way that follows the strategic goals and individual development is a vital decision in any organization. They may use SMART goal setting or Locke’s goal setting. SMART refers to a decision, which is specific, measurable, attainable, relevant and timely. Locke’s goal setting theory is very famous and frequently used by studies; it refers to specific goals that are more attainable than general goals; difficult goals result in greater effort than do easier goals (Morgan & Jardin , 2010).

Talent Selection

Regardless of the current conditions of the labor market, the organization needs to select the right people for the relevant job to be able to achieve sustainability and competitiveness. According to Dias , the selection process refers to the steps involved in selecting individuals who have the relevant qualifications that are required for the current or future job (Dias, 2012).

Once reviewing applicants' résumés, the next step is selecting the best candidates for the job. This usually means whittling down the applicant pool by using the screening tools: tests, assessment centers, and background and

reference checks. Then the supervisor can interview likely candidates and decide whom to hire. (Dessler, 2013).

According to Itika, It is important for any organization to collect all critical information about the job to be filled and the required person through making Organizational analysis , Job analysis, Individual analysis. Moreover , Itika added that there are many main selection strategies such as application form, the interview, tests, and references. (Itika, 2011).

Different definitions of Job crafting

Today, the environment in which the business organizations work is characterized by some characteristics such as rapid changes in different fields, developments in information technology, Openness and Competitiveness. These characteristics are represented as forces that represent pressures on business organizations to do all their best effort to be adaptable and changeable. (Cummings & Worley, 2009). These changes also motivate employees to be more proactive in work design (Grant & Parker, 2009) . A specific form of proactive behavior is job crafting (Berg,et al. , 2010)

Wrzesniewski and Dutton (2001) defined job crafting as the physical, cognitive and relational changes that employees make in the activities of their job. Physical changes mean make changes in the number of job activities, cognitive changes refer to changing the way that person views the job, and relational changes mean specifying the relations network of employees at work. The main characteristic that distinguishes between job crafting and design is that the changes that are performed by employees in features of job that depend on their own initiative (Peeters et al., 2013) .

Moreover, Tims and Baker (2010) defined job crafting as the changes that subordinates perform to achieve equilibrium between resources and requirements of job with their personal capabilities and desires". Besides Grant & Ashford described Job crafting that in which employees behave proactively not reactive for executing changes in the characteristics of their jobs. (Grant & Ashford, 2008)

Finally, the researcher adopted the definition that includes the ability of employees to perform essential changes in the features of job for the purpose of attaining the equilibrium between the resources and requirements of job and their personal desires and abilities. These changes can be categorized into four categories as shown in the following section:

Dimensions of job crafting

Increasing structural job resources:

In order to enhance the performance of the employee and the organization as a whole, employees may seek to promote the structural resources such as requiring variety in their resources, achieving more autonomy, more responsibility and improving job know-how from their employers to achieve self-development and growth. (Siddiqi , 2015)

According to Bakker et al. (2005), other than attaining satisfied work results, such as work engagement and customer satisfaction, job resources also minimize negative work effects, such as burnout and enhance employee's personal growth. (Bakker & Demerouti, 2007)

Decreasing hindering job demands:

Employees may give up some activities to be certain their work is less stressful and feel both physically and psychologically more comfortable. Avoiding working for long hours, reducing work-family conflict, taking complicated decisions or ignoring people who can affect them emotionally are some of the examples of this type of crafting. .(Siddiqi , 2015)

Moreover, Cavanaugh et al. (2000) pointed out that job demands can be named hindering job demands when they hamper the employee from achieving their goals and have negative impact on employee's growth and his emotions such as fear, anxiety and anger (Crawford, et al., 2010). So, employee should seek to minimize these job demands when it is beyond their capabilities (Tims & Bakker, 2010).

Increasing social job resources:

In order to achieve the superiority in the performance, employees should seek to have social support from their superiors, subordinates and peers in the work environment by following guidance, opinions and feedback from them.(Siddiqi , 2015).Active attempts to create more work for one's self by

doing more of the same tasks. Examples of these are regularly working more hours than required for no additional salary , offering help to colleagues.(Gooddall , 2018)

Increasing challenging job demands:

In order to reduce boredom and increase the enjoyment in employees' job, they should seek to widen the scope of their job or mix and remix the tasks of the job to make it more challenging. Bearing extra responsibilities, testing new work methods, becoming involved in new projects and showing benefits in new job developments and assignments are some job crafting initiatives by employees.(Siddiqi , 2015)

Ficapal-Cusí et al. (2014) felt that challenging job demands will enhance more job crafting behavior among employees. According to Khan (1990), employees who tend to take up challenging work are more likely to experience a sense of meaning with their work, and this feeling allows them to feel competent. Macey and Schneider (2008) concluded that challenging situations at work encourage engagement when employees believe that the time and energy they are investing will be rewarded in some meaningful way.

Different definitions of Organizational Entrepreneurship

Due to globalization, excessive competitiveness, openness and technological changes, organizations should attempt to be more innovative, proactive and in other words practice entrepreneurship in all aspects of organization (products and services, or processes) in order to be able to more competitive and achieve sustainability. (Moghaddam , et al., 2014)

Entrepreneurship as a concept has attracted many researchers in the 21st century, and it is often seen as a way to achieve superior levels of organizational performance. Entrepreneurial companies have the ability to create, discover, exploit, optimize opportunities and avoid threats to be at the first among competitors. (Morris et al, 2008).

There are many definitions for entrepreneurship and organizational entrepreneurship. Organizational entrepreneurship is an activity entailing discovery, evaluation and utilization of an opportunity to produce new products and services, organizational methods, markets, procedures and primary materials through organizing efforts which had not existed before

(Shane, 2004) Besides, Organizational entrepreneurship is a competitive privilege to create intra-organizational value (Hit et al., 2002).

Moreover, Organizational entrepreneurship can also be defined as a new entry such as creating a new investment. Also, Organizational entrepreneurship can be considered as one of the fundamental elements for attaining economic growth which leads finally to productivity enhancement and employment growth (Albulescu et al., 2016).

Dimensions of organizational entrepreneurship

In this research , by relying on the literature of organizational entrepreneurship , organizational entrepreneurship has been classified into four dimensions: innovativeness, new business venturing, strategic renewal, and proactiveness . (Antoncic, 2006)

Innovativeness

Is considered a dimension of organizational entrepreneurship and can be defined as the ability of the company to create new products/services, production processes, and organizational systems with focus on development in technology and satisfy the customers. (Zahra, 1996).

Besides, Innovation can be defined as the process of creating something new that has significant value for an individual, group, organization, industry or society. Creativity and innovation helps in solving problems intelligently and capturing opportunities that require unique solutions that many of them may be specific to a particular situation (Higgins, 2015) .Therefore, Innovation plays an essential role in the achievement of organizational success , excellence, sustainable development and finally leads to high level of competitive advantage. (Moghaddam , et al., 2014)

New business venturing

Refers to creating of the new business related to existing or new products/markets (Antoncic, 2006).

Strategic renewal

Refers to stimulation of the company's operations by changing and expanding the scope of its business, its competitive approach, or both

(Zahra, 1996). Strategic renewal can be defined as the orientation of organization toward the development of organizational strategies. (Moghaddam , et al., 2014)

Through this tendency, Entrepreneurial managers seek to find opportunities in new reformulation of old ideas , then direct their efforts toward optimizing opportunities and utilize the relevant strategies and various resources for these opportunities. (Sliven & Covin , 1992) reflected that a large number of managers follow the strategic orientation and strategic management for enhancing entrepreneurial behavior.

Proactiveness

Is associated with aggressive posturing relative to competitors. It also includes the ability of organization to be initiative and risk-taking, competitive aggressiveness and boldness that are reflected in activities of the management. (Antoncic, 2006)

Proactiveness is a sort of opportunism that is implemented through introducing new products and services before competitors in the light of future expectations (Moghimi, 2008). Proactiveness helps the organizations in enhancing the understanding of the customers' needs and responding immediately to market's signals (visible and invisible) that finally leads organizations toward achieving the superior performance.

Besides, taking risk means the ability to accept the relevant level of the potential risks related to business. (Jamshidi, et al., 2008). It includes focusing on the future, creating ideas, predicting and preventing problems, effective communication, implementing new processes or introducing new products (Morris & Kuratko, 2002)

4 - Research Methodology

4/1 - Research Hypotheses

According to what has been mentioned before in the previous studies and in literature, and in attempt to reach research goals, hypotheses will be formulated as follows:

*H₁ : Human talent management elements have a statistically significant direct impact on organizational entrepreneurship.

-
- H₁₁ : Talent attraction has a statistically significant direct impact on organizational entrepreneurship.
- H₁₂ : Talent development has a statistically significant direct impact on organizational entrepreneurship.
- H₁₃ : Talent retention has a statistically significant direct impact on organizational entrepreneurship.
- H₁₄ : Talent deployment has a statistically significant direct impact on organizational entrepreneurship.
- H₁₅ : Talent selection has a statistically significant direct impact on organizational entrepreneurship .
- *H₂ : Human talent management elements have a statistically significant direct impact on Job crafting.
- H₂₁ : Talent attraction has a statistically significant direct impact on Job crafting.
- H₂₂ : Talent development has a statistically significant direct impact on Job crafting.
- H₂₃ : Talent retention has a statistically significant direct impact on Job crafting.
- H₂₄ : Talent deployment has a statistically significant direct impact on Job crafting.
- H₂₅ : Talent selection has a statistically significant direct impact on Job crafting.
- *H₃ : Job crafting has a statistically significant direct impact on organizational entrepreneurship.
- *H₄ : Human talent management elements have a statistically significant indirect impact on organizational entrepreneurship through Job crafting.
- H₄₁ : Talent attraction has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.
- H₄₂ : Talent development has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.
- H₄₃ : Talent retention has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.

H₄₄ : Talent deployment has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.

H₄₅ : Talent selection has a statistically significant indirect impact on organizational entrepreneurship through Job crafting

4/2 -Research Variables and Measures

Table.1.Research variables and Measures

Independent Variable	
Human talent management	It will be measured using a set of statements related to: <ul style="list-style-type: none"> • Talent selection • Talent development • Talent retention • Talent deployment • Talent selection {Items will be adopted from (Poorhosseinzadeh, 2001 & Subramaniam, 2001)}
Mediating Variable	
Job crafting	It will be measured using a set of statements related to : <ul style="list-style-type: none"> • Increasing structural job resources. • Decreasing hindering job demands. • Increasing social job resources. • Increasing challenging job demands. {Items will be adopted from (Pari,2016 & Tims et al. (2012)}
Dependent variable	
Organizational entrepreneurship	It will be measured using a set of statements related to : <ul style="list-style-type: none"> • Innovativeness • New business venturing • Strategic renewal • Proactiveness {Items will be adopted from (Antoncic &Hisrich,2001 , Antoncic ,2006)}

The following figure illustrates the proposed relationships between research variables

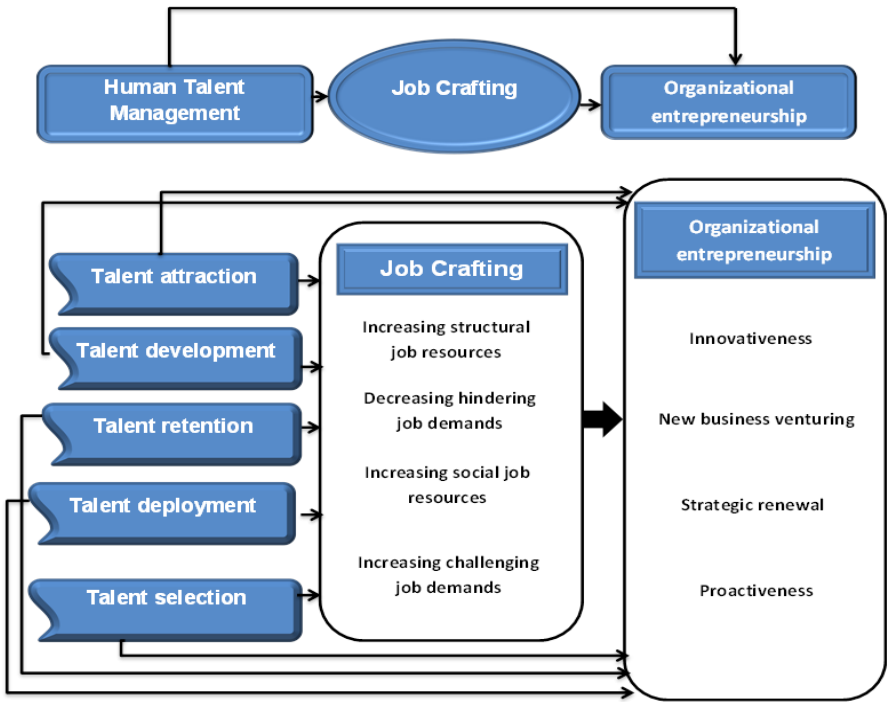


Figure.1 . Research variables and proposed relationships

4/3 - Research Approach

This research depends upon the deductive approach .

4/4 -Techniques of Data Collection

Office Technique:

This technique aims at collecting secondary data from sources such as books, references, reports, periodicals and previous studies that related to research variables (Human talent management, organizational entrepreneurship and Job crafting) for constructing the theoretical framework of the study.

Field Technique:

This technique aims at collecting primary data by using questionnaire prepared for the purposes of the current study. This questionnaire will be directed to the sample selected randomly (employees at all managerial levels in main branches of commercial banks at Alexandria Governorate)

4/5- Questionnaire Design

A questionnaire has been designed to be used for collecting the study's primary data. Prior to designing the questionnaire, an intensive study of relevant literature was undertaken in order to identify the existing measures of related constructs. The measurement items of this study were developed by adopting measures that had been validated in previous studies and modifying them to fit the Egyptian environment.

The researcher developed 71 items to measure the constructs of this study. 34 Items were used to measure the Human talent management dimensions: 7 items were used to measure talent attraction, 6 items were used to measure talent selection , 8 items were used to measure talent development , 6 items were used to measure talent deployment , and 7 items were used to measure talent retention. Regarding the job crafting , 21 items were used to measure this construct : 5 items were used to measure increasing structural resources , 5 items were used to measure increasing social resources , 5 items were used to measure increasing challenging job demands ,and finally 6 items were used to measure decreasing hindrance job demands , With respect to organizational entrepreneurship , 16 items were used to measure it : innovation was measured using 6 items , new business venturing was measured using 3 items , strategic renewal was measured using 4 items , and finally Proactiveness was measured using 3 items . A six-point Likert scale was used to measure the respondents' opinions in which 0= "does not occur" and 5= "always occurs".

4/6 - Study’s limitations

This research is limited to 37 main branches of commercial banks in Alexandria governorate with the exclusion of Nasser Social Bank as it is affiliated with the Ministry of Social Solidarity

This research will focus on the upper management, middle management and executive management of main branches of commercial banks in Alexandria governorate since they are the most capable ones to assess the situation of their branches.

4/7 - Research Population and Sample Selection

This research will focus on 37 main branches of commercial banks in Alexandria governorate, By focusing on 37 main branches of commercial banks the in Alexandria governorate, the population size of the present research is 1187 employee (37 manager of branch , 140 head of department , 1010 banker). The following table shows the total number of employees (manager of branch – head of department, bankers) at 37 main branches of commercial banks the in Alexandria governorate

Table.2.Numerical Statistics for the total number of employees at 37main branches of commercial banks the in Alexandria governorate

NO	Type of bank / Functional class	No. of branche's Managers	No.of Head of Departments	No.of bankers	Total
1	Governmental banks	10	45	550	605
2	Private and investment banks	27	95	460	582
Total no. of employees at Governmental banks and Private &investment banks		37	140	1010	1187

Calculate sample size has been used to determine the overall sample size of employees in 37 main branches of commercial banks in Alexandria

governorate. By applying the previous method on the total size of population research, the researcher reached that the total size of sample (n*) is 291 manager (9 managers of branch & 34 head of department & 248 banker) in Governmental and Private & investment banks.

In addition to, the sample was distributed by using class random sample method proportionately in all researched companies and at all levels so that the share of each level according to the ratio of the numbers of managers to this level of management according to the following equation (Abd elsalam, 1996)

The sample size at particular class = Total sample size x size of the class / population size.

The following table shows the size of research sample at 37 main branches of commercial banks in Alexandria governorate:

Table .3. The size of research sample at 37 main branches of commercial banks in Alexandria governorate

NO	Type of bank / Functional class	No. of branche's Managers	No. of Head of Departments	No. of bankers	Total
1	Governmental banks	2	11	135	148
2	Private and investment banks	7	23	113	143
Total no. of employees at Governmental banks and Private & investment banks		9	34	248	291

The above table shows that 291 questionnaire have been distributed to collect the required data. The number of completed questionnaires that have been statistically analyzed was 272 questionnaire by the percentage 93% .

4/8 -Coding of research variables

Table .4. Coding of research variables

Research Variables	codes	Questionnaire Questions' Nos.
Independent variable		
Human talent management	X	1 → 34
Talent attraction	X ₁	1 → 7
Talent selection	X ₂	8 → 13
Talent development	X ₃	14 → 21
Talent deployment	X ₄	22 → 27
Talent retention	X ₅	28 → 34
Mediating variable		
Job crafting	M	35 → 55
Increasing structural resources	m ₁	35 → 39
Increasing social resources	m ₂	40 → 44
Increasing challenging job demands	m ₃	45 → 49
Decreasing hindrance job demands	m ₄	50 → 55
Independent variable		
Organizational entrepreneurship	Y	56 → 71
Innovation	y ₁	56 → 61
New business venturing	y ₂	62 → 64
Strategic renewal	y ₃	65 → 68
Proactiveness	y ₄	69 → 71

4/9- Tools of Statistical Analysis

1- *Cronbach's Alpha Test*

Cronbach's Alpha is one of the most commonly used tests in the field of management to verify the reliability of the measures related to research variables and is considered appropriate and beneficial for evaluating the degree of internal consistency between the items that make up each variable.

2- *Structural Equation Modeling (SEM)*

Due to the multiplicity of relationships within the model proposed for the study and the existence of a number of independent variables, mediating and dependent variables, it will be more suitable to use Structural Equation Modeling (SEM) where this technique allows the researcher to conduct the following test :

- **Path analysis:** this analysis helps the researcher to achieve the following objectives:

- 1- Measuring the direct impact of Human talent management dimensions on organizational entrepreneurship at main branches of commercial banks the in Alexandria governorate.
- 2- Measuring the direct impact of Human talent management dimensions on Job crafting at main branches of commercial banks in Alexandria governorate
- 3- Measuring the direct impact of Job crafting on organizational entrepreneurship at main branches of commercial banks in Alexandria governorate
- 4- Measuring the indirect impact of Human talent management dimensions on organizational entrepreneurship at main branches of commercial banks in Alexandria governorate through Job crafting.

This section focuses on the results of statistical analysis for the field study which includes (the results of reliability analysis, the interpretation of

the results of the Structural Equation Modeling, presenting the findings of the field study, and finally presenting the most important vital implications and future research suggested by the researcher.

5 -Reliability and validity Test for the scales of the study:

The validity of the measures of research (human talent management, Job crafting, organizational entrepreneurship) was confirmed by using the confirmatory factor analysis (CFA) using (AmosV.21). According to this, the quality of conformity (model fit) is evaluated by set of indicators for model fit through which the model is accepted or rejected. The following table shows the indicators of the model fit as follows:

Table .5. Indicators of CFA Test

Indicators of model fit	Obtained	Suggested
CMIN /DF	4.967	$CMIN/DF \leq 5$
NFI (Normed of Fit Index)	0.958	$NFI \geq 0.9$
IFI (Incremental Fit Index)	0.983	$IFI \geq 0.9$
TLI (Tucker- Lewis Index)	0.926	$TLI \geq 0.9$
CFI (Compare Fit Index)	0.981	$CFI \geq 0.9$
RMSEA (Root Mean Square Error Approximation)	0.108	$0.8 \geq RMSEA \geq 0.05$

Based on the previous table, the previous indices confirm that the overall fit of the model to the data was good.

But which related to Convergent Validity, which means that the items of the scale that measure one concept have a strong positive correlation, where (Anderson & Gerbing, 1988) indicated that it is possible to verify this through four criteria, the first of which is the Factor Loading FL (the value of coefficient Weighted standard regression) for each of the variables measured ≥ 0.7 at a significance level ≤ 0.5 , the second is that the average variance extracted AVE for each of the variables ≥ 0.5 , the third is

Construct Reliability ≥ 0.5 and finally FL (weighted standard regression coefficient for each of the measurement elements) should be more than twice the standard error (S.E) corresponding to this element, Table (6) shows the results that were used to evaluate those standards.

Table .6. The results of Convergent Validity

Variables	FI	S.E	C.R	Err or	Value of Estimated error
X ₁ → HTM	0.877	0.041	16.55	e1	0.638
X ₂ → HTM	0.720	0.040	10.66	e2	0.576
X ₃ → HTM	0.749	0.041	13.49	e3	0.271
X ₄ → HTM	0.815	—	—	e4	0.334
X ₅ → HTM	0.704	0.059	12.45	e5	0.161
M ₁ → Job crafting	0.729	0.055	13.76	e6	0.130
M ₂ → Job crafting	0.785	0.056	15.37	e7	0.141
M ₃ → Job crafting	0.857	—	—	e8	0.182
M ₄ → Job crafting	0.740	0.045	14.08	e9	0.201
Y ₁ → OE	0.816	0.087	13.81	e10	0.541
Y ₂ → OE	0.881	0.087	15.29	e11	0.216
Y ₃ → OE	0.753	—	—	e12	0.140
Y ₄ → OE	0.715	0.119	11.912	e13	0.207

Using the data mentioned in the previous table, the AVE value was calculated as well as the C.R value for each variable according to their calculation equations. Table (7) shows these values:

Table .7. Calculation of AVE and C.R.

Research variables	AVE	C.R
Human talent management	0.773	0.882
Job crafting	0.777	0.937
Organizational entrepreneurship	0.791	0.900

Table No. (7) showed that the FL (weighted standard regression coefficient) for all variables is greater than 0.70 and at a level of significance less than 0.05, and the values of the loading coefficient FL for each of the measurement elements is greater than twice S.E in Table No. (6), the results indicated the AVE (Average Variance Extracted) and C.R (Construct Reliability) values for all variables are greater than 0.50, which means that the four criteria are identical with the values previously clarified, which reflects the convergent validity of the research variables.

But which related to the Discriminant Validity that indicates that the scale items that measure a particular theoretical concept differ from the scale items that measure another theoretical concept, (Croweley & Fan, 1997) showed that this can be verified through two criteria, the first of which is that the Cronbach’s alpha coefficient for each variable should be higher than the coefficients of the correlation of this variable compared with other variables, and the second is the squared root of the average variance extracted (AVE) for the variable is also greater than the coefficients of the correlation of this variable with other variables, and the following table No. (8) shows the results used to evaluate these criteria:

Table .8. Results of Discriminant Validity

Variables	Cronbach's Alpha	AVE	Human talent management	Job crafting	Organizational entrepreneurship
Human talent management	0.821	0.773	1		
Job crafting	0.789	0.777	0.577	1	
Organizational entrepreneurship	0.841	0.791	0.621	0.482	1

It is noted from the previous table that Cronbach's alpha coefficient for each variable as well as the AVE values for each variable are higher than the correlation coefficients of each variable with the other variables, which reflects the discriminatory validity of the variables measures. In summary, according to the aforementioned tests, the scales used to measure the

research variables are characterized by content validity (model fit), Convergent Validity, and Discriminant Validity.

6 -Results of Structural Equation Modeling (SEM)

SEM analysis aims to answer the research questions which investigate the impact of human talent management on organizational entrepreneurship in at main branches of commercial banks the in Alexandria governorate and whether Job crafting plays a mediating role in this relationship. The collected data was analyzed using Amos v20 and Amos Graphic was used to draw a path diagram specifying four main relationships and fifteen sub-relationships between research variables as illustrated in figure (2). SEM results were used to test research hypotheses.

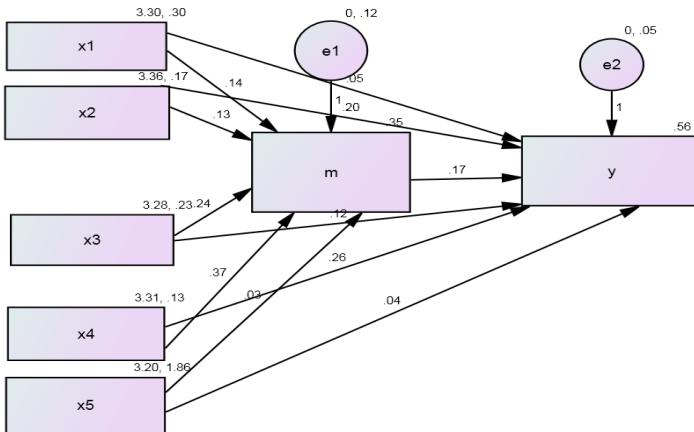


Figure .2. Path Diagram

With respect to testing research hypotheses , this study either accepts or rejects the hypothesis depending on the results of the test performed on the observed data. The path estimates in the model were used to test research hypotheses . The main determinant for accepting or rejecting the hypothesis is the significance of standardized coefficient of research parameters. Levels of significance that will be used in this study are 0.05 , 0.01, and 0.001 reflecting strong significance , very strong significance and highly strong significance respectively.

According to the proposed research model , there are nineteen hypotheses (four main hypotheses and fifteen sub-hypotheses) representing the proposed relationships among research variables . The nineteen hypotheses were tested in order to investigate the impact of human talent management elements on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate, the effect of human talent management elements on job crafting , the influence of job crafting on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate and finally to investigate whether the job crafting in main branches of commercial banks in Alexandria governorate plays a mediating role in the relationship between human talent management and organizational entrepreneurship.

*** Human talent management and Organizational entrepreneurship**

The first main hypothesis (H_1) investigates the direct impact of elements of Human talent management on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate; it has been formulated as follows:

H_1 : Human talent management elements have a statistically significant direct impact on organizational entrepreneurship.

This hypothesis consists of five sub-hypotheses which are:

H_{11} : Talent attraction has a statistically significant direct impact on organizational entrepreneurship .

H_{12} : Talent development has a statistically significant direct impact on organizational entrepreneurship .

H_{13} : Talent retention has a statistically significant direct impact on organizational entrepreneurship .

H_{14} : Talent deployment has a statistically significant direct impact on organizational entrepreneurship .

H_{15} : Talent selection has a statistically significant direct impact on organizational entrepreneurship .

Table.9. SEM Results Related to the impact of human talent management elements on organizational entrepreneurship.

Independent variable	SRW	T-value (CR)	P Value	Estimate	S.E	Rank
Talent attraction(X_1)	0.101	2.137	0.033	0.054	0.025	5
Talent development(X_2)	0.276	5.931	0.000	0.198	0.033	2
Talent retention(X_3)	0.200	6.419	0.000	0.258	0.040	3
Talent deployment (X_4)	0.318	4.109	0.000	0.123	0.030	1
Talent selection(X_5)	0.199	4.279	0.000	0.043	0.010	4

Analysis results shown in table (9) revealed that :

Talent attraction has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate (T-value = 2.137, $\beta = + 0.101$ with $p < 0.05$). Therefore, hypothesis H_{11} is strongly supported.

Talent development has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate (T-value = 5.931, $\beta = + 0.276$ with $p < 0.001$). Therefore, hypothesis H_{12} is highly strong supported.

Regarding Talent retention, Talent retention has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate (T-value = 6.419, $\beta = + 0.200$ with $p < 0.001$). Therefore, hypothesis H_{13} is highly strong supported.

With respect to Talent deployment, Talent deployment has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate (T-value = 4.109, $\beta = + 0.318$ with $p < 0.001$). Therefore, hypothesis H_{14} is highly strong supported.

Regarding talent selection, results highly strong support hypothesis H_{15} which proposes that talent selection has a statistically significant direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate. (T-value = 4.279, $\beta = + 0.199$ with $p < 0.001$).

Results also revealed that talent deployment comes in the first place in terms of its importance to the achievement of organizational entrepreneurship in main branches of commercial banks in Alexandria governorate ($\beta = + 0.200$), followed by talent development ($\beta = + 0.276$), then talent retention ($\beta = + 0.199$) and talent selection ($\beta = + 0.318$) and finally comes talent attraction ($\beta = + 0.101$)

But which related to the first main hypothesis (H_1) that investigates the direct impact of elements of human talent management on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate; it has been formulated as follows:

H_1 : human talent management elements have a statistically significant direct impact on organizational entrepreneurship .

The following figure (3) shows that the dimensions of human talent management (Talent attraction , talent development , talent retention , talent deployment and talent selection) have a statistically significant direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate . Therefore, based on the previous results and analyses, the first main hypothesis H_1 is supported.

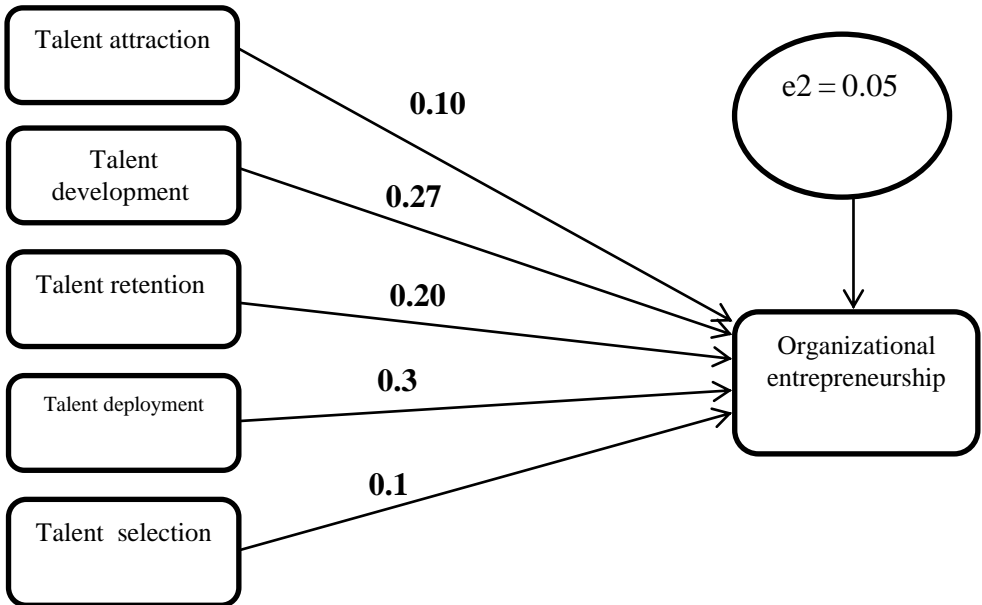


Figure 3 The results of third step of Path analysis

*** Human talent management and Job crafting**

The second main hypothesis (H_2) investigates the direct impact of Human talent management on Job crafting in main branches of commercial banks in Alexandria governorate; it has been formulated as follows:

H_2 : Human talent management dimensions have a statistically significant direct impact on Job crafting.

This hypothesis consists of five sub-hypotheses which are:

H_{21} : Talent attraction has a statistically significant direct impact on Job crafting.

H_{22} : Talent development has a statistically significant direct impact on Job crafting.

H_{23} : Talent retention has a statistically significant direct impact on Job crafting.

H_{24} : Talent deployment has a statistically significant direct impact on Job crafting.

H_{25} : Talent selection has a statistically significant direct impact on Job crafting.

Table.10. SEM Results Related to the impact of elements of Human talent management on Job crafting.

Independent variable	SRW	T-value (CR)	P Value	Estimate	S.E	Rank
Talent attraction(X_1)	0.186	3.566	0.000	0.135	0.038	3
Talent development(X_2)	0.131	2.508	0.012	0.126	0.050	4
Talent retention(X_3)	0.292	5.597	0.000	0.243	0.043	2
Talent deployment (X_4)	0.339	6.503	0.000	0.372	0.057	1
Talent selection(X_5)	0.110	2.118	0.034	0.032	0.015	5

Analysis of results as shown in table (10) revealed that :

The analysis of the results showed that Talent attraction has a positive significant direct impact on job crafting in main branches of commercial banks in Alexandria governorate (T-value = 3.566, $\beta = +0.186$ with $p < 0.001$). Therefore, hypothesis H_{21} is highly strong supported.

Regarding the Talent development and its impact on Job crafting, results revealed that Talent development has a statistically significant positive direct impact on job crafting in main branches of commercial banks in Alexandria governorate (T-value = 2.508, $\beta = +0.131$ with $p < 0.05$). Therefore, hypothesis H_{22} is strongly supported.

With respect to the Talent retention, results showed that Talent retention has a statistically significant positive direct impact on job crafting in main branches of commercial banks in Alexandria governorate (T-value = 5.597, $\beta = +0.292$ with $p < 0.001$), which means that hypothesis H_{23} is also highly strong supported

The statistical analysis indicated that Talent deployment has a positive significant direct impact on job crafting in main branches of commercial banks in Alexandria governorate (T-value = 6.503, $\beta = +0.339$ with $p < 0.001$). Therefore, hypothesis H₂₄ is highly strong supported.

Finally, results also revealed that Talent selection has a positive significant direct impact on job crafting in main branches of commercial banks in Alexandria governorate (T-value = 2.118, $\beta = +0.110$ with $p < 0.05$). This means that hypothesis H₂₅ is strongly supported.

Results also showed that Talent deployment comes in the first place in terms of its importance to the achievement of job crafting in main branches of commercial banks in Alexandria governorate ($\beta = + 0.339$), followed by talent retention ($\beta = + 0.292$), and Talent attraction ($\beta = + 0.186$), then Talent development ($\beta = + 0.131$) and finally comes the talent selection with the standardized beta ($\beta = + 0.110$).

But which related to the second main hypothesis (H₂) that investigates the direct impact of Human talent management elements on Job crafting in main branches of commercial banks in Alexandria governorate; it has been formulated as follows:

H₂ : Human talent management has a statistically significant direct impact on Job crafting.

The following figure(4) shows that the dimensions of human talent management (Talent attraction, talent development, talent retention, talent deployment and talent selection) have a statistically significant direct impact on Job crafting in main branches of commercial banks in Alexandria governorate. Therefore, based on the previous results and analyses, the second main hypothesis H₂ is supported.

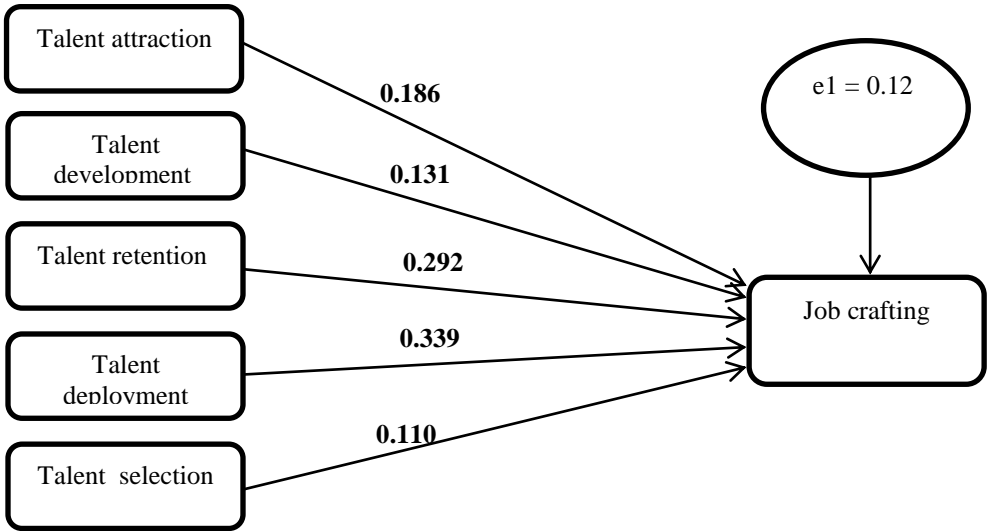


Figure 4 The results of First step of Path analysis

*** Job crafting and organizational Entrepreneurship**

The third main hypothesis (H₃) investigates the direct impact of Job crafting on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate; it has been formulated as follows:

H₃ : Job crafting has a statistically significant direct impact on organizational entrepreneurship

Table.11. SEM Results Related to the impact of Job crafting on organizational entrepreneurship.

Independent variable	SRW	T-value (CR)	Sig.	Estimate	S.E	Independent variable
Job crafting	0.223	4.159	0.000	.165	0.040	organizational entrepreneurship

Analysis results shown in table (11) revealed that:

Job crafting has a statistically significant direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate, where (T-value = 4.159, $\beta = +0.223$ with $p < 0.001$). Therefore, the third main hypothesis H_3 is highly strongly supported.

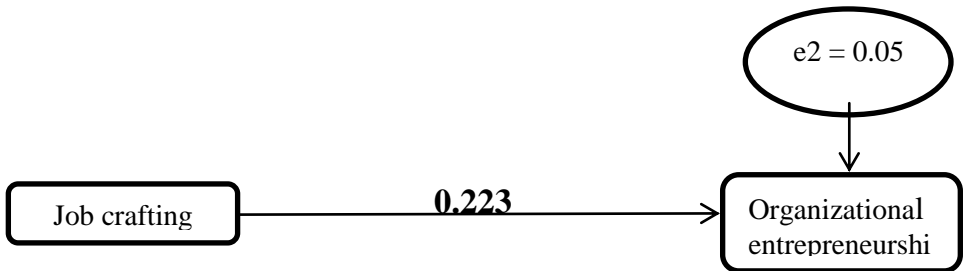


Figure (5) The relationship between Job crafting and Organizational entrepreneurship according to results of path analysis

***Human talent management, Job crafting and organizational entrepreneurship**

The last main hypothesis (H_4) studied the mediating role that the Job crafting plays in the relationship between Human talent management and organizational entrepreneurship in main branches of commercial banks in Alexandria governorate; it has been formulated as follows:

H_4 : Human talent management has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.

This hypothesis consists of five sub-hypotheses which are:

- H_{41} : Talent attraction has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.
- H_{42} : Talent development has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.
- H_{43} : Talent retention has a statistically significant indirect impact on organizational entrepreneurship through Job crafting .

H₄₄ : Talent deployment has a statistically significant indirect impact on organizational entrepreneurship through Job crafting.

H₄₅ : Talent selection has a statistically significant indirect impact on organizational entrepreneurship through Job crafting .

Table.12. SEM Results Related to the indirect impact of elements of Human talent management on organizational entrepreneurship through Job crafting.

Independent variable	St.Beta	Sig.	Mediating Variable	Dependent variable	Rank
Talent attraction(X ₁)	0.041	0.000	Job crafting	Organizational entrepreneurship	3
Talent development(X ₂)	0.029	0.000			4
Talent retention(X ₃)	0.065	0.000			2
Talent deployment (X ₄)	0.076	0.000			1
Talent selection(X ₅)	0.025	0.000			5

From the statistical results shown in the previous table, it can be noted that :

Talent attraction has a statistically significant positive indirect impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate Job crafting ($\beta = +0.041$ with $p < 0.001$).

Regarding Talent development, results revealed that Job crafting plays a mediating role in the relationship between Talent development and organizational entrepreneurship in main branches of commercial banks in Alexandria governorate ($\beta = +0.029$ with $p < 0.001$).

Results also revealed that Job crafting plays mediating role in the relationship between Talent retention and organizational entrepreneurship ($\beta = +0.065$ with $p < 0.001$).

With respect to the Talent deployment and talent selection, results indicated that the two elements have a statistically significant positive indirect impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate through the Job crafting where ($\beta = +0.076$ with $p < 0.001$) and ($\beta = +0.025$ with $p < 0.001$) respectively.

Path diagram shown in figure (2) has been used to explore the indirect effect of the Human talent management construct on organizational entrepreneurship through Job crafting.

Therefore, based on the previous results and analyses, the fourth main hypothesis (H_4) is supported which assumes that Human talent management elements have a statistically significant indirect impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate through Job crafting. Considering the findings, it can be said that the effects of the five elements of Human talent management on organizational entrepreneurship are enhanced and improved by the mediating role played by Job crafting in this relationship.

Table (13) shows the direct, indirect and total effects among research variables.

Table.13.Direct,Indirect and Total Effects Among Research Variables

Effect		St.Beta	Significance Level	
<u>Direct Effects</u>				
- X_1	Y	0.101	***	
- X_2	Y	0.276	***	
- X_3	Y	0.200	***	
- X_4	Y	0.318	***	
- X_5	Y	0.199	***	
- X_1	M	0.186	***	
- X_2	M	0.131	**	
- X_3	M	0.292	***	
- X_4	M	0.339	***	
- X_5	M	0.110	**	
<u>Indirect Effects</u>				
X_1	M	Y	0.041	***
X_2	M	Y	0.029	***
X_3	M	Y	0.065	***
X_4	M	Y	0.076	***
X_5	M	Y	0.025	***

<u>Total Effects (Direct + Indirect)</u>			
X1	Y	0.142	***
X2	Y	0.305	***
X3	Y	0.265	***
X4	Y	0.393	***
X5	Y	0.223	***

** $P \leq 0.05$, *** $P \leq 0.001$

According to the previous table:

Talent attraction has a significant indirect effect on organizational entrepreneurship through the job crafting. According to the statistical results, the existence of Job crafting as a mediating variable between Talent attraction and organizational entrepreneurship, this indirect effect increases the standardized effect of Talent attraction on organizational entrepreneurship from 0.101 to 0.142.

Additionally, Talent development has a significant indirect effect on organizational entrepreneurship through the Job crafting. According to the statistical results, this indirect effect increases the standardized effect of Talent development on organizational entrepreneurship from 0.276 to 0.305.

With respect to Talent retention , Talent deployment , and talent selection, results revealed that they have a significant indirect effect on organizational entrepreneurship through the Job crafting. According to the statistical results, this indirect effect increases the standardized effect of Talent retention on organizational entrepreneurship from 0.200 to 0.265 , the indirect effect increases the standardized effect of Talent deployment on organizational entrepreneurship from 0.318 to 0.393 and finally the indirect effect increases the standardized effect of Talent selection on organizational entrepreneurship from 0.199 to 0.223

7 - Summary of Research Results

Research results revealed that the first main hypothesis (H_1) which investigates the direct impact of Human talent management on organizational entrepreneurship was supported. Additionally regarding the sub-hypotheses that are related to the first main hypothesis, the statistical analysis reached the following:

- Talent attraction (H_{11}) has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate.
- Talent development (H_{12}) has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate.
- Talent retention (H_{13}) does not have a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate.
- Talent deployment (H_{14}) has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate.
- Talent selection (H_{15}) has a statistically significant positive direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate.
- Results also revealed that Talent deployment comes in the first place in terms of its importance and its impact on achieving organizational entrepreneurship, followed by Talent development , then Talent retention , Talent selection and finally comes Talent attraction.

With respect to the second main hypothesis (H_2) which assumes that human talent management has a statistically significant direct impact on Job crafting , the results of the research showed that this main hypothesis was supported. Moreover, the results of the research strongly supported the following sub-hypotheses as are shown:

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- Talent attraction (H_{21}) has a statistically significant direct impact on Job crafting .
 - Talent development (H_{22}) has a statistically significant direct impact on Job crafting.
 - Talent retention (H_{23}) has a statistically significant direct impact on Job crafting.
 - Talent deployment (H_{24}) has a statistically significant direct impact on Job crafting.
 - Talent selection (H_{25}) has a statistically significant direct impact on Job crafting.
 - Results also showed that Talent deployment comes in the first place in terms of its importance and its impact on the Job crafting in main branches of commercial banks in Alexandria governorate , followed by Talent retention, and Talent attraction, then Talent development and finally comes Talent selection.

Regarding the third main hypothesis (H3) which assumes that the Job crafting has a statistically significant direct impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate , the results of the research showed that this main hypothesis was highly strong supported.

Finally, regarding the fourth main hypothesis (H4) which investigates the indirect impact of human talent management on organizational entrepreneurship through Job crafting as a mediating variable, the results of statistical analysis indicated that this main hypothesis was strongly supported. In addition to, the results of the sub-hypotheses that are related to the main fourth hypothesis are shown as follows:

- Talent attraction (H_{41}) has a statistically significant positive indirect impact on organizational entrepreneurship in main branches of commercial banks in Alexandria governorate through the Job crafting.

- Talent development (H_{42}) has a statistically significant positive indirect impact on organizational entrepreneurship in n main branches of commercial banks in Alexandria governorate through the Job crafting.
- Talent retention (H_{43}) has a statistically significant positive indirect impact on organizational entrepreneurship in n main branches of commercial banks in Alexandria governorate through the Job crafting.
- Talent deployment (H_{44}) has a statistically significant positive indirect impact on organizational entrepreneurship in n main branches of commercial banks in Alexandria governorate through the Job crafting.
- Talent selection (H_{45}) has a statistically significant positive indirect impact on organizational entrepreneurship in n main branches of commercial banks in Alexandria governorate through the Job crafting.

8 - Study's implications and future research:

8/1 - Theoretical implications

The fundamental and significant contribution of this study is to develop and provide body of further theoretical knowledge on Human talent management, Job crafting, and organizational entrepreneurship by forming relationships among these concepts that have not been connected in the previous studies. This contribution is represented through studying the direct effect of Human talent management on organizational entrepreneurship, the direct effect of Human talent management on Job crafting, the direct effect of Job crafting on organizational entrepreneurship, and finally studying the indirect effect of Human talent management on organizational entrepreneurship through Job crafting as a mediating variable.

The main theoretical implications of this study can be shown in the following:

First, this study suggests that Human talent management has significant positive direct impact on organizational entrepreneurship. This suggestion contributes to entrepreneurship research by determining the role played by human talent management and its dimensions in achieving competitive advantage and future proactiveness. The Human talent management framework developed in this body of study indicates that human talent management initiative is embedded within the organizational strategy and can drive organizational change and development. The strategic view of human resources suggests that human resources strategy should be a part of corporate development and change. Accordingly, this study contributes to the literature so that human resources can be a part of organizational change and development through talent management.

Second, this study additionally reached that Human talent management has a significant positive direct influence on enhancing job crafting. According to Talent management practices that mainly focus on talent attraction, talent retention, Talent development, Talent selection and talent selection, Most organizations recognize the importance of implementing talent management strategies and practices in order to improve their performance and to create a sustainable competitive advantage that will permit them to stand out in the market through adopting the concept of job crafting.

Third, this study contributes to the organizational entrepreneurship research by proposing that there is significant positive direct impact of Job crafting on achieving the organizational entrepreneurship. This means that job crafting as a self-initiated process of changing job characteristics in order to adaptively and proactively achieve greater compatibility between personal attributes and dynamic work environments. This research reviewed the conceptualizations, types, forms, measurements, antecedents and outcomes of job crafting. It seems that job crafting helps in accomplishing enormous positive work outcomes for both employees and organizations. Additionally, job crafting is proved to have influence on employees' positive job attitudes and their performance in the present study, the

arrangement of job resources and demands as a triggering factor for desired performance and achieving entrepreneurship is another important implication of the research . Accordingly, the identification of job resources and demands are very critical for improving its performance.

Fourth, this study also contributes to the entrepreneurship literature by investing the significant positive indirect effect of human talent management on organizational entrepreneurship. This indirect effect is mediated by job crafting. Moreover, existing theory and empirical evidence on the impact mechanisms through which job crafting translates into desirable outcomes is relatively rare and inclusive. Thus, this study is the first to investigate the indirect effect of human talent management on organizational entrepreneurship through Job crafting. Thus, this study contributes to the organizational entrepreneurship literature by confirming that the indirect impact of Human talent management is considered the fundamental backbone for achieving Job crafting which in turn reinforce the achievement of organizational entrepreneurship. Also, this study previously explained that the direct benefits of Job crafting which consists of four critical elements as follows (increasing structural job resources, decreasing hindrance job demands, increasing social job resources and increasing challenging job demands) play a vital role in the achievement of organizational entrepreneurship. So, human talent management and Job crafting are considered supportive tools for achieving organizational entrepreneurship.

8/2 - Practical implications

Based on the results of the field study, this study also provides significant practical implications through precious views from various perspectives for managers, practitioners, and organizations on how to effectively enhance organizational entrepreneurship in main branches of commercial banks in Alexandria governorate.

- 1- Generally, main branches of commercial banks in Alexandria governorate should focus more on the human talent management concept in the top management level and try to develop this concept

among different levels of the bank's management which foster the achievement of organizational entrepreneurship through:

- The management of the bank should seek to educate the entire staff about its policy on human talent management. The education should first seek to create awareness of the talent management policy and secondly orient them about how the policy operates. This will help them to understand the policy.
 - The management of the bank should give more attention to all practices of talent management which lead to increase employee retention or develop talent management practices which will seek to build a strong employee commitment and retention in the bank.
 - Step up implementation of talent management by formulating the process and developing talent management mindset as their primary strategic goals. Establishing talent management processes and capitalizing on all of initiatives.
- 2- The management of the bank should pay great attention and introduce creative solutions to improve and enhance the ability of managers for attracting talents. **This can be executed through :**
- Instead of dropping the talent attraction practice, the management of banks should be interested in increasing levels of awareness of concept of talent management that enhance the establishment of proper talent management systems that focus on talent attraction strategies, which will lead to higher rate of attracting the right employee for the right job which lead the banks to grow, develop, and success.
 - The management of bank should show significant difference regarding talent attraction, thus management should pay attention to this practice for different job titles, thus attracting the right people then increasing their intention to stay at work.
 - The management of bank should increase their efforts to attract a privileged functional cadre from universities, colleges & syndicates.

- Establish employer brand that attracts more potential talent to the organization and retain them for a long-term.
- 3- The management of the banks should pay great attention and introduce creative solutions to improve and enhance the ability of managers for developing talents where it has a high impact on the performance of employees, which will increase the companies' effectiveness by better performance, innovation and loyalty. **This can be executed through:**
- Management of bank should show significant difference regarding talent development, thus companies should pay attention to this practice for different job titles, thus increasing their job satisfaction and their intention to stay at work.
 - The training and development still need more efforts especially for old employees where banks should ensure that their talents can develop through the daily job by firstly conducting needs assessment for employees to determine the training needs, then conducting performance appraisal and providing feedback after receiving the training through providing a supportive environment, mentoring, coaching, a career management, and performance appraisal. This dimension has special side for commercial banks, where the banking sector is rapidly and continuously developed, thus training and development needed all the time for the IT employees.
 - The management of bank should pay more attention to career path.
- 4- The management of the banks should pay great attention and introduce creative solutions to improve and enhance the ability of managers for retaining talents where all managers at all levels in various departments of the bank should appreciate the value of talents and try to retain them and develop them for future critical positions. This will sustain the employees' commitment to the bank even as they are developed to take up greater responsibilities. **This can be executed through:**
- The management of bank could retain talents by ensuring good total rewards, promoting to better positions, self-growth, career planning, performance appraisal, succession planning, safety audit and work-

life balance, where the cost of retaining old employee is less than the cost of recruiting new employee.

- The management of bank should pay more attention to the justice in the career development among employees at work.
 - The management of the bank should improve its working conditions such as (wages and salaries, working time, health and safety needs, and the working environment should be improved) to enhance its working relationship thereby increasing the rate of employee retention
- 5- The management of the banks should pay great attention and introduce creative solutions to improve and enhance the ability of managers for selecting talents which will lead to higher rate of selecting the right employee for the right job, this will support the companies to grow, develop, and success. **This can be executed through**
- The management of the bank should pay more attention for the written exams for some job titles.
 - The management of the bank should pay more attention for the effective interviews with open questions to be able to select the more talented candidates.
 - The existence agreeable and unified criteria for selection and using objective measures without any personal considerations.
 - Utilizing new technology to identify the talents and performance of employees and using incentive tools to develop these talents and to know what moves the behavior of employees
- 6- On the other hand which relates to the encouragement of job crafting for commercial banks. **This can be achieved through:**
- Employee education and training to facilitate beneficial crafting which is a prerequisite to gather the positive benefits of the crafting.
 - Encouraging upward communication at all levels in the organizations can go a long way in encouraging job crafting .

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- Encouraging employees to make alterations in their jobs and voice the same informally.
 - The identification of job resources specific to banking is very critical for improving its performance. For instance, top officials of the bank can personally visit branches and sit together with frontline staff to identify required supervisory support and aspirations of employees at the branch level.
 - Recognition and feedback to employees is considered as significant job resources that facilitate them to work better and improve upon. In order to ensure their efficacy, service managers should avoid giving negative feedback to frontline employees in front of their customers; positive feedback in front of customers can actually enhance desired employee cooperation and morale. Appropriate rewards and incentives to reinforce employees' desired behavior are other promising job resources.
 - The managers should give their employees freedom to craft their jobs, but also specify what "good" crafting looks like (i.e., the crafting that has positive effects for the employee and the organization). This can be done, for instance, by creating an open climate in which the individual needs are discussed, attention is paid to best practices of crafting behavior, and where the supervisor acts also as a role model with his/her own crafting behavior.
- 7- Finally which related to the achievement of organizational entrepreneurship for commercial banks. This can be achieved through
- Creating opportunity and free time to put forth innovative ideas.
 - Encouraging who present innovative and new ideas by senior managers of the bank Paying rewards and additional allowances.
 - Selecting the managers based on experience and innovation.
 - Creating supportive groups by creating promotion systems based on performance in the development of innovative projects.
 - Giving necessary authority to lower levels to put forth and implement innovative ideas.

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- Encouraging to make decision on innovative ideas despite approved procedures and removing the rigid and inflexible procedures.
 - Encouraging managers to hold negotiation with the colleagues of other units on new ideas.
 - Removing barriers and eradicating work challenges and problems of by senior managers of the bank.
 - Managing the surplus resources of regular activities of bank to do the entrepreneurial activities.
 - Preparing precautionary budgets for innovative ideas.
 - Having flexibility in the structure of works to facilitate thinking on other issues of the bank.
 - Having necessary time to solve the complex and time-consuming issues and presenting long-term solutions to be submitted to managers.
 - Using teams in which there are individuals from various specialties and units and utilizing the different skills and viewpoints of team members.
 - Establishing the culture of defeat, risk, mistake, cooperation and multilateral interaction among organizational units of the bank.

6/4/3 Future Research

Based upon the study's results and conclusions, the following recommendations for future research are suggested:

- 1- Investigating the role of Human talent management in confronting crises at communications companies.
- 2- Investigating the impact of Human talent management on the achievement of sustainable competitive advantage through organizational agility as a mediating variable at Egyptian Universities.
- 3- Make a comparison study among pharmaceutical companies in Egypt (governmental- private – multinational) through studying the impact of Human talent management on organizational excellence.

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Questionnaire

The following statements are related to the dimensions of Human talent management, Job crafting, and Organizational entrepreneurship. Please evaluate each statement and answer in a way that reflects your stance, using scales ranging from 0 to 5 taking into consideration that (0=" Does not occur") and (5=" always occurs")

Please make _____ on the scale that expresses your opinion.

Statements	The degree of occurred					
	0	1	2	3	4	5
1 The bank has a good reputation that helps it in attracting talents.	0	1	2	3	4	5
2 The management of the bank adopts mission , vision , objectives that help it in attracting talents.	0	1	2	3	4	5
3 The management of the bank uses financial and administrative incentives to attract talents.	0	1	2	3	4	5
4 The bank's management depends on modern methods to search for talents.	0	1	2	3	4	5
5 The management of the bank turns to faculties and unions for recruiting individuals who have distinctive abilities and skills.	0	1	2	3	4	5
6 The management of the bank searches for talents from inside before external recruitment .	0	1	2	3	4	5
7 Management of the bank has special system for attracting and recruiting talents from other competitive banks.	0	1	2	3	4	5
8 The bank prepares employment forms , tests and interviews in a manner commensurate with the type and level of the job.	0	1	2	3	4	5
9 The time allotted for interviews is sufficient and appropriate for selecting talents.	0	1	2	3	4	5
10 The bank depends on various tests when selecting job applicants.	0	1	2	3	4	5
11 The bank's management adopts culture of hiring talented and creative people.	0	1	2	3	4	5
12 The bank's management keens to select talents who have common culture, beliefs, and values with the bank.	0	1	2	3	4	5

Statements		The degree of occurred					
13	The bank's management keens to choose the individuals that help in achieving strategic plan of the bank.	0	1	2	3	4	5
14	The management of the bank designs and implements training programs for developing the capabilities of employees.	0	1	2	3	4	5
15	The management of bank allocates a special budget for training and developing the talents.	0	1	2	3	4	5
16	The bank's management encourages its employees to introduce initiatives and proposals that help them in developing their performance .	0	1	2	3	4	5
17	The management of bank gives the employee an opportunity to change his job in order to benefit from his capabilities.	0	1	2	3	4	5
18	The management of bank monitors the performance of employee and provides advice for improving his performance.	0	1	2	3	4	5
19	The management of bank provides performance feedback for discovering talents.	0	1	2	3	4	5
20	The management of the bank encourages its employees to enroll in specialized postgraduate programs in the Egyptian universities.	0	1	2	3	4	5
21	The management of the bank rewards talented people through bearing costs of joining specialized postgraduate programs in the Egyptian universities.	0	1	2	3	4	5
22	The management of the bank is interested in placing talents in jobs appropriate to their abilities.	0	1	2	3	4	5
23	Bank's management provide talented people with the opportunity to dive their best .	0	1	2	3	4	5
24	The management of the bank depends on the scientific and professional degree in deploying talents.	0	1	2	3	4	5
25	The bank applies job rotation in a way that achieves the benefit from all talents.	0	1	2	3	4	5
26	The bank depends on recent technology in talent deployment.	0	1	2	3	4	5

Statements		The degree of occurred					
27	The management of the bank has a clear and specific plans for talent deployment.	0	1	2	3	4	5
28	The management of the bank keens to reward talents who exceed unexpected results.	0	1	2	3	4	5
29	The management of the bank publishes on its websites the names of talented people as a kind of moral motivation.	0	1	2	3	4	5
30	The management of the bank follows the policy of job consolidation with talented people who work in it.	0	1	2	3	4	5
31	Salaries and job benefits are more competitive that other banks.	0	1	2	3	4	5
32	The management of the bank is interested in constantly improving working conditions.	0	1	2	3	4	5
33	Bank's management focuses on supporting job involvement behaviors organizational citizenship behaviors.	0	1	2	3	4	5
34	Management of the bank is interested in supporting organizational citizenship behaviors.	0	1	2	3	4	5
35	The employee try to learn new things at work.	0	1	2	3	4	5
36	The employee try to develop his capabilities	0	1	2	3	4	5
37	The employee try to develop himself professionally	0	1	2	3	4	5
38	The employee make sure that he use his capacities to the fullest	0	1	2	3	4	5
39	The employee decide on his own how he do things.	0	1	2	3	4	5
40	The employee ask his supervisor to coach him	0	1	2	3	4	5
41	The employee ask whether his supervisor is satisfied with his work	0	1	2	3	4	5
42	The employee look to his supervisor for inspiration	0	1	2	3	4	5
43	The employee ask others for feedback on his job performance	0	1	2	3	4	5
44	The employee ask his colleagues for advice	0	1	2	3	4	5

Statements		The degree of occurred					
45	When an interesting project comes along, employee offer himself proactively as project co-worker	0	1	2	3	4	5
46	If there are new developments, employee is one of the first to learn about them and try them out	0	1	2	3	4	5
47	When there is not much to do at work, employee see it as a chance to start new projects	0	1	2	3	4	5
48	The employee regularly take on extra tasks even though he does not receive extra salary for them	0	1	2	3	4	5
49	The employee try to make his work more challenging by examining the underlying relationships between aspects of his job	0	1	2	3	4	5
50	The employee make sure that his work is mentally less intense	0	1	2	3	4	5
51	The employee try to ensure that his work is emotionally less intense	0	1	2	3	4	5
52	The employee manage his work so that I try to minimize contact with people whose problems affect me emotionally	0	1	2	3	4	5
53	The employee organize his work so as to minimize contact with people whose expectations are unrealistic	0	1	2	3	4	5
54	The employee try to ensure that he does not have to make many difficult decisions at work	0	1	2	3	4	5
55	The employee organize his work in such a way to make sure that he does not have to concentrate for too long a period at once	0	1	2	3	4	5
56	The management of bank has initiated several programs to improve the productivity of business units.	0	1	2	3	4	5
57	The bank has pioneered the development of breakthrough innovations in its industry.	0	1	2	3	4	5
58	The bank has introduced a large number of new services to the market.	0	1	2	3	4	5
59	The bank has strong focus on research & development activities.	0	1	2	3	4	5
60	Employees are encouraged to come up with new ideas.	0	1	2	3	4	5
61	There is a reward system for creative and innovative employees.	0	1	2	3	4	5

Statements		The degree of occurred					
62	The bank has entered many new activities and practices.	0	1	2	3	4	5
63	The bank has acquired many branches in very different practices.	0	1	2	3	4	5
64	The bank has acquired significantly more recent ideas than its major competitors.	0	1	2	3	4	5
65	The bank has emphasis on introducing new technology.	0	1	2	3	4	5
66	The bank is open to outside ideas that can lead to new business opportunities.	0	1	2	3	4	5
67	The fundamental task of bank is to pursue opportunities that it perceive as valuable.	0	1	2	3	4	5
68	The bank invests heavily on new product and service development.	0	1	2	3	4	5
69	The bank always strives for market share through proactive activities.	0	1	2	3	4	5
70	The bank always foresees potential environmental changes and future demands ahead of the competitors.	0	1	2	3	4	5
71	Employees are encouraged to take action on their recent ideas.	0	1	2	3	4	5

With sincere thanks and appreciation

Researcher