

Evaluating the degree of adoption of talent management in Egyptian and Algerian travel agents: A comparative study

تقييم درجة تبني إدارة المواهب في وكالات السفر المصرية والجزائرية: دراسة مقارنة

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Abstract:

The importance of talent management is highlighted in providing employees with superior skills and abilities within the organization, and increasing the organization's ability to gain a competitive advantage in the work environment that enables it to develop and grow, increase productivity, and increase its performance strength. This study aimed to compare between Egyptian and Algerian travel agents in terms of adopting talent management and its four dimensions of attracting talent, talent training and developing, talent performance management, and talent retention. Out of 940 forms distributed to a random sample of managers and supervisors o in travel agents in both Egypt and Algeria, 844 forms were valid for analysis. The results showed that there are significant differences between travel agents in Egypt and Algeria in terms of adopting talent management and its four dimensions, and the differences were for Egypt.

Keywords: talent management; travel agents; Egypt; Algeria.

JELClassificationCodes: Z32

ملخص:

تبرز أهمية إدارة المواهب في تزويد الموظفين بالمهارات والقدرات الفاتحة داخل المنظمة، وزيادة قدرة المنظمة على اكتساب ميزة تنافسية في بيئة العمل تمكّنها من التطور والنمو، وزيادة الإنتاجية، وتعزيز أدائها. هدفت هذه الدراسة إلى المقارنة بين وكالات السفر المصرية والجزائرية من حيث تبني إدارة المواهب وأبعادها الأربعة المتمثلة في جذب المواهب، وتدريب المواهب وتنميتها، وإدارة أداء المواهب، والاحتفاظ بالمواهب. من بين 940 استمارة وزعت على عينة عشوائية من المديرين والمشرفين في وكالات السفر في كل من مصر والجزائر، كان هناك 844 استمارة صالحة للتحليل. أظهرت النتائج وجود فروق ذات دلالة إحصائية بين وكالات السفر في مصر والجزائر من حيث تبني إدارة المواهب وأبعادها الأربعة، وكانت الفروق لمصر.

كلمات مفتاحية: إدارة المواهب، وكالات السفر، مصر، الجزائر.

تصنيفات JEL : Z32

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INTRODUCTION :

Human resources are the most important resources of the organization, as they represent the real capital, and the element capable of achieving success and distinction over competitors (Hasan, 2021). In order for the organization to increase its competitiveness, it should pay attention to human investment effectively, as this investment is evident in talent management, which has witnessed great interest and development in various organizations (Ren and others, 2018). Therefore, it has become imperative for these organizations to attract talent, train and develop them, develop their performance, and retain them (Bibi, 2019).

The intensity of competition and the challenges facing various organizations, as well as the requirements of the ever-changing work environment, have contributed to the direction of these organizations to the search for how to possess qualified employees, given that this type of employees represents a source of creativity, innovation and excellence within the organization. In addition to their important role in improving and developing organizational performance (Jabbar and others, 2020).

Similarly, the rapid changes in the work environment, the tremendous technological developments, the intensification of competition and the challenges it imposed on organizations (Radović-Marković and others, 2019), as well as the great changes in the desires and needs of customers have contributed to the interest of various organizations in searching for the best talented employees with special abilities and attracting them to work in them, besides developing their capabilities and capabilities as a source to achieve the competitive advantage (Harsch, Festing, 2020). This is what prompted organizations to pay attention to what is called talent management, in order to ensure the presence of the best talents within them in various jobs, and to retain them (Pandita, Ray, 2018).

Talent management brings many benefits to various organizations, such as better selection of employees, developing human capital, enhancing the image and reputation of the organization, and supporting its brand (Narayanan and others, 2019). Talent management also contributes to reducing the costs of hiring and developing employees, discovering talents within the organization and benefiting from their skills, abilities and expertise, as well as ensuring that employees are placed in a position that matches their capabilities (Ibrahim & Daniel, 2018). Based on the above, the study aims to compare the degree of adoption of talent management in Egyptian and Algerian travel agents. The main question of the study is "Are there significant differences in the level of talent management adoption in travel agents in Egypt and Algeria?."

1. Literature review

Talent management is the practices and activities implemented by the organization to manage talented workers with high skills and capabilities in order to benefit from them in achieving institutional success by achieving strategic goals and objectives, as well as achieving competitive advantages at the local and regional levels. These practices consist in identifying talents, then developing a plan to attract them, developing their performance, and retaining them (Mahfoozi and others, 2018). Talent management is also those policies, procedures and programs that organizations provide to maintain employees with special abilities, develop their abilities to achieve the organization's goals, and achieve competitive advantage in work environment (Pandita, Ray, 2018). Talent management is managing the capabilities of

employees with the aim of placing each of them in the job that suits their abilities and skills to improve the organizational performance and increase its competitiveness by developing these skills and capabilities, as well as maintaining those employees, and ensuring their continuity in the organization (Claus, 2019).

The interest in talent management within organizations has increased due to the realization of the strong relationship between talent management and performance improvement within organizations, and the fact that talent has become a major source of value creation within the organization (Glaister and others, 2018). In addition to the organizations' need for talented employees to increase their ability to deal with the complex and dynamic work environment, which is also characterized by competition, that made maintaining competitive advantages difficult and requires more efforts. As well as changing the expectations of employees, in addition to their continuous pursuit of professional and personal development, and they are more inclined to learn (Mikalef and others, 2019).

Regarding the dimensions of talent management; There are four main dimensions, as agreed upon by many studies (e.g. Gupta, 2019; Abazeed, 2018; Valianpoor, 2021; Çetin, Erbay, 2021; Alrowwad and others, 2018), and these dimensions are as follows:

Attracting talent:

Talent attraction refers to the process of searching for talents and providing them in proportion to the needs of the organization in the required number and at the required time from various sources (Mahfoozi and others, 2018; Alrowwad and others, 2018). The work environment contributes to attracting talent, especially if it fulfills some requirements that attract talents, such as the existence of a flexible policy for promotions, a fair system of incentives and rewards, training opportunities, and the support and conviction of senior management for talents at work (Yahya, 2019). Talent attraction includes the aspects related to attracting talent, persuading them to work in the organization, and constantly searching for talent (Çetin, Erbay, 2021).

Talent training and development:

This dimension refers to designing training and educational programs planned to continuously enhance and improve the talents' performance, and relying on advanced technology (Gupta, 2019). The talent owned by the organization is one of its most important assets and is called human capital, and therefore organizations should pay attention to investing in human capital to the same degree as they are interested in material investment, because human investment will contribute more to the success of material investment, achieving profits and increasing the market share of the organization (Valianpoor, 2021).

Talent performance management:

It refers to encouraging talents to reach the best possible performance at work. Talent performance management includes some of the main tasks, which include helping to inform employees of the organization's goals, as well as clarifying the required performance standards, how to improve them continuously, and providing feedback to employees to benefit from in developing their performance (Mahfoozi and others, 2018; Yahya, 2019).

Talent retention:

Talent retention refers to some of the procedures and policies that the organization follows to preserve the talented in it and prevent them from leaving work and moving to other organizations, through some strategies that ensure their retention (Abazeed, 2018). Retaining talent is one of the main problems facing many organizations, because leaving those talents to work leads to a decrease in the level of performance and productivity, as well as a low level of service quality provided to customers (Çetin, Erbay, 2021). There are some measures that can contribute to retaining talents, such as encouraging innovative thinking, providing a work environment that stimulates creativity, providing independence at work, and providing opportunities for professional and personal growth (Gupta, 2019).

2. Methodology:

The study relied on the descriptive analytical approach to describe the subject of the study in a comprehensive and accurate manner through data collection and analysis on the degree to which travel agents in Egypt and Algeria adopt talent management in terms of attracting talent, training and developing talent, talent performance management, and retaining talent. The study also relied on conducting a field study on a sample of the study population to reach generalizable results.

2.1.Study tool:

In collecting its data, the study relied on a survey form that included 24 items. The form consisted of demographic and functional information that included gender, age, educational level, position, and experience. The questionnaire also included an assessment of the degree to which Egyptian and Algerian travel agents adopt talent management. This section divided into four dimensions: attracting talent (6 items), talent training and development (6 items), talent performance management (6 items), and talent retention (6 items). These items were prepared through the study of Radwan (2020). This section was designed using a five-point Likert scale (1 = disagree at all, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree).

2.2.Study tool validity:

The survey form with the objectives and its question was presented to a number of faculty staff specialized in tourism and business administration, to ascertain the extent to which each of its items is related to the dimension to which it belongs, the degree of clarity of each item and the soundness of its linguistic formulation, the degree of appropriateness to achieve the goal for which it was set. All observations of the reviewers were taken into account, and the form was executed and amended accordingly.

2.3.Study tool reliability:

In order to check the reliability of the study tool; Cronbach's alpha coefficient was tested, in order to ensure the reliability of the results of this study and generalizability to the whole community. Table No. (1) indicated that the reliability coefficient for all study variables ranges between.798 and 0.903. All of these values are greater than the accepted value of the reliability coefficient of 70% (Al-Romeedy, 2019).

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Table (1): Cronbach's alpha coefficient

Variables	Cronbach's alpha coefficient
Attracting talent	.881
Talent training and development	.798
Talent performance management	.903
Talent retention	.827
Talent management	.832

Source: outputs of SPSS

2.4.Study population and sample:

The study population was represented by managers and supervisors in travel agents in Egypt and Algeria. Given the large size of the study population, a random sample of those managers and supervisors was selected. 940 forms were distributed to a random sample managers and supervisors in travel agents in Egypt and Algeria (Egypt = 518; Algeria = 422). The form was distributed electronically, due to the health risks posed by the Covid 19 pandemic. 893 forms were retrieved, and 844 valid forms were valid to analyze (Egypt = 462, Algeria = 382), while there were 49 forms that are not valid for analysis due to the incompleteness of their data or the repetition of responses. The response rate was 95%.

2.5.Data analysis:

The data was analysed using the Statistical Package for the Social Sciences (SPSS. V.25). Cronbach alpha was used to analyse the reliability of the data. as well as frequencies, percentages, means, standard deviation were employed. Mann-Whitney test, and Kruskal-Wallis test to explore the differences across demographics in relation to the other variables (country, gender, age, educational level, position, and work experience). Mann-Whitney tests were used to compare two independent samples alone, whereas Kruskal-Wallis tests were used to compare three or more groups.

3. Results and Discussion:

3.1.Demographic and other work related information:

Table No. (2) depicted that the majority of respondents were male, with 612 respondents (72.5%), while the number of females was 232 (27.5%). With regard to age; There are 36.5% aged between 40-49 years, followed by those aged 30-39 years with 34.5%. As for the educational level; The majority of respondents hold a bachelor's degree by 63.2%. For the position; 75.5% were supervisors, and 24.5% were managers. And finally; regarding the number of years of experience; the years of experience for 44.5% of the respondents ranged between 10-14 years, followed by those with 15 years or above of experience with a percentage of 29.5%.

Table (2): Demographic and functional information

Country	Egypt	Algeria				
	462/54.7%	382/45.3%				
Gender	Male	Female				
	612/72.5%	232/27.5%				
Age	Less than 30 years	30-39 years	40-49 years	50 years and above		
	11/1.3%	291/34.5%	308/36.5%	234/27.7%		
Educational level	Medium level	Bachelor	Diploma	Master	PhD	Other
	154/18.2%	533/63.2%	62/7.3%	36/4.3%	16/1.9%	43/5.1%
Position	Manager	Supervisor				
	207/24.5%	637/75.5%				
Experience	Less than 5 years	5 – 9 years	10-14 years	15 years and above		
	31/3.7%	188/22.3%	376/44.5%	249/29.5%		

Source: outputs of SPSS

3.2. Talent management dimensions

Table (3): Talent management dimensions in Egyptian and Algerian travel agents

Items	Mean	SD	Rank
Dimension 1: Attracting talent	3.89	.58	3
1- The company's management works to discover talented people from within it to fill jobs before doing external recruitment	3.89	.71	4
2- The company's management is constantly identifying its needs for talented people	4.02	.66	1
3- The company has clear and specific mechanisms to discover and attract talented people	3.93	.92	3
4- The company's management is keen to select only talented candidates from among the candidates for the job	3.71	.74	6
5- The company's management relies on a variety of sources to attract talented people	3.99	1.00	2
6- The company's management studies employment applications using approved and integrated evaluation tools	3.78	.88	5
Dimension 2: Talent training and development	3.96	.60	2
7- The company has a complete database on human resources	3.83	.94	6
8- The company's management is keen to identify the training needs accurately	4.08	.72	2
9- The company works to provide opportunities for professional growth and development for its employees	4.00	.77	3
10- The company's management is keen to provide the support, assistance and resources necessary for the development and development of the career path of the talented	4.11	.92	1
11- The company's management encourages dialogue, inquiries and the exchange of experiences between employees	3.87	.84	4
12- The company has specific programs for talent development	3.85	.64	5
Dimension 3: Talent performance management	4.14	.65	1
13- My direct manager sets clear and ambitious goals for the management	4.14	.81	3

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14- The company has clear criteria for measuring the performance of talented people	4.09	.58	5
15- My direct supervisor is keen to clarify how my performance evaluation is conducted	4.17	.77	2
16- The management is concerned with providing regular reports on the level of performance	4.00	.86	6
17- My direct supervisor discusses the results of my performance evaluation with me constantly	4.13	.69	4
18- the management provides effective communication channels within the company	4.31	.70	1
Dimension 4: Talent retention	3.74	.89	4
19- The company's management provides a work environment that supports and preserves talented people	3.79	1.02	3
20- The management relies on a system of rewards and incentives that encourages outstanding performance	3.65	.98	6
21- The management gives special rewards in order to preserve the talented	3.84	.94	1
22- The management is keen to track the leaving of talents to work in all departments	3.71	.87	4
23- The management is interested in discussing and analyzing the reasons for the resignation of employees with outstanding performance	3.80	.85	2
24- The administration gives priority to continuing to work for talented people when reducing employment	3.66	1.04	5
Level of adopting talent management	3.93	.74	

Source: outputs of SPSS

Table No. (3) showed the degree of adoption of talent management by Egyptian and Algerian travel agents. The results revealed a high level of talent management adoption in Egyptian and Algerian travel agents, where the mean was 3.93 and the standard deviation was .74. The results also depicted that the third dimension (Talent performance management) was the highest (mean= 4.14, SD=.65), followed by the second dimension (Talent training and development) (mean= 3.96, SD=.60), then the first dimension (Attracting talent) (mean= 3.89, SD= .58), and finally the fourth dimension (Talent retention) (mean= 3.74, SD=.89).

3.3.Mann-Whitney test results

3.3.1. Differences among adoption talent management in travel agents according to countries

Table (4): Differences among adoption talent management in travel agents according to countries

	Countries	N	Mean Rank	Mann-Whitney U	Z	Sig.
Attracting talent	Egypt	462	114.201	1.410	-2.745	.007
	Algeria	382	74.201			
Talent training and development	Egypt	462	125.384	1.097	-3.974	.041
	Algeria	382	99.204			
Talent performance management	Egypt	462	110.297	1.103	-2.997	.000
	Algeria	382	69.759			
Talent retention	Egypt	462	107.554	1.253	-2.341	.009
	Algeria	382	61.074			
Talent management	Egypt	462	117.541	1.339	-3.087	.028
	Algeria	382	75.397			

Source: outputs of SPSS

Table No. (4) highlighted the following results:

- For talent management; The p value was .028, which is less than 0.05, and therefore there are significant differences between travel agents in Egypt and Algeria with regard to the adoption of talent management. The mean ranks indicated that the differences were for Egypt.
- For attracting talent; The p value was .007, which is less than 0.05, and therefore there are significant differences between travel and tourism agents in Egypt and Algeria with regard to attracting talent. The mean ranks revealed that the differences were for Egypt.
- For talent training and development; The p value was .041, which is less than 0.05, and hence there are significant differences between travel agents in Egypt and Algeria with regard to talent training and development. The mean ranks stated that the differences were for Egypt.
- For talent performance management; The p value was .000, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to talent performance management. The mean ranks stated that the differences were for Egypt.
- For talent retention; The p value was .009, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to talent retention. The mean ranks clarified that the differences were for Egypt.

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3.3.2. Differences among adoption talent management in travel agents according to gender

Table (5): Differences among adoption talent management in travel agents according to gender

Variables	Gender	N	Mean Rank	Mann-Whitney U	Z	Sig.
Attracting talent	Male	612	125.004	2.074	-3.851	.209
	Female	232	103.841			
Talent training and development	Male	612	113.981	1.974	-2.974	.127
	Female	232	99.841			
Talent performance management	Male	612	121.034	1.831	-3.524	.018
	Female	232	110.557			
Talent retention	Male	612	109.841	2.074	-3.087	.122
	Female	232	89.674			
Talent management	Male	612	118.229	1.443	-3.445	.635
	Female	232	94.851			

Source: outputs of SPSS

Table No. (5) presented the following results:

- For talent management; The p value was .635, which is higher than 0.05, and hence there are no significant differences between travel agents in Egypt and Algeria with regard to the adoption of talent management.
- For attracting talent; The p value was .209, which is higher than 0.05, and therefore there are no significant differences between travel and tourism agents in Egypt and Algeria with regard to attracting talent.
- For talent training and development; The p value was .127, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to talent training and development.
- For talent performance management; The p value was .018, which is less than 0.05, and therefore there are significant differences between travel agents in Egypt and Algeria with regard to talent performance management. The mean ranks indicated that the differences were for male.
- For talent retention; The p value was .122, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to talent retention.

3.3.3. Differences among adoption talent management in travel agents according to position

Table (6): Differences among adoption talent management in travel agents according to position

Variables	position	N	Mean Rank	Mann-Whitney U	Z	Sig.
Attracting talent	Manager	207	151.021	1.971	-1.999	.013
	Supervisor	637	123.941			
Talent training and development	Manager	207	114.852	2.069	-2.753	.091
	Supervisor	637	125.334			
Talent performance management	Manager	207	109.841	1.884	-2.841	.251
	Supervisor	637	89.751			
Talent retention	Manager	207	99.341	1.890	-2.661	.030
	Supervisor	637	73.021			
Talent management	Manager	207	110.881	2.002	-3.111	.041
	Supervisor	637	89.556			

Source: outputs of SPSS

Table No. (6) displayed the following results:

- For talent management; The p value was .041, which is less than 0.05, and therefore there are significant differences between travel agents in Egypt and Algeria with regard to the adoption of talent management. The mean ranks revealed that the differences were for manager.
- For attracting talent; The p value was .013, which is less than 0.05, and hence there are significant differences between travel and tourism agents in Egypt and Algeria with regard to attracting talent. The mean ranks indicated that the differences were for manager.
- For talent training and development; The p value was .091, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to talent training and development.
- For talent performance management; The p value was .251, which is higher than 0.05, and therefore there are no significant differences between travel agents in Egypt and Algeria with regard to talent performance management. The mean ranks indicated that the differences were for male.
- For talent retention; The p value was .030, which is less than 0.05, and therefore there are significant differences between travel agents in Egypt and Algeria with regard to talent retention. The mean ranks indicated that the differences were for manager.

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3.4.Kruskal-Wallis test results

3.4.1. Differences among adoption talent management in travel agents according to age

Table (7): Differences among adoption talent management in travel agents according to age

Variables	Age	N	Mean rank	Chi-Square	Sig.
Attracting talent	Less than 30 years	11	59.841	201.552	.121
	30-39 years	291	103.658		
	40-49 years	308	99.321		
	50 years and above	234	114.521		
Talent training and development	Less than 30 years	11	81.501	174.302	.097
	30-39 years	291	96.541		
	40-49 years	308	125.874		
	50 years and above	234	79.521		
Talent performance management	Less than 30 years	11	77.514	191.531	.009
	30-39 years	291	129.330		
	40-49 years	308	110.851		
	50 years and above	234	103.201		
Talent retention	Less than 30 years	11	69.821	255.230	.041
	30-39 years	291	117.508		
	40-49 years	308	99.717		
	50 years and above	234	71.031		
Talent management	Less than 30 years	11	61.741	231.027	.016
	30-39 years	291	115.097		
	40-49 years	308	102.364		
	50 years and above	234	107.855		

Source: outputs of SPSS

Table No. (7) demonstrated the following results:

- For talent management; The p value was .016, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to the adoption of talent management.
- For attracting talent; The p value was .121, which is higher than 0.05, and therefore there are no significant differences between travel and tourism agents in Egypt and Algeria with regard to attracting talent.
- For talent training and development; The p value was .097, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to talent training and development.
- For talent performance management; The p value was .009, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to talent performance management.
- For talent retention; The p value was .041, which is less than 0.05, and therefore there are significant differences between travel agents in Egypt and Algeria with regard to talent retention.
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3.4.2. Differences among adoption talent management in travel agents according to education level

Table (8): Differences among adoption talent management in travel agents according to educational level

Variables	Education level	N	Mean rank	Chi-Square	Sig.
Attracting talent	Medium level	154	55.387	214.091	.581
	Bachelor	533	91.201		
	Diploma	62	88.333		
	Master	36	91.220		
	PhD	16	65.225		
	Other	43	74.021		
Talent training and development	Medium level	154	81.424	174.256	.207
	Bachelor	533	101.230		
	Diploma	62	66.887		
	Master	36	59.764		
	PhD	16	74.001		
	Other	43	85.321		
Talent performance management	Medium level	154	85.147	202.338	.111
	Bachelor	533	49.087		
	Diploma	62	93.662		
	Master	36	67.415		
	PhD	16	85.333		
	Other	43	93.551		
Talent retention	Medium level	154	89.301	153.971	.413
	Bachelor	533	75.885		
	Diploma	62	93.145		
	Master	36	102.375		
	PhD	16	58.227		
	Other	43	61.759		
Talent management	Medium level	154	74.559	192.742	.397
	Bachelor	533	66.897		
	Diploma	62	91.084		
	Master	36	74.222		
	PhD	16	95.001		
	Other	43	47.521		

Source: outputs of SPSS

Table No. (8) indicated the following results:

- For talent management; The p value was .397, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to the adoption of talent management.
- For attracting talent; The p value was .581, which is higher than 0.05, and therefore there are no significant differences between travel and tourism agents in Egypt and Algeria with regard to attracting talent.

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- For talent training and development; The p value was .207, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to talent training and development.
- For talent performance management; The p value was .111, which is higher than 0.05, and so there are no significant differences between travel agents in Egypt and Algeria with regard to talent performance management.
- For talent retention; The p value was .413, which is higher than 0.05, and therefore there are no significant differences between travel agents in Egypt and Algeria with regard to talent retention.

3.4.3. Differences among adoption talent management in travel agents according to experience

Table (9): Differences among adoption talent management in travel agents according to experience

Variables	Experience	N	Mean rank	Chi-Square	Sig.
Attracting talent	Less than 5 years	31	59.884	189.552	.022
	5 – 9 years	188	103.228		
	10-14 years	376	93.547		
	15 years and above	249	77.814		
Talent training and development	Less than 5 years	31	81.521	174.335	.030
	5 – 9 years	188	69.438		
	10-14 years	376	97.814		
	15 years and above	249	88.908		
Talent performance management	Less than 5 years	31	73.031	193.687	.000
	5 – 9 years	188	112.097		
	10-14 years	376	97.058		
	15 years and above	249	69.447		
Talent retention	Less than 5 years	31	67.884	171.521	.000
	5 – 9 years	188	91.874		
	10-14 years	376	132.089		
	15 years and above	249	102.223		
Talent management	Less than 5 years	31	71.521	201.336	.021
	5 – 9 years	188	94.581		
	10-14 years	376	81.552		
	15 years and above	249	89.332		

Source: outputs of SPSS

Table No. (9) clarified the following results:

- For talent management; The p value was .021, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to the adoption of talent management.
- For attracting talent; The p value was .022, which is less than 0.05, and therefore there are significant differences between travel and tourism agents in Egypt and Algeria with regard to attracting talent.

- For talent training and development; The p value was .030, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to talent training and development.
- For talent performance management; The p value was .000, which is less than 0.05, and so there are significant differences between travel agents in Egypt and Algeria with regard to talent performance management.
- For talent retention; The p value was .000, which is higher than 0.05, and therefore there are significant differences between travel agents in Egypt and Algeria with regard to talent retention.

Conclusion and Recommendations:

The study aimed to compare travel agents in Egypt and Algeria with regard to the adoption of talent management. The results of the study highlighted the high level of adoption of talent management in Egyptian and Algerian travel agents. Talent performance management came first, then talent training and development, talent attraction, and finally talent retention. This indicates the interest of these agents in attracting and appointing talented employees to develop their performance in the highly competitive work environment, as success and continuity in that environment is largely linked to having highly skilled, experienced and knowledgeable employees. The results also showed that there were significant differences between the Egyptian and Algerian travel agencies regarding the adoption of talent management and its four dimensions, and the differences were for the Egyptian travel agents in the adoption talent management and its four dimensions.

In light of this; Egyptian and Algerian travel agents' managers should demonstrate continued interest in talented employees, and expand human investment to support and enhance the skills, capabilities and expertise of those employees. The managers of these agencies should also provide sufficient support to talented people to motivate them to use all their skills and abilities at work, and achieve a competitive advantage. Additionally, managers should develop a clear plan for promotions which ensures that talented employees are placed in the right place that matches their abilities and skills to ensure that they are used in achieving the agents' goals. and finally; In light of the fluctuations in the work environment, as well as the challenges and restrictions imposed by the Covid-19 pandemic, which led to the suspension of tourism activity in many countries of the world, prompted agents to reduce the number of their employees to reduce expenses; managers should develop some measures that ensure stability and job security for talented employees to retain them.

Evaluating the degree of adoption of talent management in Egyptian and Algerian travel agents: A comparative study

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