

The Impact of Human Talent Attraction and Retention Strategies on Enhancing the Level of Organizational Development in Algerian Institutions:

A Case Study of Algérie Télécom (Djelfa Agency)

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Abstract

This study aimed to investigate the role of talent recruitment and retention strategies in improving the level of organizational development in Algerian institutions through a case study of the Algeria Telecom Agency – Djelfa Agency - where we relied on the descriptive and analytical approach and on data collection tools represented by observation, interview and questionnaire As well as the SPSS statistical analysis program, through studying a sample of Algeria Telecom employees estimated at 87 individuals, the study concluded that there is a statistically significant effect of the recruitment strategy on enhancing the level of organizational development, as well as a statistically significant effect of the human talent retention strategy on achieving organizational development. Finally, many recommendations were presented, including the necessity of establishing a special department for talent management concerned with the recruitment process.

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1. Introduction

The inclusion of human resources where institutions match their aspirations, contributes greatly to the implementation of their strategy, and helps align with their goals. It is considered the greatest success and the biggest guaranty for the institution's survival, continuity, and advancement.

Given the status and importance of human resources to the institution, we pinpoint that there is a distinguished group with special qualities, high skills, and abilities. This has ignited competition among institutions to attract and benefit from their performance and talent. Primarily, if the institution succeeds in attracting them, it then confronts a second challenge: how to ensure their preservation.

Therefore, these challenges undoubtedly affect the process of organizational development within the institution. This latter process aims at renewing organizational thinking and the institution's culture through learning and working on the institution's development, enhancing its competitiveness and profitability, and improving its adaptability to new circumstances.

Per this standpoint, the aim of the present study is to shed light on the extent to which attracting and preserving talents contributes to enhancing the level of organizational development at Algerie Telecom Agency in Djelfa. Therein, the agency is considered a leading institution in the national arena and offers various communication and technological services.

Based on the above, the study's question is as follows:

To what extent do the strategies of attracting and preserving human talents impact the enhancement of organizational development at Algerie Telecom Agency in Djelfa?

Basing on the above-mentioned questions, the following sub-questions arise:

- Is there a statistically significant effect at the significance level ($0.05 \geq \alpha$) of talent attraction on enhancing the level of organizational development in the institution under study?
- Is there a statistically significant effect at the significance level ($0.05 \geq \alpha$) of talent preservation on enhancing the level of organizational development in the institution under study?

Study hypotheses

Main hypothesis

There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of attracting and preserving human talents on enhancing the level of organizational development at the Algerie Telecom Agency in Djelfa.

The following sub-hypotheses branch from the main hypothesis:

- There is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of talent attraction on enhancing the level of organizational development in the institution under study.
- There a statistically significant effect at the significance level ($0.05 \geq \alpha$) of talent preservation on enhancing the level of organizational development in the institution investigated.

Study Objectives

Via this study, we aim at highlighting the reality of talent attraction and preservation at Algerie Telecom – Djelfa Agency, in addition to exploring the role of talent retention in enhancing the level of organizational development. We also seek to understand the impact of talent preservation on enhancing the level of organizational development.

Importance of the study

The importance of the study is evident throughout what human talents are experiencing, as they have become a battlefield where institutions compete to attract and incorporate them into their working teams. Additionally, its importance is also reflected on the efforts made by institutions to preserve talented individuals. All of this is due to the significance of these changes in driving organizational development within institutions.

Study boundaries

- Spatial boundaries: Algerie Telecom Institution - Djelfa Agency –
- Temporal boundaries: During the first half of the year 2025
- Human boundaries: Employees of Algeria Telecom - Djelfa Agency –

Study Methodology

To address the targeted problematic, we opted for the descriptive method. This is processed by presenting the theoretical concepts related to the strategies of talent attraction and preservation, as well as organizational development. We also employed the analytical method through statistical analysis to the outputs of the field study.

The Theoretical Framework of the Study

The human factor is considered the main force of various activities within organizations. Indeed, no organization can function without relying on the worker. Therefore, human resources today hold great significance due to the role assigned to them. Particularly, talented individuals, being a distinguished category, receive special attention. Specific procedures are followed to attract and preserve them and significant efforts are made in light of the role they contribute to targeting organizational development.

1. Talent Attraction

1.1 Definition of Talent Attraction

Talent attraction is a core requirement of human resources management. It involves attracting qualified talent to fill vacant positions. This is done according to a strategic plan adopted by management to attract talent from within the organization and motivate its employees to assist in the search for value of addition. Recruitment can also be based on external sources by fetching for new talent and integrating it into the organization. This is known as external recruitment and usually it centers around the merit-based approach to attract talent. This stage includes all issues related to highly skilled individuals, i.e., what type of individuals does the organization demand to invest in? And how should the organization plan its talent attraction needs in specific job positions?. This is done through various recruitment sources; some of which relate to their specialized websites, talent fairs for the best candidates and uses recruitment agencies.

Bugg (2015) defines talent attraction as a process that relies on the organization's character and reputation to secure employees' preference over other competitors. He explains that this indicates the significant role of the organization's reputation and status in the inclination of talented individuals to join it. The talent attraction model involves selecting and identifying the most suitable personnel from a pool of internal/external candidates. Selection is a key process in the organization, alongside performance management.

Consequently, talent attraction revolves around the organization's ability to create a distinguished brand, reputation, and position to attract exceptional human resources, in addition to implementing good programs to select talented individuals using appropriate tools and methods to ensure the selection of competent individuals with talent and outstanding performance.

The organization must also achieve a set of considerations for attracting talent, including:

- The necessity for the values and culture of the talented individual to align with the values and culture of the organization.
- Promoting the organization's name and its diverse activities is one of the tasks for attracting talented individuals.
- The organization's prestigious reputation gives a good impression to attract talented individuals.

1.2 Stages of Talent Attraction

The process of talent attraction is performed according to the stages mentioned below:

1.2.1 Talent Identification

Talent identification is the search and determination of talent characteristics for each organization in the vacant positions that affect organizational success. Hence, organizations

can identify talent characteristics of each employee or construct a new model of talent characteristics, as it contributes to identifying organizational talents, managing skills, and finding qualified talents to form the organizational talent model for roles and vacant positions.

When it comes to selecting new employees, most organizations pay special attention to the job description instead of focusing on the talents and achievement traits of the applicants. So, once the importance of achievement ability is downplayed, the door to selecting intermediaries or those who tend toward obedience and submission rather than innovation and accomplishment is opened.

1.2.2 Selection

The process of selecting new employees ought to comprise a discussion between the employee and the employer. This allows each party to freely raise any questions they wish. The most important aspect of a successful selection process is forming a deep understanding of the candidate's life, professional history, and anything else that may be of matter. Herein, Ordinary or incompetent candidates do not welcome questions related to their professional history, unlike successful, talented, and accomplished individuals. This approach is the most effective in avoiding the hiring of less competent people.

1.2.3 Filtering

There is a common belief that hiring the best agents guarantees the company the best results, but this rule does not necessarily apply in all cases. Thus, managers are required to ask team members to ensure that each of them feels they are in the right place and enjoy the motivation to achieve. If it is noticed that some veteran managers are neglecting their teams due to a lack of enthusiasm and remaining in the comfort zone, previous choices should be re-evaluated to confirm the continued achievement of desired results.

1.3 Relevance of Talent Attraction

Organizations of all shapes and fields of activity today face numerous challenges, especially those in relation with filling important positions that require a significant amount of variables and skills on one hand, and on the other hand, they face a shortage of available skilled labor. This has come to be described as a talent war. It is owing to this latter that the salience of talent attraction has emerged as one of the crucial activities organizations pay special attention to, as they, as we have seen, undertake the search for talented individuals, attract them, and select the best among them. This necessitates that the organization follows a successful strategy for talent attraction and adopts ethical principles at every stage of the recruitment process so that to reinforce a deemed reputation which enables facing fierce competition for talent.

Thereby, talent attraction enables the organization to fill the gap in vacant positions and meet the requirements that must be accomplished by the person to occupy them.

1.4 Parameters of Talent Attraction

The process of talent attraction is closely linked to the brand for organizations must establish a rigid brand and reputation to attract employees. They also should demonstrate that they provide a prestigious environment people desire belonging to, in addition to making significant efforts to build a strong and distinguished reputation in the job market to face intense competition for talent, as well as adhering to ethical principles at every stage of the attraction process. The process is rather based on several foundations, those include:

- Identifying sources for acquiring talent.
- Leveraging the organization's community network.
- Choosing the best among job applicants.
- Impacting organization's brand.
- Accuracy and quality in testing processes.
- The impact of wages and incentives.

2. Talent Preservation

One of the fundamental dimensions of talent management in organizations is talent preservation. This concept includes the efforts made by the organization to ensure that talents remain and do not leave for other organizations. Doing so, the organization relies on financial incentives, organizational incentives, and moral ones to gain the trust and participation of talented individuals, which enhances the likelihood of their continued presence in the organization. We have previously observed how talents are attracted and the stages involved in this process. Hence, achieving talent preservation is seminal. Accordingly, we will define talent preservation and then explain the importance of this process, its components, and its advantages.

2.1 Definition of Talent Preservation

Talent preservation is considered a major obstacle encountered by senior executives in most organizations, especially when talented employees receive better offers from other organizations and accept them. This makes it necessary to encourage them to stay with the organization for as long as possible. A merit which could only be met by adopting effective retention strategies and providing a work environment that encourages them to stay such as preparing a career plan for each employee, offering a package of rewards, professional development opportunities, training programs, and flexibility.

Therefore, organizations have realized the necessity of retaining talented employees as a fundamental factor whose loss affects the organization and causes significant costs when viewed from the perspective of their compensation that requires research, identification, and recruitment, along with the associated procedures, as well as training and development costs. Consequently, organizations should adopt effective talent preservation strategies,

which some believe consist of fifteen factors namely compensation and benefits packages, rewards, performance management, meeting employee needs, strategies for ensuring employee satisfaction, training programs, in addition to career planning, clarity of work strategies, and more.

2.2. Drives of Talent Preservation

Accordingly, and based on the above, it can be claimed that among the factors that drive the organization to focus on preserving talent, we mention:

- Considering talent as a rare currency that must be possessed and preserved.
- The advancement of technology that necessitates the organization to possess talents capable of controlling it.
- Economic advancement that provides job opportunities outside the organization,
- The scarcity of talented workers in the labor markets, given the assumptions that individuals work better not necessarily for money but when.....
- Ensuring that the talented individual and their efforts have an influence on the organization's success and that they are better supported by its strategy.

2.3 Importance of Talent Preservation

The importance of preserving talent requires management in general, and human resources management in particular, to create a suitable work environment for talented individuals and to present their innovations and creations without imposing traditional constraints that make them more cautious and fearful of mistakes and failures. Achieving innovations and advancements does not happen on the first try; it requires trial and error multiple times.

Preserving talent encompasses all activities that work to reduce their departure from the organization and even prevent them from considering looking for job opportunities in another organization or country (brain drain); thus, talent is preserved. The importance of preserving talent in the work environment is as follows:

- The process of attracting individuals with rare skills is a costly endeavor.
- There are risks involved in the process of selecting individuals, and it is also difficult to identify the outstanding ones among them.
- Sustaining investment in the efficiency of human resources and benefiting from the returns of these minds.
- The turnover rate of individuals affects team morale.
- Customer relationships are damaged, especially if the turnover rate is high.
- Increasing the turnover rate of talented individuals reduces the rate of production and innovation development.
- preserving talented individuals deprives competitors of access to them, thereby attracting and benefiting from them.

2.4 Components of Talent Preservation

Maintaining talent requires paying attention to the following essential components:

- Constant observation and follow-up of the talented individual thru planned and unplanned meetings; with the aim of continuously understanding their work directions and future plans.

- Offering exceptional opportunities for the talented individuals in terms of moving to higher levels, positions, or places to invest in their talent.

- Providing non-periodic material and moral incentives during the events, celebrations, and conferences organized by the organization.

Some believe that the organization can ensure the preservation of its talented individuals if it takes into consideration the following activities:

- Appointing and developing employees who share the same values, attitudes, and beliefs.

- Developing employees who have a genuine commitment and sense of belonging to the organization.

- Ensuring that talented individuals feel a sense of achievement in their job roles.

- Developing relationships thru education and training and encouraging cooperation among all work departments.

3. The Nature of Organizational Development

To understand the concept of organizational development, we will define it, then explain its features and objectives, and finally discuss the relationship between talent attraction and preservation and organizational development.

3.1 Definition of Organizational Development

Organizational development is defined as a long-term effort exerted by top management to develop problem-solving methods within the institution, update its processes, and particularly thru conducting more effective diagnosis and analysis, and providing everyone with the opportunity to participate. This is achieved by managing organizational culture with a specific focus on informal work relationships and those within workgroups, using theories and techniques of applied behavioral sciences, including scientific research.

It is also defined as the knowledge and skills that should be focused on and can be directly applied in the workplace to increase productivity, develop and enhance the workforce, and efforts designed to enhance workers' ability to meet all labor market needs, improve work environments, and effectively manage human capital in organizations so that training programs align with the improvement goals for both the worker and organizational performance.

3.2 Characteristics of Organizational Development

Among the features that characterize organizational development are the following:

- Organizational development enables leading change within the institution thanks to its reliance on a planned strategy aimed at achieving organizational change. The change efforts are directed toward specific goals and are based on analyzing and identifying areas where problems arise.
- Organizational development is based on providing individuals with the opportunity to participate, which opens the door for all employees to express their opinions, influence changes, and be affected by them.
- Organizational development relies on a set of human values that address individuals and institutions, aiming to create more effective organizations that open new avenues for better utilization of human potential.
- Organizational development represents a structured approach concerning the reciprocal relationships between different departments and units, groups, and individuals, viewing them as subsystems interconnected to form the overall system.
- Among the priorities of organizational development is that its programs are characterized by focusing on finding ways to develop and support performance and quality.

3.3 Objectives of Organizational Development

Undoubtedly, the process of organizational development aims to achieve a high level of performance. The primary goal of organizational development in institutions is to present and clarify the various methods and developments that the institution can follow to achieve its objectives. This helps the institution to make changes and transformations from its current state to the desired future state. These transitions that it aims to reach and achieve are the responsibility of organizational development. Additionally, organizational development aims to achieve numerous objectives; those are listed below:

- Developing individuals' skills and intellectual abilities.
- Improving the performance of employees in general and talented individuals in particular to enhance the efficiency of the institution,
- Increasing the effectiveness of the institution and improving its returns.
- Organizational development works to align and integrate individual goals with the goals of the institution.
- Organizational development fosters a spirit of cooperation and participation between superiors and subordinates.
- It helps the organization and enables it to contain external changes and address internal problems, with the aim of creating a suitable environment for the organization's work.

4. The Relationship between Talent Attraction, Preservation and Organizational Development

Among the responsibilities assigned to human talent management is the responsibility of attracting and recruiting the best and brightest talents. This process enables the organization to obtain the best competencies and talents available, whether within the organization or outside it, ensuring it achieves its goals. Additionally, it involves considering the most attractive factors for top talents within the organization as of the possibility of career advancement, benefits and compensation, linking salaries to performance, and training and development opportunities. This is done using various methods and techniques that reflect the specific culture and values of the organization. Here, the organization must understand the motivations and desires of the talented individual before attracting them. By understanding these motivations, the organization can effectively manage their creative energy, thereby motivating them to deliver their best skills, which achieve organizational excellence.

The importance of having an appropriate organizational development framework is considered a guaranty for discovering, attracting, and preserving talents. It provides the suitable environment and organizational climate that help achieve this and make the organization a suitable and preferred choice for talents. To explain more, below is a number of advantages organizational development provide :

- Helping to attract talent by developing the concept of a talent-focused culture as a source of competition
- Preserving talent by helping employees achieve and showcase their best abilities and talents.
- Responding to challenges and entering new markets undoubtedly requires attracting many talents capable of meeting the challenge.
- Talents contribute to moving forward in the pursuit of competition and rivalry.
- Companies that possess talent and a successful workforce gain a good reputation and become a distinguished and attractive place to work.
- Preserving talent contributes to aligning technology with the organization's goals and increasing its effectiveness.

Practical Framework of the Study

1. Sample and Study Tool

In this section, we will address the study sample, data collection method, statistical tools used, as well as the characteristics of the study sample and the presentation and analysis of the questionnaire.

1.1. Study Population and Sample

This study focused on the topic: "The impact of talent attraction and preservation strategies on organizational development – A study sample of employees at Algerie Telecom - Djelfa Agency," . We distributed 102 questionnaires to the employees of the institution under study. Since the study population consists of all employees of Algerie Telecom, Djelfa Agency, it was not possible to conduct a comprehensive survey of all employees. Therefore, we relied on a sample of 102, of which 87 valid questionnaires were retrieved for the study, representing 85.25%.

1.1.1 Distribution of the Study Sample by Gender

The following table summarizes the results obtained regarding the distribution of the study sample by gender:

Table No. (01): Distribution of the study sample by gender

Gender	Frequency	Percentage
Male	55	63.2%
Female	32	36.8%
Total	87	100%

Source: Prepared by the researcher based on the outputs of SPSS V. 26

It is clear from the table above that the study sample included 55% males, while females represented 32% of the study sample. This explains that the institution attracts both genders.

1.1.2 Sample Distribution by Age

The following table summarizes the data obtained regarding the distribution of the study sample by age.

Table No. (02): Distribution of the study sample by age

Age	Frequency	Percentage
Less than 30	08	9.2 %
31-40	35	40.2%
41- above	44	50.6%
Total	87	100%

Source: Prepared by the researcher based on the outputs of SPSS V. 26

We can detect that the age group under 30 years constituted 9.2% of the study sample, followed by the 31-40 year age group with a percentage of 40.2%. This indicates that the institution has a significant youthful stock, while the age group over 40 years, which is the dominant group in the study sample, is considered the active group in the institution with a percentage of 50.6%.

1.1.3 Study Sample Distribution by Work Experience Duration

The below table summarizes the results obtained regarding the distribution of the study sample according to the duration of professional experience.

Table No. (03): Distribution of the study sample according to professional experience

Experience	Frequency	Percentage
Less than 05 years	23	26.4%
5-10	22	25.3%
11-16	27	31.0%
16-above	15	17.2%
Total	87	100%

Source: Prepared by the researcher based on the outputs of SPSS V. 26

It is noticeable from the table that Algerie Telecom institution can be considered a reputable brand in Algeria, specifically in Djelfa as it widely attracts customers. This is evident from the results obtained where the notable observation is the convergence of percentages related to professional experience. This indicates that the institution has a mix of various experiences, allowing for knowledge exchange and organizational development. The percentage of study sample members with 11 to 16 years of experience reached (31.0%), followed by the category with less than 5 years of experience at (26.4%), then the category with 5 to 10 years of experience at (25.3%). All these percentages, as we noted, are close. Finally, the category with more than 16 years of experience reached (17.2%). This indicates the institution's ability to preserve its talented employees.

1.2 Study Instrument

To be able to attain the study's objectives and analyze the data, we relied on a set of statistical tools and methods among which was the utilization of the Statistical Package for the Social Sciences (SPSS) version 26. Various appropriate statistical tools were also employed (Cronbach's alpha reliability coefficients, simple linear regression analysis). We also relied on a five-point Likert scale that includes five responses (strongly agree, agree, neutral, disagree, strongly disagree). We emphasized to the research sample the necessity of selecting only one response for each item. Additionally, we tested the validity of the study tool to ensure that the scale measures what it was developed to measure, as well as to verify the accuracy of the statements in the questionnaire and the ability of these questions to cover the study variables and hypotheses, thereby achieving the study's objectives. Subsequently, a questionnaire was prepared that included three sections:

The first axis: It included personal data (gender, age, professional experience).

The second axis: It included 10 statements related to my talent attraction and preservation strategies.

The first dimension: This one related to talent attraction and consisted of 5 statements.

The second dimension: It related to talent preservation and consisted of 05 statements as well.

The third axis: It consisted of 05 statements related to organizational development. The questionnaire was constructed according to the five-point Likert scale which we found suitable for our study since it provides the following options for each statement (Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree). We clarified to the study sample the necessity of selecting only one answer for each item. To determine the direction, we assigned specific weights to the five response options as shown in the following table:

Table No. (04): Five-Point Likert Scale

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

In order to determine the weighted averages and their corresponding trends, we present the following table:

Table No. (05): Weighted averages and their corresponding trends

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
(1-1.79)	(1.8-2.59)	(2.6-3.39)	(3.4-4.1)	(4.2-5)

2.1 Study Instrument Validity

Aiming at appropriate and convenient testing, we calculated the Spearman correlation coefficient between the score of each item in each axis and the total score of all items in each axis, and we obtained the results shown in the following tables:

Axis: Talent Attraction and Preservation Strategy

Table No. (06): Internal consistency between the sections of each axis of talent attraction and preservation strategies.

Dimension One : Talent Attraction			
Morale Level	Correlation coefficient	Paragraph	Number
0.000	,7630	The institution relies on attracting and selecting talented individuals who serve the interests of the work.	01
,0000	,8120	The institution attracts talented individuals to work with it by providing all the motivating benefits.	02
0.000	,6350	The institution relies on internal and external sources to attract talent.	03
,0000	,7750	The institution is concerned with appointing talented employees to positions that match their skills.	04
0.000	,6250	The institution's reputation contributes to attracting talented individuals.	05
Dimension Two: Talent Preservation			
Morale Level	Correlation coefficient	Paragraph	
0.000	,6050	The institution relies on all systems of material and moral incentives to motivate employees.	06
0.000	,6410	The institution provides a suitable work environment for talented individuals to work in their field of specialization.	07

0.000	,8400	The institution encourages innovation and modern ideas.	08
	,6940	The institution strives to satisfy talented individuals to preserve them.	09
0.000	,8400	The institution implements flexible working hours to preserve talented employees.	10

Source: Prepared by the researcher based on the outputs of SPSS V. 26

From the table above, it is apparent to us; regarding the dimension of talent attraction, that the correlation coefficient for all statements ranges between (0.625) at the lowest value obtained for statement number (05), which stated (the institution's reputation contributes to attracting talented individuals), and (0.812), which represented the highest value for statement number (02), which stated (the institution attracts talented individuals to work for it by providing all motivating benefits for them).

As for talent preservation dimension, the correlation coefficient for all statements ranges between (0.605) at the lowest value obtained for statement number (06), which stated (the institution relies on all material and moral incentive systems to motivate employees), and (0.840), which represented the highest value for statements number (08) and number (10).

This indicates that the statements of this dimension have a strong positive correlation, considering that all the statements were statistically significant at the significance level ($\alpha \leq 0.05$); it can also be said that the statements related to the strategies of talent attraction and retention were statistically significant and had a strong positive correlation, making them reliable to the extent that they can be depended upon for their intended measurement.

Organizational Development Axis

Table No. (07): Internal consistency between the sections of each axis of the attraction strategy.

Attraction Strategy		
Morale Level	Correlation coefficient	Paragraph
0.000	,6900	The institution has the necessary means to implement organizational development.
0.000	,6900	The organizational structure of the institution is flexible and helps achieve organizational development.
0.000	,7780	The institution ensures that its goals align with the goals of talented individuals.
0.000	,7430	Work is designed in accordance with the requirements of organizational development.
0.000	,7780	The institution is keen on developing administrative systems and procedures to align with the aspirations of the employees.

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Based on the obtained results, it is evident that the Spearman correlation coefficient for the degree of each item and the organizational development axis were all positive and strong, with the first item having a minimum value of (0.690) and the fifth item having a maximum value of (0.778), all of which are high values. Accordingly, since all the items were

statistically significant at the significance level ($\alpha \leq 0.05$), this makes these statements considered true to a degree that can be relied upon for what they were intended to measure.

1.2.2 Study Reliability

Reliability of research tools, questionnaire for the case being, ensures that responses will be the same if the instrument is repeatedly applied to the same individuals. To measure the reliability of our research tool, we used the Cronbach's alpha reliability coefficient. This is considered one of the best methods for indicating reliability. We calculated it for the entire study tool and for each variable separately, and then for each dimension of the study. The results are highlighted in the following table:

Table No. (08): Reliability coefficients for the study axes using the "Cronbach's Alpha" method

Axis reliability	Number of statements	Dimensions and axes
1. Talent Attraction and Preservation Strategies		
0.803	05	Talent Attraction Strategy
0.814	05	Talent Preservation Strategy
0.867	10	Talent Attraction and Preservation axis' reliability
2. Organizational Development		
0.826	05	Organizational Development axis' reliability
0.923	15	Overall reliability coefficient

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (08) showcases that the reliability coefficient represented by Cronbach's alpha for all axes of the questionnaire is (0.923), which indicates the stability of the study tool questionnaire. In case we take each study axis separately, we come to note that the Cronbach's alpha coefficient for the first axis, related to the strategies of talent attraction and preservation, equals (0.867), and for the second axis, organizational development, the Cronbach's alpha coefficient equals (0.826), which is a very important value indicating the stability of the questionnaire axes.

As a result, and based on the above, it could be stated that the Cronbach's alpha values for all the study axes are greater than 0.6, the value considered as minimum Cronbach's alpha in social and human studies. Looking at the alpha coefficient of the questionnaire, we can say that the aforementioned percentages indicate the reliability of the study tool, through which we aim to understand the nature of the relationship between the talent attraction and preservation strategies used in the institution and organizational development in the study sample. This has made the researcher confident in the ability of this questionnaire to provide the necessary data to reach results regarding the phenomenon to be studied, which makes them confident in the validity and reliability of the questionnaire for analyzing the results, answering the study questions, and testing its hypotheses.

2. Data Analysis and Discussion

The current study aims at identifying the impact of "talent attraction and preservation strategies" on "organizational development" in the study sample. So, the necessary data was collected by means of the application of the study tool, followed by data entry and statistical analysis to answer the study's questions and hypotheses. The results of the field study will be presented, showing the extent to which the hypotheses are validated or otherwise.

After the data was collected and analyzed using appropriate statistical measures, and in light of the hypotheses that the study aimed to test, and in preparation for the regression analysis method in testing the hypotheses on which the study is based, we will extract the Pearson correlation coefficients for the independent variables to ensure the existence of a correlation between them.

Table No. (09): Pearson's correlation coefficients between the study variables.

Dimension	Correlation coefficient	Significance
Talent attraction	.828	000
Talent preservation	.836	000

From the table above, it is evident that there is a statistically significant relationship between the dimensions of the independent variable (recruitment and talent preservation strategies) and the dependent variable represented by organizational development.

Testing the main hypothesis, which states: There is a statistically significant effect of the talent attraction and preservation strategies on organizational development among the employees of Algerie Telecom - Djelfa Agency.

This hypothesis was presented to answer the following question: What impact can talent attraction and preservation strategies adopted by Algerie Telecom - Djelfa Agency have on organizational development?

The stated hypothesis branched out into the following sub-hypotheses:

*There is a statistically significant effect of the talent attraction strategy on organizational development.

*There is a statistically significant effect of the talent preservation strategy on organizational development.

Herein, we identify the impact of "talent attraction and preservation strategies" on "organizational development," by answering the study's questions and hypotheses. The results of the field study will be presented while highlighting the validity of the hypotheses.

2.1 The First Sub-hypothesis

This states: "There is a statistically significant effect at a significance level ($\alpha \leq 0.05$) for the talent attraction strategy on organizational development in the study sample under consideration."

To test this hypothesis, we will use regression analysis of variance to verify the model's validity, in addition to simple regression analysis to test the impact of the talent attraction strategy on organizational development.

Table No. (10): Results of the regression variance analysis to verify the model's validity for testing the impact of the talent attraction strategy on organizational development.

Significance Level	Calculated	Mean Square	Degrees of Freedom	Squares Sum	Variance Source
0.000	185,497	36,035	1	36,035	Regression
		,1940	85	16,512	Error
		/	86	52,547	Total

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (10) manifests the results of the model validity test for hypothesis testing, indicating that the analysis results suggest the model is statistically significant in explaining the regression equation for the impact of the talent attraction strategy on organizational development. The calculated F value is (185.497) that is representative at the significance level ($0.05 \geq \alpha$). Accordingly, we conclude that the model is valid for testing this hypothesis.

Table No. (11): Results of the Simple Regression Analysis on the Impact of Talent Attraction Strategy on Organizational Development

Significance Level	Calculated	Standardized coefficients	Unstandardized coefficients		Determination coefficient	Correlation coefficient	Model
		Beta	Standard Error	B			
0.084	1,748	-	,2280	,3990	0.686	0.828	(Fixed Limit)
0.000	13,620	0.828	,0620	,8460			Talent Attraction strategy
Dependent Variable: Organizational Development							

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (11) shows that the results of the simple regression analysis indicate a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the talent attraction strategy on organizational development. The significance of this effect is confirmed by the calculated T value, which reached (13.620) and is significant at the significance level ($0.05 \geq \alpha$).

The correlation coefficient R was (0.828), while the coefficient of determination R² was (0.686). Accordingly, we conclude that the talent attraction strategy contributes (68.6%) to improving organizational development.

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, which states that "there is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the talent attraction strategy on organizational development."

2.2 The Second Sub-hypothesis

This states that: "There is a statistically significant effect at the significance level ($\alpha \leq 0.05$) of the talent preservation strategy on organizational development in the study sample under examination."

To test this hypothesis, we will use regression analysis of variance to ensure the model's validity, in addition to simple regression analysis to test the impact of the talent preservation strategy on organizational development.

Table No. (12): Results of the regression variance analysis to verify the model's validity for testing the impact of the talent preservation strategy on organizational development.

Significance Level	Calculated	Mean Squares	Degree of Freedom	Squares Sum	Variance Source
0.000	198,002	36,765	1	36,765	Regression
		,1860	85	15,783	Error
		/	86	52,547	Total

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (12) pinpoints to results of the model validity test for the hypothesis test, where the analysis results indicate that the model is statistically significant in explaining the regression equation for the talent preservation strategy on organizational development. The calculated F value is (198.002), which is significant at the significance level ($0.05 \geq \alpha$). Accordingly, we conclude that the model is valid for testing this hypothesis.

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, stating "there is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the talent preservation strategy on organizational development."

Table No. (13): Results of the simple regression analysis on the impact of talent preservation strategy on organizational development

Significance Level	Calculated	Standardized coefficients	Unstandardized coefficients		Determination coefficient	Correlation coefficient	Model
		Beta	Standard Error	B			
0.087	1,730	-	,2220	,3840	0.700	0.836	(Fixed Limit)
0.000	14,071	0.836	,0610	,8630			Talent Attraction strategy

Dependent Variable: Organizational Development

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (13) presents the results of the simple regression analysis that indicate a statistically significant effect at the significance level ($0.05 \geq \alpha$) of talent preservation strategy on organizational development. The significance of this effect is confirmed by the calculated T value, which reached (14.071) and is significant at the significance level ($0.05 \geq \alpha$).

The correlation coefficient R was (0.836), while the coefficient of determination R² was (0.700). Therefore, we conclude that the talent preservation strategy contributes (70%) to the improvement of organizational development.

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, which states that "there is a statistically significant effect at the significance level ($0.05 \geq \alpha$) of the talent preservation strategy on organizational development."

3. The Main Hypothesis

Testing this hypothesis, which relates to the impact of the dimensions of the recruitment and retention strategies collectively on organizational development, included the following hypothesis: "There is no statistically significant effect at the significance level ($0.05 \geq \alpha$) of the recruitment and preservation strategies on organizational development."

In order to determine which dimensions of the recruitment and retention strategies—when combined—affect organizational development, we conduct a multiple regression test.

Table No. (14): Results of the regression variance analysis to verify the model's validity for testing the impact of the combined dimensions of the talent attraction and preservation strategies on organizational development.

Significance Level	Calculated	Mean Squares	Degree of Freedom	Squares Sum	Variance Source
0.000	263,256	22,659	2	45,317	Regression
		,0860	84	7,230	Error
		/	86	52,547	Total

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (14) shows the results of the model validity test for examining the impact of the dimensions of the recruitment and retention strategies combined on organizational development. The analysis results indicate that the model is statistically significant in explaining the regression equation, with a calculated F value of (263.256), which is significant at the $0.05 \geq \alpha$ level. Accordingly, we conclude that the model is valid for testing.

Table No. (15): Results of the multiple regression analysis to test the impact of the dimensions of the recruitment and talent preservation strategies combined on organizational development

Significance Level	Calculated	Standardized coefficients	Unstandardized coefficients		Determination coefficient	Correlation coefficient	Model
		Beta	Standard Error	B			
0.038	-2,107	-	,1680	0,355-	0.862	0.929	(Fixed Limit)
0.000	9,968	,5070	,0520	,5180			Talent Attraction strategy
0.020	10,385	,5290	,0530	,5450			Talent Preservation Strategy

Dependent Variable: Organizational Development

Source: Prepared by the researcher based on the outputs of SPSS V. 26

Table (15) exhibits that the results of the multiple regression analysis indicate a statistically significant effect at the significance level ($0.05 \geq \alpha$) for both dimensions of the recruitment and talent preservation strategies on organizational development. The significance of this effect is confirmed by the calculated T value, which is significant at the significance level ($0.05 \geq \alpha$).

The correlation coefficient R reached (0.929), while the coefficient of determination R^2 was (0.862). Therefore, we conclude that the dimensions of the recruitment and talent preservation strategies collectively contribute (86.2%) to improving organizational development.

In terms of the most influential dimensions, it is observed from the Beta coefficient that the talent preservation strategy has the most impact on organizational development, with a Beta coefficient value of (0.529). As for the recruitment strategy, it reached (0.507), and although these values are close, it can be stated that talent preservation has a relatively greater impact on organizational development.

Based on the previous results, we reject the null hypothesis and accept the alternative hypothesis, which states that "there is a statistically significant effect at a significance level of $(0.05 \geq \alpha)$ of the recruitment and talent preservation strategies on organizational development at the Algerie Telecom institution in Djelfa."

Conclusion

Throughout this study, we aimed at determining the impact of the strategies of attracting and preserving human talents on enhancing organizational development in Algerian institutions, and by examining the case of Algerie Telecom, Djelfa Agency, we conclude with the following results:

In the theoretical aspect, the strategies of attracting and preserving human talents are among the most important methods and requirements for organizational development due to their positive impact. Talent is considered one of the most essential resources that elevate institutions. Since attracting and preserving talents are among the most important dimensions of talent management, which seeks development and quality in performance within the institution, organizational development is a natural phenomenon in institutions aiming for continuous improvement and maintaining their superiority. This is especially true given its role in enhancing the efficiency of employees' performance and increasing their productivity, thereby strengthening the institution's ability to survive and excel, and to occupy a distinguished position compared to other institutions.

As for the field aspect, we have reached the conclusion to accept the validity of the proposed hypotheses, where we found that attracting human talents affects achieving organizational development by 68.6% in improving organizational development. Additionally, preserving talents also affects achieving organizational development, contributing 70% to improving organizational development.

In a nutshell, is it safe to approve the main hypothesis, which stated that there is a statistically significant effect of the talent attraction and preservation strategies on

enhancing organizational development in the studied institution. Similarly, we propose the following recommendations:

Given the importance of talent management, institutions of all types are in urgent need of activating talent management within them in light of the organizational development approach. It is considered one of the important approaches to addressing the problems faced by institutions and their management in particular. Institutions should also consider talent management, in whole, as a primary requirement of this era. There is a necessity of striving to allocate a department that works on mechanisms to activate talent attraction in institutions.

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