The impact of talent management on promoting organizational innovation in the institutions working in the petroleum sector in Egypt

By

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Abstract

This study aims to study the impact of talent management on promoting organizational innovation in in the institutions working in the petroleum sector in Egypt and the study used the descriptive analytical method and relied on the electronic questionnaire form as a tool for the study. The number of the study sample was 119 individuals. The research reached a number of results, including the high level of the Talent management and the high level of the organizational innovation in the institutions working in the petroleum sector in Egypt and there is a statistically significant positive impact of the Talent management on organizational innovation, it turned out that the more it increased Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 0.445% ,there is a statistically significant positive impact of the Attracting talent, talent development, talent investment and keep talent on organizational innovation in the institutions working in the petroleum sector in Egypt Study recommended Develop a strategic plan to implement talent management in all institutions operating in Egypt in general and institutions operating in the petroleum sector in particular through the application of work in talent management, spreading the culture of talent management and encouraging institutions to discover and adopt talents and Holding seminars, training courses and workshops to spread the culture of talent management among employees, and to introduce talent management and its importance, objectives, dimensions and obstacles in all institutions operating in Egypt and Attention to providing all capabilities and needs that contribute to increasing the ability of talent management to achieve its goals efficiently and effectively

Keywords: talent management- organizational innovation- institutions working in the petroleum sector in Egypt

Introduction

Most organizations strive to achieve organizational innovation. Innovation in order to achieve balanced satisfaction for all members of the organization dealing with it and the community, and there are many elements that contribute to achieving organizational innovation such as the availability of leadership with strategic thinking, an appropriate organizational structure, highly qualified human resources, an organizational culture characterized by the ability to keep pace with changes in the surrounding environment and community participation.

Innovation expresses a way of life and a pattern of thought that organizations can achieve in the short term, but organizational innovation is a management philosophy, and a set of principles, standards and methods that will lead to the best results in the medium and long term, and thus support the future of sustainable development. It is a comprehensive approach that brings together The elements and components of building organizations on the basis of achieving the ability to face the changes and the external conditions surrounding them, just as

organizations today live in an era of fierce competition and tremendous technical developments, which makes the normal performance of organizations insufficient to face change, competition and the increasing and escalating aspirations of customers, so today's business organizations Pays great attention to achieving organizational innovation

Talent management refers to the process of developing and integrating new employees, retaining existing employees, and attracting highly skilled workers to work in the organization. Talent management is concerned with continuing training and developing high performance to take on potential new roles, identifying knowledge gaps for employees, and implementing initiatives aimed at enhancing competencies between Employees, and thus increased interest in talent management as one of the most important factors for institutional success, as it is an integrated system that begins by identifying the organization's needs for talents and comparing them with the talents available within the organization and determining the deficit from them to work on attracting and attracting them from outside the institution, then working to develop and develop current and new talents, and developing strategies to maintain On talents and provide the appropriate environment for them to gain their loyalty and commitment to the institution

Research problem

The researcher conducted a pilot study by asking employees of in the institutions working in the petroleum sector in Egypt to find out the problem of the study and its various dimensions, through interviews, effort and cost.

After these personal interviews, the researcher noticed that there is an awareness among employees of the extent of organizational innovation for companies, and the researcher also noted their awareness of the importance of talent management strategies, but they have no awareness of the dimensions of talent management strategies and their impact on innovation in the institutions working in the petroleum sector in Egypt

Accordingly, the problem of the study is summarized in the workers' failure to realize the dimensions and impact of talent management strategies in achieving organizational innovation within in the institutions working in the petroleum sector in Egypt

Through the previous presentation of the problem, the study problem can be formulated in the following questions:

what extent are employees aware of the impact of talent management strategies on organizational innovation within in the institutions working in the petroleum sector in Egypt?

Research objective

This study aims to study the impact of talent management on promoting organizational innovation in in the institutions working in the petroleum sector in Egypt

. This general objective can be divided into the following sub-objectives:

- Identifying the concept of talent management and the extent of its awareness by employees and managers of the companies under study.
- Identify the concept of organizational innovation and the extent of its awareness by the employees and managers of the companies under study.
- To identify the extent to which employees are aware of the impact of talent management strategies on organizational innovation in the companies under study.

Literature Review

There is arrangement that ability the board is the execution of incorporated techniques or frameworks intended to work on the cycles of recruiting and creating individuals, holding those with the expected abilities, and getting ready to meet current and future hierarchical necessities (Claus, 2019).

According to one more perspective, the term ability the board is an idea that arose and created from human asset the executives, and a coordinated cycle incorporates drawing in people with remarkable execution and afterward supporting and creating them to hold them and advantage from their ability inside clear plans that look to accomplish the objectives of the association. Associations utilize the term ability the executives to signify just the gifts inside them, and a utilization it to mean the abilities that they get from outside just, and a few associations likewise use it to indicate the fascination and ID of every one of the abilities, whether inside or outside the association, and both drawing in outer abilities and overseeing inward abilities. Intended to recognize the top ability inside the association. Yet, the emphasis on overseeing inside ability gives more work to hold and foster it instead of outer sources connected with procuring new ability (Claus, 2019).

1. Talent management

A bunch of cycles look to form a technique that spotlights on arranging the association's current and future need of skilled individuals and attempting to draw in them from one perspective, and diagnosing the level and nature of gifts as of now accessible in the association, and at all its hierarchical levels, to create and improve its insight by embracing objective norms and reasonable advancement programs then again, And work to safeguard and hold the capable by giving them suitable circumstances and empowering motivators to help them and deal with their vocation way (Collings, et al , 2019) .

2. Building a talent management strategy
• Workforce arranging

This implies considering the formation of labor plans, with the joining of work designs, the making of enrollment and fascination plans, and the portion of pay financial plans. This is just done by distinguishing the degree of the association's requirement for ability, and defining objectives plainly. Furthermore, by connecting the association's technique to the sort and nature of occupation abilities accessible in the organization. This implies assessing the ability hole between the organization's ability and what the essential arrangement requires, and afterward attempting to fill this hole through fresh recruits or purchasing ability from contenders (Meyers, , et al , 2020).

• Second: Recruiting and staffing

It is a coordinated interaction during which abilities are chosen and employed, and it is viewed as a choice based on which ventures succeed or come up short, and most organizations neglect to pick the right ability all along, which costs them a substantial cost later on. The enlistment cycle centers around screening techniques used to screen and choose a couple solid competitors from enormous quantities of candidates rapidly and effectively. In this specific circumstance, you can get some information about the psychometric evaluations accessible to (Mehr), which help unequivocally in the determination and screening measures for work candidates (Meyers, et al , 2020).

There are three stages to the way toward drawing in and choosing working ability for associations and organizations (Meyers, et al, 2020) :

The initial step: recognizing the required gifts

The set of working responsibilities comes as a powerful reference in estimating the appropriateness of occupation candidates. The expected set of responsibilities incorporates the errands, duties and proficient information, yet additionally the candidates' close to home attributes, abilities and capacity to accomplish. At the point when you disparage the capacity to accomplish, you open up a selection of arbiters or the individuals who will in general comply and assent, not development and accomplishment.

The subsequent advance: choice

The choice cycle for new representatives ought to incorporate a conversation between the work competitor and the business, in which each gathering is permitted to pose openly whatever inquiries they like. The main quality of the fruitful choice cycle is the arrangement of a profound thought of the life and expert history of the individual being chosen, and whatever else.

Conventional or clumsy competitors don't invite inquiries concerning their expert history, not at all like fruitful, capable and achieved up-and-comers, and this is the best strategy for trying not to employ uncouth individuals.

Stage Three: Picking or Screening

There is a typical conviction that employing the best individuals ensures the best outcomes for the organization, however this standard doesn't really apply in all cases. Subsequently, managers must request the individuals from the work group to discover whether every one of them feels in the ideal spot and propelled to accomplish or not.

Also, in case it was seen that a portion of the old directors were languid to circle back to their work group in light of their absence of excitement and remaining in the unwinding zone, the past decisions ought to be filtered and rethought to guarantee the continuation of acquiring the ideal outcomes.

• *Emiratization On boarding*

Emiratization is a drive focusing on new workers to assist them with conveying their best presentation critically, with close contact with their associations and information on their way of life and reasoning. In the ability the executives framework, this cycle stretches out to in excess of a direction interaction for new workers, yet rather reaches out to giving lodging to them, and giving freedoms to representatives towards imagination and coordination in the organization quicker (Meyers, et al 2020).

There are 4 degrees of direction and they are called 4Cs for how to incorporate new representatives into the association (Meyers, et al, 2020)

- Compliance is the principal level of Emiratisation for workers and incorporates fundamental schooling and lawful standards related with approaches and guidelines.
- Clarification: Refers to guaranteeing that workers comprehend their new business and every single pertinent assumption.
- Culture is a wide level that incorporates giving workers a feeling of and a comprehension of both formal and casual hierarchical guidelines.
- Connection alludes to the fundamental connections among individuals and data networks that should be set up between new workers.
- It is evident that while recruiting capable individuals, it saves a ton of time that the association takes in the tutoring cycle since this class is described by instinct and speed

in learning and getting thoughts and data more than others.

3.   *Talent management strategies*

Because of Bethke-Langenegger, et al (2011) Many authorities consider and treat HR as expenses! This in itself is a perilous matter on the grounds that for some associations, HR are the lone wellspring of upper hand over the long haul. Associations that don't put resources into their HR hazard their reality but instead their prosperity. Hence, associations should follow significant methodologies in drawing in, choosing, creating and holding ability for their advantage.

Successful work with capable individuals depends on the ability the board technique got from the association's methodology, where the ability the executives system endeavors to guarantee that current, qualified, and serious capable individuals add to accomplishing the current and future requirements of the association, and this strategy is known as the ability store. There are a bunch of fundamental methodologies for ability the board in associations as expressed in the writing, research and articles, which are as per the following (Cheese, et al, 2007)

☐   *Attracting ability*

It incorporates the arrangements and practices through which gifted people are distinguished and chosen. Where they can be classified as follows (Mupepi, 2017) :

Ability arranging and conveyance

Ability arranging (otherwise called human asset arranging) and its conveyance. The job of ability arranging in deciding the future requirements of gifts is vital at all levels of the association, as the spotlight in this field is on the nature of capabilities like information, abilities, capacities, and individual qualities, which will be utilized in numerous areas, for example, when it is expected to shed a few Employees, additionally use it in the retirement accounting page for current representatives, and this is in a state of harmony with the association's work plans (Mupepi , 2017).

The objective of ability arranging is to have an ideal degree of ability finding which will ultimately bring about the right ability being put in the perfect spot at the perfect time with the vital capabilities and impetuses at all areas and levels of the association. Henceforth, the ability arranging measure has gotten more significant than any other time in recent memory. It has passed, particularly when a large portion of the world's economies have recuperated from the monetary downturn, and consequently the repercussions of the financial downturn and what associations have gained from this worldwide occasion has become a basic part and a significant justification ability arranging (Mupepi, 2017).

Human asset notoriety.

Associations center around the attributes that make them more alluring to a pool of potential candidates, particularly gifted ones. Numerous associations center around working on the standing of their HR to draw in human ability. The standing of HR gets back to the impression created by candidates to work through the picture that the association can reflect as an element and On the other hand, the worker is positive, unbiased or negative (Mupepi, , 2017).

At long last, associations, regardless of whether they are in a condition of stagnation, can zero in on building a standing and engaging quality for HR as the option to pick. For instance, associations can utilize powerful execution the board practices to recognize ability,

rebuild work or update responsibilities to rouse and connect with representatives (Mupepi, 2017).

☐   Talent Development

The ability advancement measure envelops four wide regions (Marinakou and Giousmpasoglou, 2019)

☐   Identification

Who is the advancement for? Who is the worker who needs improvement?

☐   the plan

What abilities ought to be created, and how long does it require?

☐   Evaluation

What are the insightful instruments used to quantify adequacy?

☐   Organizational support

What backing can senior administration give?

Note here that the ability improvement measure contrasts starting with one association then onto the next, in any case, countless organizations utilize uncommon models in ability advancement.

☐   Retaining ability

Ability maintenance incorporates all exercises that forestall capable workers from leaving the association. Exploration in this field can be assembled into two classifications (Pandita, and Ray, , 2018) :

Compelling ability maintenance techniques :

☐   One of the fundamental drivers that permit laborers at all levels to change occupations regularly (for instance, changing perspectives towards work and work structure).

☐   Retaining ability turns into a significant test for all associations.

☐   One of the major difficulties that numerous associations battle with is the reason skilled workers are left, taking the essential abilities and mastery with them. Occupation fulfillment and craving for the work they do is something that assume a part in lessening ability movement to the association.

Ability maintenance systems incorporate (Pandita, , and Ray, , 2018):

☐   Engaging ability

There is a colossal assemblage of examination that shows that representatives who are more occupied with their work and more associated with their association are bound to have more occupation fulfillment, have a positive assessment of their manager, are more averse to leave deliberately, and have more prominent unwaveringness Loyalty to clients, and their degree of occupation execution is extremely high.

☐   Career Development

Associations that offer vocation anticipating gifted workers are bound to see a lower level of willful turnover. Consequently when representatives have a decent comprehension of their vocation way and guarantee that their association thinks often about its turn of events, they can be more associated with their work and their association.

☐   Training

Hands on preparing is the premise that accomplishes the constant advancement of representatives in a manner that guarantees completing their undertakings, obligations and obligations in a way that is comparable with the improvements of their work that didn't exist when planning before administration. It influences patterns, adjusts thoughts, changes conduct, creates propensities and techniques, and prompts an increment in the soul of having a place

among students towards their foundations, as they feel that they are the main component in fostering their usefulness.

☐   Talent the executive's culture

Show representatives that ability the board is a need for all workers, a wellspring of worldwide ability, and an asset for skilled supervisors trying to further develop their ability maintenance procedure.

☐   The return of ability to the country

This region centers around the issues that associations and representatives face when skilled workers get back from abroad tasks. Where distance has become a key instrument for drawing in, creating and holding worldwide ability, exile additionally assumes a significant vital part in the global business procedure for the association, for example, keeping up with and controlling the activities of the auxiliary. Most returnees from outer tasks or tasks have novel unsaid information and can work with the exchange of information from auxiliaries to central command, and the other way around. Nonetheless, in spite of the fact that returnees have a significant task to carry out, a considerable lot of them like to leave the association after the task is finished, and this is a significant worry for some global associations that have exiles.

4.   Scientific and practical rules for selecting talented employees

It is obvious that the manager is comfortable choosing employees who are similar to him in nature and work style, but the scientific and practical rules differ. These are several tips that experts and specialists give to the manager to help him in how to select talented employees (Collings, Mellahi, & Cascio, 2017):

- Do not choose employees as are, but appoint employees with whom do not feel comfortable, and choose from candidates who criticize the work system in company, if it apply this inverted method of selection, it will bring company to a measure of balance in the talents and capabilities of employees. it will find all the functional and personal traits that complement each other
- Choose employees who prefer to work according to their personal style and not according to the company's stable work system. The employee who believes that he is right despite the work system must have a strong vision and contrary to the prevailing and familiar in company, and it becomes necessary to use his vision to complement the current vision and know its shortcomings
- Choose employees who stand up for their opinions strongly and admit their mistakes easily
- Hire the talented employee, even if you think that do not need it now, because you are thus depriving competitors of hiring him, and if competitors hire him, they will deprive of him for the same reason.

5.   organizational innovation

Authoritative development and imagination are one of the fundamental necessities in dealing with our lives, and in overseeing business and instructive organizations, as time is on the ascent and the requirements and desires are likewise developing and growing. Going on with it prompts solidness and freezing, which is hence a retreat from the speeding up pace in pushing ahead or disappointment. Subsequently, effective organizations, and to guarantee their endurance and congruity, solid and powerful, should not stop at the constraint of proficiency, as in they are not just persuaded to take care of their responsibilities in a right way with trustworthiness and earnestness, however their desire should be past that. So it projects its look

to the farthest and its desires to the most elevated and most noteworthy, so it could be splendid in thoughts, execution and objectives, at the end of the day, so it very well might be an imaginative and creative establishment. Subsequently, hierarchical advancement, imagination, development and compelling change, in its vital spots, become the distinctive highlights of its exhibition and administrations (Leckel, et al 2020) .

Spearman (1931) defined the innovative mind as the mind that is able to reach new and original solutions to problems that no one else has preceded before, meaning that it is the mind that can produce the new and the original. The innovative person is the organization that precedes other members of his society in the field of presenting, adopting, and testing innovative ideas (Liu, et al 2017) .

The owners of this trend see that organizational innovation is a productive mental process, and this process does not happen suddenly, but rather it must pass through several stages until the individual reaches innovative ideas or solutions. According to this curve, Torrance defined organizational innovation as "a process of sensitivity to problems, awareness of them and weaknesses, gaps, inconsistencies and shortages, formulating new hypotheses, making new connections using available information, searching for solutions, modifying hypotheses and re-examining them when necessary, and communicating results" (Hameed, et al 2021).

From this reading, we conclude that organizational innovation consists of the following components (Leckel, et al 2020) :

- A complex and purposeful mental activity directed by a strong desire to search for solutions or reach original outcomes that were not previously known.
- The process that leads us to invent new tools, methods, approaches and ideas to deal with the problem.
- The process of merging two or more ideas (independent of each other) into a new idea that did not exist before.
- Organizational innovation thinking is comprehensive and complex because it involves overlapping cognitive, emotional, and ethical elements that form a unique state of mind.

6. *Conditions for Organizational Innovation*
In order for the organizations' methods to be creative and creative, some basic conditions should be observed, including (Henderson, 2021)

☐ Allow space for any idea to be born, grow and grow as long as it is in the right direction
☐ Respecting, encouraging and developing individuals to provide them with opportunities to participate in the decision-making and achieve successes for the organization.
☐ Abandoning routine and allowing decentralization in dealing.
☐ Transforming work into something enjoyable, by transforming activity into responsibility and responsibility into ambition.
☐ Continuous renewal of the soul thought and ambitions, and this will not be achieved unless the individual feels that he is integrated in his work.
☐ It is necessary to observe and evaluate the experiences of others and take the good and leave the bad so that the actions are a set of positives.
☐ A good idea should not be left unimplemented.
☐ Applying what has been learned to work, is of great importance, because it is the best way to develop competencies, expand activities and integrate individuals with tasks and jobs.

Some researchers also believe that there must be four basic pillars to achieve organizational innovation, and they are (Henderson, 2021):

☐ Availability of a sense of organizational innovation: whether within organizations or individuals, this sense is available to varying degrees, according to culture, laws, and the quality of the prevailing economy.

☐ Providing resources: Organizations that usually achieve satisfactory results in the market, and later fear losing those results, want to reduce costs, in the sense of reducing investment in scientific research or resorting to reducing employment and undermining informal relationships, which are considered one of the pillars of empowerment.

☐ Methods: such as the teamwork method, through which ideas flow without bureaucratic restrictions, and the use of good communication methods makes the team global, and the idea of outsourcing some new project activities to external parties has emerged to expand the circle of organizational innovation and distribute its various risks.

☐ Organizational Climate: Organizational innovation needs a dynamic environment characterized by freedom and encouragement for all new opinions, and this requires the transformation of the mental structure of management men from the presidency to businessmen, who accept new proposals and give opportunities and freedom to workers.

7.   Barriers to organizational innovation:

The process of organizational innovation is constrained by a set of determinants that penetrate into the folds of its obstacles, the most important of which are (Hameed, et al. 2021):

☐ Maintaining familiar habits: meaning leaders maintain the status quo and do not want to take risks or engage in bets that require a high level of effort. Taking risks, behavior within the old behavior contrasts with organizational innovation.

☐ Previous rulings: by them we mean the adoption of slogans or sayings that prepare others to accept a static and unchanging reality, for example, the slogan: It is not possible to be better than it was, and usually this type of ruling is in the interest of the leaders and serving their interests, and thus the renewal or Regulatory innovation is a threat to them.

☐ Stagnation and laziness: Modernization at its various levels requires breaking the deadlock and moving to a new location, and there is no doubt that renewal leads to the expansion of activity, operations, market or commodity. And that expansion in this way requires a determination parallel to responsibilities and tasks. And in the absence of the motivation or desire of the organizational leadership, the opportunities for organizational innovation are almost impossible.

☐ Deficiency and inability to show the idea: Many leaders may possess enthusiasm for creativity, but their abilities to deal with it are limited, as the birth of the idea is not enough to reach organizational innovation, but rather present the idea in light of its causes, assumptions and results, which requires Distinguished intellectual and cognitive capacity. The idea may be present in the mind of the leader, but he does not have the courage to launch it for fear of criticism that he may face.

☐ Absence of opportunity: The availability of organizational innovation thought, the ability to organizational innovation, and the desire to present the new and abandon tradition and its path, requires the availability of the opportunity in which the idea is presented, since organizational innovation on this basis is the outcome of the interaction of ability, desire and opportunity. And the loss of one of them affects the outcome of organizational innovation.

☐ Lack of an organizational innovation environment: Organizational innovation is a matter based on mobilizing joint thinking to support the creative individual within the

framework of organizational innovation values and their prevalence in the organizational community, and organizational innovation work requires acceptance of ideas that intersect with oneself and the ability to withstand differences in opinion and content. or out of the ordinary.

And there are those who add some obstacles, such as managers' lack of confidence in themselves and psychological and cognitive limitations, as well as poor communication process regarding the transmission and interpretation of data and information.

8. *Development factors of organizational innovation:*

The factors that help to develop the organizational innovation process can be divided into two main parts (Hervás-Oliver, et al 2021):

- *Internal factors*

During the performance of his work, the employee is exposed to many variables that can contribute to pushing him to organizational innovation and development, or as a hindrance to creativity within the organization. It can be structural related to work regulations, rules and procedures, or it may be non-structural, i.e. its source is the existing human relations between individuals and their co-workers, and the most important of these factors are:

Work environment: The daily work environment is affected by the organizational innovation process of individuals. The good philosophy pursued by the administration in dealing with workers and the positive outlook by the administration towards them leads to building good relations between management and workers, and this leads to a good degree of job stability, which leads To more effort and giving by the workers, thus unleashing their organizational innovation capabilities, and simplifying work procedures and killing stagnation and routine will also lead to this result.

For example, we find organizational environments that do not encourage achievement, excellence and innovation as well, and we also find those that do not encourage organizational innovation and therefore do not have a creative climate (Hervás-Oliver, et al. 2021):

An environment characterized by stagnation and indifference, such as wasting opportunities for growth and gaining experience.

 An environment that lacks the nature of entertainment and focus on the personal benefits and privileges of individuals such as easy success and rapid social status.

An environment conducive to the continuation of the current situation and resisting any kind of change.

 An environment that imposes what it deems appropriate to achieve the goals, and does not consult the members of the organization and shares its goals with them, and deviating from it is a crime.

Among the basic characteristics of the organizational innovation climate, that is, the organizational conditions that drive creativity and through which it facilitates the spread of organizational innovation thinking, we mention the following (Hervás-Oliver, et al 2021):

 Independence, adventurous spirit and organizational innovation.

 Follow up individuals within the organization with respect and appreciation.

 Simplify the administrative levels.

 Create a flexible regulatory environment.

Work group: The day-to-day dealings among laborers and the connections that emerge between them because of this communication enormously affect establishing an innovative climate. Here arises the job of the regulatory pioneer who attempts to give this climate by making helpful and productive collaboration between workers.

The most important condition of effective leadership is that it has a high motivating

ability to push every individual in the organization to be creative and enthusiastic about positive participation in organizational innovation work, as well as the fact that this leadership is fair and impartial in a way that guarantees each member his rights and contribution to organizational innovation.

- Administrative Communications: The correspondence channels through which data and information are moved, as well as the quality and amount of data influence the improvement of laborers' capacities to think and hierarchical advancement, and direct interchanges between the chief and subordinates in examining work matters play a persuasive part on authoritative development. For these channels to be an impetus in the improvement of hierarchical development thought, a bunch of rules should be accessible, the most significant of which are the accompanying (Leckel, et al 2020):

☐The need of culmination of data between the source and the recipient.
☐ The data shipped off the recipient should be of the proper size, which empowers him to profit from it as per his capacities and abilities.
☐ At the point when you send that data should be in accordance with the occasions, or at least, the data should be sent at the hour of its event and not after an extensive stretch of time so this data doesn't lose its significance.
☐ Navigation: The cycle by which choices are made inside the association affects the improvement of hierarchical development among subordinates; The manner by which the choice is made, the level of fulfillment that the choice accomplishes for workers, and the level of their cooperation in its making, are factors that assist with establishing an imaginative climate that permits representatives to utilize their authoritative development capacities from one perspective, as well as reinforcing the viability of the choice then again.

Accordingly, the organization can play a major role in developing the organizational innovation capabilities of its employees by strengthening their affiliation in search of effective recruitment and identification of works, training and educating new employees and instilling the organization's culture, habits and values in them. Also, the manager who is keen on his work that understands the human psychology can be a motivator and encouragement for creativity by providing the appropriate climate for that, which helps in revealing the organizational innovation capabilities of his workers, and some managers can create - intentionally or unintentionally - a group One of the administrative and organizational barriers that affect the general climate of the organization to which they belong, which contributes to limiting the ability to organizational innovation by frustrating and discouraging its employees, but rather to stealing or rejecting their organizational innovation ideas, or accusing their owners of going out of the ordinary .

- ***External factors:***
The individual may be exposed to influences from outside the work environment that affect his organizational innovation capabilities, and therefore the availability and exploitation of organizational innovation capabilities is not limited to the role of the organization, but there are other groups that participate in it, as the individual is surrounded by many external influences that control and act in His behavior is most important:

The family: the family in which the individual lives since his birth is one of the most important external influences, as it instills in him a set of values, customs and traditions that are characteristic of his behavior. The individual's behavior at work is a true reflection of his behavior and behavior inside the home, and the organizations' success in developing the organizational innovation capabilities of their employees, but part of it is due to the family's

success in developing these individuals for those roles within the work or organization.

Education: The educational process has an influential role on the individual's practical life. Education that relies on modern learning methods to transfer information to students and gives them the opportunity to express their opinions and distance from the method of indoctrination in transmitting information, and taking into account the individual differences between them, and the book that Depends on analysis and conclusion in narrating its information. It will be a fruitful education and its results will be beneficial to the individual. Education is not measured by the number of graduates who have the ability to read and write. This is the teaching profession in the past. As for today's education, it must be based on building creative thought and the mature mentality that Help to face the challenges of the times.

Media: The media of all kinds, whether audio, print or visual, has an important role in creating an innovative environment capable of organizational innovation in the society in which it serves. The extent of the multiplicity of aspects and aspects of organizational innovation and its intensity in any society can be measured through the progress of the various media and their interests in organizational development and innovation, and the extent to which they provide realistic and ambitious programs to explore, direct and adopt talents, and the extent of the individual's freedom to express his views through these Various means, freedom of expression, leads to organizational thinking and innovation. The various media also allow the individual to receive information from several sources, and he has an opportunity to analyze and conclude from this information, which helps to develop his intellectual capabilities and organizational innovation

Methodology

The research used the descriptive analytical method, through which analysing the research data to reach Findings and recommendations that achieve the objectives of the research.

Data Analysis

The research will use the SPSS2**3** statistical program to analyze the data obtained through the questionnaire using the following methods) Alpha coefficient - Frequencies, percentages, mean, standard deviation, and relative weight - Pearson correlation - Regression coefficient)

Study population and sample：
The study population consists of all workers in the institutions working in the petroleum sector in Egypt. Because of the difficulty of enumerating all members of the study population, the study used a simple random sample in collecting data through the electronic questionnaire form, and the number of the study sample that answered the questionnaire was **119** individuals.

Study tool
The research used electronic questionnaire form as tool for study and the questionnaire included Artificial intelligence and it consists of three dimensions (Personal Data, talent management and organizational innovation) and the number of questionnaire 26 phrases and the five-degree Likert scale was used, which consists very true (6), Absolutely true (5), true (4), neutral (3) , Not entirely true (2) and Not true at all (1), in answering the study's questions

Validate the study tool

Table (1) *Validate talent management*

Phrases	Correlation coefficient person	P-value
Attracting talent		
Talent management is concerned with attracting employees with high personal and professional qualities.	**0.636	0.000
Talent management identifies the type and nature of jobs that need talented employees.	**0.675	0.000
Talent management sets a set of criteria and foundations that are relied upon when selecting talented people.	0.678**	0.000
Talent management is keen to set up an incentive system that helps attract talented people.	0.568**	0.000
talent development		
Talent Department provides specialized training programs for talented employees	0.650**	0.000
Talent management constantly evaluates training programs	0.636**	0.000
The needs of talented individuals are taken into account when designing various training programs	0.675**	0.000
Talent management is keen to prepare a comprehensive plan for talent development	0.653**	0.000
talent investment		
Talent management is keen to define the objectives upon which to attract different talents.	0.665**	0.000
Talent management is involved in assigning talented individuals to jobs that are right for them.	0.607**	0.000
Talent management calls on the public administration to allow creative employees to use their creativity in the tasks assigned to them.	0.680**	0.000
Tasks and costs are allocated based on the talents and creativity of the employees.	0.687**	0.000
keep talent		
Talent management participates in laying the foundations and rules that will maintain creative individuals.	0.653**	0.000
Talent management creates a work environment that motivates and encourages innovation.	0.665**	0.000
Talent management addresses all the problems that talented people face in order to retain them.	0.741**	0.000
Talent management constantly measures the satisfaction of talented individuals with their work.	0.642**	0.000

Table (2) *Validate organizational innovation*

Phrases	Correlation coefficient person	P-value

The Foundation is interested in providing different and diverse practices of innovation	0.537**	0.000
The institution encourages employees to use modern technology in the practice of their work	0.493**	0.000
Employees are interested in increasing their innovative capabilities and raising their level of creativity	**0.713	0.000
Innovation helps an organization compete and increase its market share	**0.771	0.000
The organization uses new innovative methods to reduce the cost of the work it performs	0.484**	0.000
The institution is expanding in the innovative business that it performs	0.749**	0.000
The institution seeks to diversify and innovate in the business it offers to enhance the value of the product compared to competitors.	0.766**	0.000
The institution is working on using new and innovative methods to increase the level of quality of performance.	0.749**	0.000
The organization attracts innovative employees, which contributes to increasing the quality of the work that is implemented	0.739**	0.000
The organization uses high-level technologies and innovations to increase the quality of the employees' capabilities level.	0.407**	0.000

From the previous table, we notice that all correlation coefficients for study tool items were statistically significant at the level of significance $\alpha = (0.01)$, and this means that the tool has structural validity and is valid for the purposes of the study.

stability study tool
Table (3) *Stability questionnaire*

Dimension	Alpha Cronbach	number of elements
talent management	0.913	16
organizational innovation	0.834	10
Total questionnaire	0.928	26

It turns out that the value of the stability coefficient Alpha is greater than 0.6 for all dimension of the questionnaire, which confirms the validity and correlation of the statements of the questionnaire axes and the stability of the tool used in the study.

Analysis of the questionnaire :
Table (4) *sample according to Personal Data*

Personal Data	Categories	N	%
Gender	Male	87	73.1
	female	32	26.9
Age	18 to 25	17	14.3
	26 to 35	43	36.1
	36 to 45	35	29.4
	46 to 55	17	14.3
	55 and above	7	5.9
Academic qualification	High school	39	32.8
	Bachelor	65	54.6
	Postgraduate	15	12.6
Duration of work experience	1 – 5	22	18.5
	6 -10	39	32.8
	11 - 15	44	37.0
	16 years and over	14	11.8

The variables of study
First: Talent management
Attracting talent

Table (5) *Phrases of the Attracting talent*

N.	Phrase	Mean	S. D	Relative weight	Degree	Arrangement
1	Talent management is concerned with attracting employees with high personal and professional qualities.	3.950	0.735	0.790	High	1
2	Talent management identifies the type and nature of jobs that need talented employees.	3.840	0.748	0.768	High	4
3	Talent management sets a set of criteria and foundations that are relied upon when selecting talented people.	3.882	0.761	0.776	High	2
4	Talent management is keen to set up an incentive system that helps attract talented people.	3.874	0.743	0.775	High	3

The all-expression Attracting talent in Talent management axes were the high and it shows the high level of the Attracting talent in Talent management where mean is 3.887 and S.D 0.747

1-   talent development

Table (6) *Phrases of the talent development*

N.	Phrase	Mean	S. D	Relative weight	Degree	Arrangement
1	Talent Department provides specialized training programs for talented employees	3.798	0.777	0.760	High	4
2	Talent management constantly evaluates training programs	3.950	0.735	0.790	High	1
3	The needs of talented individuals are taken into account when designing various training programs	3.840	0.748	0.768	High	2
4	Talent management is keen to prepare a comprehensive plan for talent development	3.822	0.662	0.764	High	3

The all-expression talent development in Talent management axes were the high and it shows the high level of the talent development in Talent management where mean is 3.853 and S.D 0.730

2-   Talent investment

Table (7) *Phrases of the talent investment*

N.	Phrase	Mean	S. D	Relative weight	Degree	Arrangement
1	Talent management is keen to define the objectives upon which to attract different talents.	3.857	0.615	0.771	High	3
2	Talent management is involved in assigning talented individuals to jobs that are right for them.	4.185	0.713	0.837	High	1
3	Talent management calls on the public administration to allow creative employees to use their creativity in the tasks assigned to them.	3.849	0.684	0.770	High	4
4	Tasks and costs are allocated based on the talents and creativity of the employees.	3.992	0.786	0.798	High	2

The all-expression talent investment in Talent management axes were the high and it shows the high level of the talent investment in Talent management where mean is 3.971 and S.D 0.700

3- keep talent

Table (8) *Phrases of the keep talent*

N.	Phrase	Mean	S. D	Relative weight	Degree	Arrangement
1	Talent management participates in laying the foundations and rules that will maintain creative individuals.	3.822	0.662	0.764	High	4
2	Talent management creates a work environment that motivates and encourages innovation.	3.857	0.615	0.771	High	3
3	Talent management addresses all the problems that talented people face in order to retain them.	3.941	0.784	0.788	High	2
4	Talent management constantly measures the satisfaction of talented individuals with their work.	4.067	0.789	0.813	High	1

The all-expression keep talent in Talent management axes were the high and it shows the high level of the keep talent in Talent management where mean is 3.922 and S.D 0.712

It shows the high level of the Talent management where mean is 3.908 and S.D 0.722

Second: organizational innovation

Table (9) *Phrases of the organizational innovation*

N.	Phrase	Mean	S. D	Relative weight	Degree	Arrangement
1	The Foundation is interested in providing different and diverse practices of innovation	4.353	0.755	0.871	High	2
2	The institution encourages employees to use modern technology in the practice of their work	4.076	0.879	0.815	High	6
3	Employees are interested in increasing their innovative capabilities and raising their level of creativity	4.136	0.784	0.827	High	5
4	Innovation helps an organization compete and increase its market share	3.941	0.784	0.788	High	8
5	The organization uses new innovative methods to reduce the cost of the work it performs	4.067	0.789	0.813	High	6
6	The institution is expanding in the innovative business that it performs	4.286	0.783	0.857	High	4
7	The institution seeks to diversify and innovate in the business it offers to enhance the value of the product compared to competitors.	4.286	0.815	0.857	High	4
8	The institution is working on using new and innovative methods to increase the level of quality of performance.	4.311	0.789	0.862	High	3
9	The organization attracts innovative employees, which contributes to increasing the quality of the work that is implemented	4.370	0.711	0.874	High	1
10	The organization uses high-level technologies and innovations to increase the quality of the employees' capabilities level.	4.025	0.828	0.805	High	7

The all-expression organizational innovation axes were the high and it shows the high level of the organizational innovation where mean is 4.185 and S.D 0.792

Test Research Hypotheses

H1: There is a statistically significant impact of Talent management on organizational innovation in the institutions working in the petroleum sector in Egypt

Table (10) *impact of the Talent management on organizational innovation*

B	T	F	P-VALUE
0.445	**9.517	**90.582	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Talent management on organizational innovation, it is correct the first hypothesis it turned out that the more it increased Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 0.445%

H2: There is a statistically significant impact of Attracting talent on organizational innovation in the institutions working in the petroleum sector in Egypt

Table (11) *impact of the Attracting talent on organizational innovation*

B	T	F	P-VALUE
0.932	**4.843	**23.454	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the Attracting talent on organizational innovation, it is correct the second hypothesis it turned out that the more it increased Attracting talent in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 0.932%

H3: There is a statistically significant impact of talent development on organizational innovation in the institutions working in the petroleum sector in Egypt

Table (12) *impact of the talent development on organizational innovation*

B	T	F	P-VALUE
1.527	**8.403	**70.609	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the talent development on organizational innovation, it is correct the third hypothesis it turned out that the more it increased talent development in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased **1.527**%

H4: There is a statistically significant impact of talent investment on organizational innovation in the institutions working in the petroleum sector in Egypt

Table (13) *impact of the talent investment on organizational innovation*

B	T	F	P-VALUE
1.615	**9.380	**87.985	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the talent investment on organizational innovation, it is correct the fourth hypothesis it turned out that the more it increased talent investment in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 1.615%

H5: There is a statistically significant impact of keep talent on organizational innovation in the institutions working in the petroleum sector in Egypt

Table (13) *impact of the keep talent on organizational innovation*

B	T	F	P-VALUE
1.609	**10.106	**102.136	0.000

The simple regression equation was significant at the level of 0.01, and the There is a statistically significant positive impact of the keep talent on organizational innovation, it is correct the fifth hypothesis it turned out that the more it increased keep talent in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 1.609%

Conclusion

✓ The high level of the Talent management in the institutions working in the petroleum sector in Egypt where mean is 3.908 and S.D 0.722
✓ The high level of the organizational innovation in the institutions working in the petroleum sector in Egypt where mean is 4.185 and S.D 0.792
✓ There is a statistically significant positive impact of the Talent management on organizational innovation, it turned out that the more it increased Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 0.445%
✓ There is a statistically significant positive impact of the Attracting talent on organizational innovation, it turned out that the more it increased Attracting talent in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 0.932%
✓ There is a statistically significant positive impact of the talent development on organizational innovation, it turned out that the more it increased talent development in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 1.527%
✓ There is a statistically significant positive impact of the talent investment on organizational innovation, it turned out that the more it increased talent investment in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 1.615%
✓ There is a statistically significant positive impact of the keep talent on organizational innovation, it turned out that the more it increased keep talent in Talent management 1% is the organizational innovation in the institutions working in the petroleum sector in Egypt has increased 1.609%

Recommendations

✓ Develop a strategic plan to implement talent management in all institutions operating in Egypt in general and institutions operating in the petroleum sector in particular through the application of work in talent management, spreading the culture of talent management and encouraging institutions to discover and adopt talents
✓ Holding seminars, training courses and workshops to spread the culture of talent management among employees, and to introduce talent management and its importance, objectives, dimensions and obstacles in all institutions operating in Egypt
✓ Attention to providing all capabilities and needs that contribute to increasing the ability of talent management to achieve its goals efficiently and effectively

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