

The Impact of Talent Management Practices on Workforce Satisfaction of Non-Governmental Organizations

A Study Conducted in a Sample of Non-Governmental Organizations in Lebanon

By

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Dedication

I dedicate my M.B.A. thesis work to my parents Jamil C. Charbetji and Rita S. Charbetji
and to my wife Salam A. Saliby Charbetji.

Acknowledgement

With gratitude, I thank God for empowering me with the strength and the skills required to complete this research study.

I would like to express my deepest gratitude to my advisor Dr. Sona Jerejian for her continuous effective supervision and support. I want to thank Dr. Akram Tannir for his statistical guidance and insightful recommendations.

I genuinely would like to thank the Human Resource Departments of the non-governmental organizations and their workforce who filled my questionnaire.

With great love, I thank my friends who work in different non-governmental organizations for their support and insightful comments, and I thank Haigazian University students who supported me during this journey.

Abstract

Chukri J. Charbetji

for Masters of Business Administration

Title: The Impact of Talent Management Practices on Workforce Satisfaction of Non-Governmental Organizations. A Study Conducted in a Sample of Non-Governmental Organizations in Lebanon

The purpose of this study is to discuss the impact of talent management practices of the non-governmental organizations in Lebanon on their workforce satisfaction. This impact has been shown in our research literature. Talent management practices are summarized here as talent identification, succession planning, talent development, and talent retention. And workforce satisfaction is conceptualized as satisfaction with job tasks/responsibilities and satisfaction with taking part in achieving organizational goals. The workforce of the non-governmental organization is its employees and volunteers.

An empirical study was performed through a survey research. The data was collected through a questionnaire sent to the human resource departments of the non-governmental organizations who applied talent management practices and operated in Lebanon. More than 250 employees and volunteers filled the questionnaire from the different non-governmental organization categories. The questionnaire was developed based on extensive literature review.

The results of the study indicated that the workforce of the non-governmental organizations in Lebanon are not primarily satisfied with their job tasks/responsibilities as they are satisfied from being part of achieving the organizational goals.

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Chapter 1 - Introduction

Interest in Research

In today's world, motivating employees, especially talented ones, and maintaining high performance level are the organization's main concerns. In addition, identifying and recruiting talent is becoming more difficult as the demand is getting higher whereas the pool of talent employees is the same and decreasing in some age groups (Stokes & Cochran, 1984; Taylor, 2002). The toughest step after recruiting talents is retaining them. For organizations to be able to retain talents, which gives them a sustainable competitive advantage over other organizations, they are required to invest more in good financial and non-financial rewards systems (Mendez & Stander, 2011).

In the past years, talent retention was the main focus of organizations due to its importance in supporting a high performance level and a sustainable competitive advantage for the organizations. Faria Rabbi showed this focus in a recent study *Talent Management as a Source of Competitive Advantage*, 2015, where he emphasized the importance of developing and enhancing the employees' competency through a methodical procedure, which is talent transfer and knowledge sharing and this for him is talent retention which improves organizational performance. Therefore, companies are now competing against each other to acquire and retain talents to maintain their performance and growth rate (Gardner, 2002).

Personally, my interest in talent management increased throughout my work experiences, while I was working for not-for-profit organizations, or working for Haigazian University, or working for GIZ - NGO ran by the German government, Sports Ministry – a group of volunteers

who believe in sports as a tool to spread values, and several other projects financed by different NGOs.

My job description mainly required from me to interact and work with a lot of people and groups from different educational, ethnic and geographical backgrounds. With some of these people I worked closely to achieve our goals. There I realized that all people can do the same tasks with proper training yet some excel in doing those tasks. Later I discovered that these people are talented and working with them has a lot of advantages.

If working with volunteer talented people on projects made a lot of difference, how about having talented employees in managerial positions in not-for-profit organizations. What would the outcome be? An improved organizational performance or not?

This was my motive to dig deeper in the concept of talent management and choose this topic for my thesis research. In addition, a review of the literature in the field of talent management shows us how fast is this field developing, yet the added value of implementing talent management to the organization has not been accurately identified.

Looking into several articles studying the relation between talent management and organizational performance we found out that scholars and researchers are highly interested in proving that there is a strong relationship between talent management and organizational performance (Coulson-Thomas, 2012).

Collings and Mellahi in 2009 emphasized on the important link that exists between talent management and organizational performance in addition to Al Ariss et al. in 2014 who also insisted on the fact that talent management is essential for the continuous existence of the

company, where when properly managed, talent management can provide a sustainable competitive advantage for the organization. Building on the previously mentioned research studies we can say that a positive relation exists between talent management and organizational performance.

The notion of performance acts as the main target to all organizations worldwide and it consists of financial and non-financial indicators. This study will target the non-financial indicators of performance, since in the Lebanese context it is hard to acquire the financial reports of the organizations, and since research has shown that the non-financial indicators give better understanding of the long term organizational performance and has an effect on financial performance (Kotane & Kuzmina-Merlino, 2011). The non-financial indicator of the not-for-profit organizations that we will be focusing on is the workforce satisfaction of these organizations.

The purpose of this study is to discuss the non-financial performance determinants of non-governmental organizations (which are not-for-profit organizations with special missions) in the talent management culture in Lebanon, and find out if there is an added value from the implementation of talent management for the organization's performance.

Background of Talent Management

Since the late 1990s, the concept of talent management has been a discussion topic among the organizations worldwide aiming to increase organizational performance. Specialist reports unmistakably show managers' and supervisors' battle to effectively manage talent in their companies (Collings et al., 2011).

Human resource planning, internal development, succession management, management development, and talent strategy identification were terminologies used interchangeably by organizations in the past according to Lewis and Heckman (2006).

The present worldwide economy has made a more mind-boggling and dynamic condition in which most firms must figure out how to contend viably to accomplish supportable development. Workforces around the globe have turned out to be bigger, progressively different, more knowledgeable, and more versatile (Briscoe et al., 2009; Friedman, 2005).

This worldwide condition has not only changed the manner in which business is led; it has likewise made a requirement for associations to deal with their workforces. As a result, the idea of a "worldwide workforce" has gotten broad dialogue as of late (Briscoe et al., 2009; Collings et al., 2009; Scullion & Collings, 2006).

One of the real topics of this talk has been around capability talent management. A large portion of the research in the area of talent management so far has been prefaced with the possibility of talent deficiencies, mirroring the vigorous monetary conditions from 2000 to 2008 (Collings & Mellahi, 2009).

There is extensive proof that organizations worldwide face impressive talent challenges. The capacities to draw in, create, and hold a required supply of basic talent is a test confronting all associations (Coy & Ewing, 2007).

The scholastic writing (Boudreau & Ramstad, 2005, 2007; Cappelli, 2008a, 2008b; Collings & Mellahi, 2009; Lewis & Heckman, 2006) additionally proposes that associations confront more prominent rivalry for talent worldwide and face challenging times in attracting, retaining, and developing individuals they require.

So despite the fact that there is a worldwide financial log jam, there are major auxiliary conditions set up to guarantee that competition for talent worldwide will keep on being a critical challenge. More specifically, associations are and will keep on hunting down people who can viably oversee through the mind boggling, challenging and changing global conditions.

The necessity of having talented employees who are able to act as change agents and are added value to the company is the result of the global transformation to knowledge based society from industrial society. The environment is a rapidly changing one and organizations are struggling to maintain their high performance. Thus the importance of having talented employees grows as the world is moving forward towards the knowledge base concept.

A research conducted by McKinsey & Company in 1997 and 2000 showed that organizations with high performance have managing organizational talent as one of their top three priorities as well as they have managerial and non-managerial leaders who know the importance of talent as a base for success and implement talent management policies (Michaels, et al. 2001).

According to Gandz (2006), talented individuals can recognize other talents and talented people would want to work together, therefore having a talent management culture in an organization is a way to attract other talents. An organization that has capable and effective employees can mirror an open status for being an incredible place to work in, which encourages loyalty among its present employees and draws in gifted or talented applicants who are keen on working for an organization that care for its employees and offer them chances to increase their accomplishment.

Components of Talent Management

In this paper, we will be taking a special outlook on talent management that combines the definitions of Thunnisen et al. (2013), Valverde et al. (2013), Garrow and Hirsh (2008), and Figliolini et al. (2008), where talent management is conceptualized as a set of organizational activities, interrelated and comprehensive, such as identifying, selecting, developing and retaining employees.

Similarly, the order of the activities identified by Silzer and Church (2010) and Lockwood (2006) starts with the identification of the best-fit people and is completed with retaining them. Therefore, the four specific aspects of talent management process are identified as:

- Talent Identification (TI): the selection of talented applicants i.e. those who show leadership skills i.e. show competence, commitment to their job and potential for contribution to their organization's competitiveness and future.
- Succession Planning (SP): a process for identifying and developing new talented employees who can replace old employees when they leave or retire.

- Talent Development (TD): the practice through which the main focus is to widen the knowledge of talented employees and improve their job-related skills for an effective and efficient performance. This development takes place through mentoring, coaching, and providing targeted learning opportunities, new challenging tasks and career development.
- Talent Retention (TR): the capability of an organization to preserve its employees. It can be controlled through performance-based pay, training, offering challenging work, rewarding intrinsic motivations, provision of career development and giving benefits before demand; in other words, creating an exemplary working condition for the employees.

Choosing the Non-Financial Determinants of Organizational Performance

Organizational Performance is defined by Richard et al. (2009), Dyer & Reeves (1994) and Lebans & Euske (2006) after Kaplan & Norton (1992) as a set of financial and non-financial indicators that measure the organizations' performance.

In the Lebanese community mindset obtaining the required financial documents to study organizational financial performance is extremely difficult if not impossible. This fact made us choose the non-financial indicators as organizational performance measures. In support to our choice, the non-financial indicators, explain Kaplan & Norton, 1996, serve as a proof of whether the financial outcomes were reached at a cost of any other aspect of performance by using the balanced scorecard they developed which shows how the results are achieved and links performance measures rather focusing on one and neglecting the other.

Also, we have learned that the non-financial determinants reflect a better forecast for the organizational performance for the future than the present financial reports do (Kotane and Kuzmina-Merlino, 2011; Banker et al., 2000).

The non-financial determinants of organizational performance that we will be using in this study were developed based on a number of studies done by several authors such as Ittner et al. (1997), Kaplan and Norton (1996), Perera et al. (1997), Kotane I. & Kuzmina-Merlino I. (2011), Kotane I. (2015), Zeng et al. (2010), Fernandes et al. (2006), Krumweide et al. (2013), Coram et al. (2011), Cardinaels et al. (2010), Prieto & Revilla (2006), Hoque (2005), Phillips & Louvieris (2005), Craig & Moores (2005), Koubaa et al. 2013 and Wen et al. (2008). After taking a deeper look of the above mentioned studies we found out that the total number of non-financial indicators studied is 145 and the total number of financial indicators is 65. Using a simple cross comparison method among the research studies we were able to identify the most frequently mentioned non-financial indicators which are workforce satisfaction and customer satisfaction. Our study will focus on workforce satisfaction and only probe customer satisfaction.

Chapter 2 – Literature Review

Brief Review of Management Theories and Approaches

Reviewing management will help us better understand talent management and its components. It will also clarify the non-financial determinants of organizational performance.

Classical Management Approach

Among management experts, the oldest school of management is referred to by the “classical management movement”. This management approach aimed to provide methodical foundations for managing organizations. This approach was born with the beginning of the industrial revolution as the factory industry dominated in the market. There were two essential drives for the classical management approach, a scientific management one related to enhancing productivity and an administrative supervision one to make sure work is done effectively and efficiently (Pindur et al., 1995).

Behavioral Management Approach

Behavioral management approach is the outcome of the realization that the scientific management mentioned earlier was lacking the human component. The behavioral management approach changed the management history by taking into consideration the leadership skills, psychology and motivation of humans.

This approach developed with time leading to “Maslow’s Hierarchy of Needs” followed by “Frederick Herzberg’s Motivation-Hygiene Theory of Motivation” and introduced “The Quantitative Approach” (Pindur et al., 1995).

Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.

Needs lower down in the hierarchy must be satisfied before individuals can attend to needs higher up. From the bottom of the hierarchy upwards, the needs are: physiological, safety, love and belonging, esteem and self-actualization.

The Herzberg's Motivation-Hygiene Theory is given by Fredrick Herzberg and his associates and consists of two factors; the hygiene factors were related to feelings of dissatisfaction within the employees and were extrinsic to the job such as company policy, interpersonal relationship with peers, salary and supervision. The motivational factors which are built into the job itself and have a positive effect on the functioning of the employees in the organization such as achievement, recognition, advancement and responsibility (Herzberg, 1966). Herzberg's motivational and hygiene factors are two different dimensions affecting separate aspects of job satisfaction. Hygiene factors are essential to avoid bad feeling at work thus they prevent dissatisfaction but they do not lead to satisfaction. Alternatively, motivators are the factors that motivate employees at work. (Herzberg, 1966).

By definition, "The Quantitative Approach" relies on mathematical models and procedures to manage situations. These models are also used to make decisions, solve problems, increase knowledge and comprehension relating to complex organizational processes and situations. The main change is that this method places an emphasis on computers in decision support systems (Pindur et al., 1995).

The Modern Management Approach

A combination of Classical, Quantitative, and Behavioral approaches along with the Systems and Contingency Management theory produced the modern management approach. To understand this approach better we will define "systems" and "contingency

management”. Systems are of two types: closed, which do not interact with the environment, and open, which interact with the environment. The Contingency Theory deals with the managerial environment in the organization as a whole including its systems, strategy, technology and employees (Pindur et al., 1995).

These managerial approaches highlight the importance of management in organizations. In today’s management each organization chooses its own managerial pattern that could be a combination of several approaches that best fit in its context and fulfill its strategies and goals.

In the following section of this review of management theory and approaches we will first define talent and discuss talent management and its impact on organizational performance through the non-financial determinants. Since according to Kotane’s and Kuzmina-Merlino’s research study in 2011 and Banker’s et al. research study in 2000, non-financial determinants reflects a better forecast for the organizational performance for the future more than the present financial reports. Also, since non-financial performance measures can prompt the decision makers to take arrangements that benefit the organization in the long term (Banker et al., 2000). Ittner and Larcker 2003 state that non-financial measures give a glimpse of the organizations’ performance well before financial outcomes are noticeable and Horngren et al. 2006 explain that customer satisfaction and employee satisfaction which are non-financial measures are beneficial indicators of long-run future performance of the organization. Knowing that the importance of the non-financial measures, which are mainly related to the organizational culture, is increasing in the decision making and performance evaluation of the organization; copying non-financial measures from other organizations will not work unlike the financial measures which are similarly used by the organizations (Kapuge & Smith, 2007).

Definition of Talent

Michael et al. 2001 define talent as the abilities, fundamental skills, experience, intelligence, knowledge, judgment, attitude and drive of an individual, while Ulrich (2006) suggests that talent is a mix of competences i.e. knowledge and skills, commitment i.e. application of competencies in the organization, and contribution i.e. the output of the employees to the success of the organization. Silzer and Dowell (2010) state that talent is personal's skills and abilities and what the individual is capable of accomplishing or contributing to the organization. Talent is also defined to be a leader employee who guarantees the competitiveness and future of a company through his job skills, knowledge, characteristics and competencies (Bethke – Langenegger, 2012). Ulrich and Smallwood (2012), defined talent as competence multiplied by commitment and by contribution. The word competence means the knowledge, skills and values the employee has required for the time being and future jobs. Commitment reflects the willingness of the employee to do the job in an efficient and effective way and finding a purpose in doing the job the employee will be contributing to the organization. Throughout the different definitions and approaches to talent, Ashton & Morton (2005), Lewis & Heckman 2006, McCauley & Wakefield (2006), Tansley (2011) and Gallardo et al. (2013) reached to a conclusion that talent is not absolute; it is relative and subjective to each organizations' environment, internal and external factors, time and which field the organization is operating in.

Definition of Talent Management

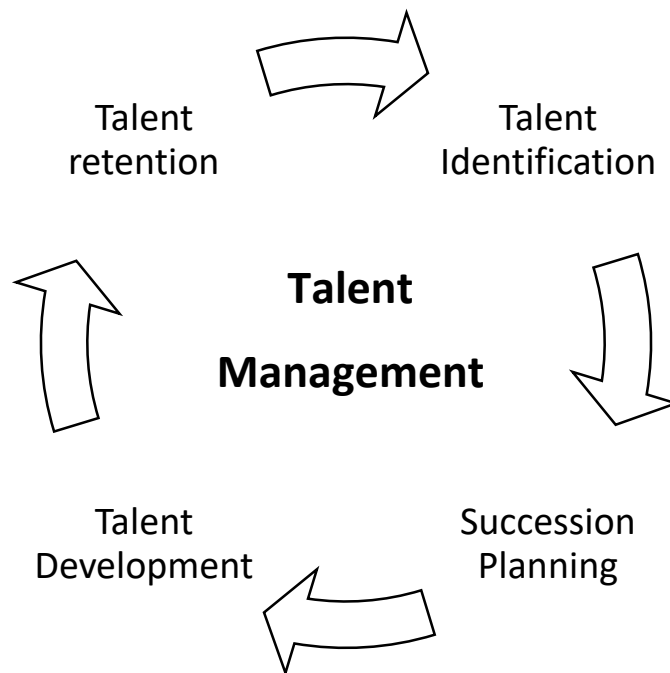


Figure 1 Talent Management Cycle

The Term “Talent Management” entered the managerial dictionary in the mid-1990s following the publication of McKinsey & Company’s “War for Talent” study (Collings, 2014).

Academics, practitioners and consultants exhibited interest in the topic of talent management in the past decade or more. Talent management is becoming more critical to firms since it is being considered a competitive advantage that ensures sustainability on the long run (Barney, 1991; Cheese et al., 2008). Business leaders consider finding and managing talents to be one of the most important managerial concerns for this decade (Paauwe, 2007; Guthridge et al., 2008; Deloitte, 2010). In addition, talent management is an important managerial concern in this era due to globalization which makes it easy for talented employees to know and apply for job opportunities worldwide which increases competition in the market place (Agarwal, 2017).

Worldwide organizations discovered that talented employees drive competitive advantage (Piansoongnern et al., 2008) thus talent management became an important aspect for global

organizations. Global talent management is defined as all organizational actions aiming for attracting, selecting, developing, and retaining the finest employees in the most important strategic roles on a global scale. Also considering the differences in the international strategic priorities, national contexts are taken into account by global talent management when operating in different countries with different cultures and traditions (Scullion et al., 2010).

Moving from the global scale for defining talent management to other classifications, it is difficult to identify the exact meaning of talent management states Keller (2015). One of the issues that held back the academic development of talent management is the lack of agreement around the theoretical and intellectual limits of the area of the study (Al Aris et al, 2014; Dries, 2013; Lewis & Heckman, 2006; Scullion et al, 2010).

Below are some of the definitions that will further help us clarify what talent management means. Talent management is defined as managing the human capital, i.e. managing the knowledge, skills, habits and creativity of the employees embodied in their ability to perform tasks leading to organizational performance (Byham, 2001; Peters, 2006; Ready et al., 2008). Another understanding is based on the perception of talent management as a tool to reach economic outcomes (Lockwood, 2006; Gandossy & Kao, 2004).

Peter Cappelli in his article “Talent management for the twenty-first century” introduces talent management as “a process through which employers anticipate and meet their needs for human capital” (Cappelli, 2008).

Lewis and Heckman in 2006 integrated talent management and human resource practices. They defined talent management as a pool of human resource department functions such as recruiting, selection, training & development, and career & succession management. They also emphasized the importance of forecasting and planning the workforce needed in the organization

according to the company's strategy, performance indicators and the supply & demand of employees. Identifying talented candidates, recruiting them and developing their skills along with the current talented employees, as well as to retaining them, provides rewards for organizational performance (Byham, 2001; Chowanec & Newstrom, 1991; Heinen & O'Neill, 2004; Hilton, 2000; Mercer, 2005; Olsen, 2000; Lewis and Heckman, 2006). Adding to Lewis's and Heckman's ideas, talent management is defined as steps intended to guarantee the fulfilment of employees into the organizations' jobs which is called succession planning (Kesler, 2002; Pascal, 2004).

Other researchers identified making talent management as a top priority in the organization. They defined it as selecting and recruiting the right talent for the right place, given that coaching is given to employees while developing their careers, and planning on better recognizing them in order to retain those (Salih & Alnaji, 2014).

Another definition addresses talent management as the processes used to identify key positions which highly contribute to the organization's competitive advantage, and to select and develop high talent with exemplary skills to fill these positions using planned and strategic human resource practices, and therefore ensure the continuity of their commitment to the firm (Collings, 2014).

In this study, as we mentioned in the section of Components of Talent Management we take management that combines the definitions of Thunnisen et al. (2013), Valverde et al., (2013), Garrow & Hirsh (2008), and Figiolini et al. (2008), where these researchers define talent management as a set of organizational activities, interrelated and comprehensive, such as identifying, selecting, developing and retaining employees. Also we mentioned that the order of the activities identified by Silzer and Church, 2010, and Lockwood 2006, starts with the

identification of the best fit people and is completed with retaining them. Therefore, we have identified four specific aspects of talent management process as talent identification (TI), succession planning (SP), talent development (TD), and talent retention (TR).

Thus when we look into the definition of talent management we discover that after identifying and recruiting talented employees the three aspects of talent management interrelate to a big extent and we cannot study one without the other.

To clarify the interconnection of the three other aspects of talent management we will look at the definition of talent retention by several authors and extract the link. According to Frank et al. (2004) to retain talent the company should have a good succession plan as for Ghapanchi and Aurum (2011) retention factors include remuneration and benefits, training opportunities, fair and equal treatment, organizational culture. Arnold (2005) and Herman (2005) also observed direct relationship between development opportunities and retention. Messmer (2000) viewed that a key factor to employee retention is training and development. Deery (2008) observed that the job training increases retention and commitment. Leidner (2013) is also of the view that employee loyalty is improved through training and development.

The above mentioned authors assure the link between talent retention, talent development and succession planning and allow us to study all these aspects of talent management as one entity.

Talent Identification (TI)

Talent Identification is the first phase of the talent management process in which it is divided into two main aspects external and internal. The choice of identifying talent externally or internally depends on the organization's reliance to recruitment (Cappelli, 2008; Collings & Mellahi, 2009; Stahl et al. 2012). If the reliance is high, then the

organization identifies talents in the market and work on hiring them. If the reliance is low, then the organization works on identifying internal talented hidden employees and develop their skills (Meyers et al., 2013). The organizations aim to have the better internal talent pool either by recruiting from outside or by training and developing existing talented employees. This internal talent pool will secure their competitive advantage over other organizations and aid them in reaching their long term goals with an increase in performance level (Mellahi & Collings, 2010).

Succession Planning (SP)

The second phase of talent management process is succession planning. According to Dries & Pepermans (2008) and De Vos & Dries (2013) succession planning is a set of activities that aims to ensure that organizations are gaining the most from their talented employees by facilitating their flow into the right careers. This set of activities starts with career management. Organizations should focus more on self-managed careers that tend to be edgeless and more self-directed rather than focusing on formalized career practices. The second dimension is how clear the career path is for the employees (Dries & Pepermans, 2008; Meyers et al., 2013; Thunnissen et al., 2013). The next dimension according to Boudreau & Ramstad (2005), Stahl et al. (2007) and Makela et al. (2010) is whether the employees are directed to the right job and how is this process done which is the heart of succession planning.

Talent Development (TD)

The third phase is talent development. This phase is characterized by a set of activities that works on nurturing and cultivating talent. Yost & Chang (2009) state that talent development can be program-based through formal learning models such as

workshops and trainings and experience-based through hands-on job activities such as challenging tasks and rotation. According to Stahl et al. (2007), Collings & Mellahi (2009) and Yost & Chang (2009) talent development can be achieved through exclusive or inclusive programs. The exclusive programs are set for a specific target audience could be senior management or employees with specific job skills. The inclusive programs deliver learning opportunities for the whole workforce.

Talent Retention (TR)

Talent Retention is the last phase of the talent management process according to Silzer & Church (2010) and Lockwood (2006). Talent retention is the phase where the organizations attempt to maintain the level of talent or knowledge they have reached to preserve the organization's performance. This level can be maintained through keeping the talented employees in the organization and replacing the retiring ones with new knowledgeable employees (Frank et al., 2004). In other words, talent retention is the final part of the talent management process, it aims to encourage employees to stay in the organization for the maximum period of time.

We need to clarify here also the characteristics of the not-for-profit organizations (NPOs) in general and the non-governmental organizations (NGOs), in particular, since they are the specific types of organizations that we will be focusing on in our study.

Not-for-Profit Organizations (NPO)

Economists did pay some limited attention to not-for-profit organizations prior to 1980 (Newhouse, 1970; Nelson & Krashinsky, 1973). Not-for-profit organizations as defined by Salamon and Anheier (1997) differ in terms of size, mission, operating field and impact. Some of

these organizations follow the model of government agency; others look like a business firm; and some are more of an informal network.

The authors of the *John Hopkins Comparative Nonprofit Sector 1996* study conducted in 13 countries give a classic definition of not-for-profit organizations and it includes five main characteristics: organized, i.e. having some organizational rules and regulations; private, i.e. separated from the government and the public sector; non-profit-distributing, i.e. do not return profits to shareholders and do not have profit distribution as their goal; self-governing, i.e. control their own activities and have internal autonomy; voluntary, i.e. involve some voluntary input in activities carried out or voluntary input in management and devoted to the resolution of social problems which are of public interest. In recent years, not-for-profit organizations have been identified as a major economic force, and these organizations are playing a significant role in politics (Salamon & Anheier, 1996; Meyer et al., 1997; Lewis, 1999).

Non-Governmental Organizations (NGO)

Non-governmental organizations (NGO) are private and not-for-profit organizations. These organizations protect the environment, endorse the interest of poor, deliver basic social services, and pursue activities to relieve suffering or undertake community development (World Bank, 1989; Brown & Korten, 1989). “Non-governmental organizations” term is used to refer to the organizations that are tax exempt, have a body or board that take decisions and is not related to the government, partially consists of volunteers and donations, serve in a specific development field and is registered as an organization (Green & Matthias, 1997).

The non-governmental organizations have been looked at as an undifferentiated mass yet the reality is that these organizations span a wide spectrum of size, purpose and operation (Spar

& Dail, 2002). Spar and Dail (2002) also talk about a typology of non-governmental organizations and classify them into categories.

We are providing here a couple of informative paragraphs about non-governmental organizations in Lebanon and a general typology of the non-governmental organizations.

Non-Governmental Organizations in Lebanon

Lebanon has a wide range of dynamic non-governmental organizations operating in all aspects of public life. The beginning was in the nineteenth century during the civil war when the non-governmental organizations took the primary responsibility for delivering services to the people according to the researcher AbouAssi, 2006, and 2013. According to him the number of non-governmental organizations in Lebanon is estimated to be 15,000. However, he states that the number of non-governmental organizations registered in the government is around 5,000 out of which only 700 are active on sustained basis.

Typology of Non-Governmental Organizations

Non-governmental organizations are divided over a range according to size, operation and purpose (Spar & Dail, 2002). For this reason, categorizing non-governmental organizations have been subject to debate among several authors who have contributed extensively to the issue (Vakil, 1997). In 1984, Esman and Uphoff categorize non-governmental organizations into three types: those identified as local development, pertaining to the different areas of operation, as cooperatives characterized by having economic resources and as interest associations related to the common interest of the non-governmental organizations. Another way of categorizing the non-governmental organizations is by their accountability and resource control (Fowler, 1985).

In 1990, Korten divided the non-governmental organizations into four types according to their client groups; membership organizations, voluntary organizations, public service contractors and governments and non-governmental organizations. For the objective of our study we will take into consideration the international classification of not-for-profit organizations (ICNO) which indicates 12 major groups (Figure 2) and their respective subgroups (Sector, 1999).

GROUP 1: CULTURE AND RECREATION
1 100 Culture and Arts
1 200 Sports
1 300 Other Recreation and Social Clubs
GROUP 2: EDUCATION AND RESEARCH
2 100 Primary and Secondary Education
2 200 Higher Education
2 300 Other Education
2 400 Research
GROUP 3: HEALTH
3 100 Hospitals and Rehabilitation
3 200 Nursing Homes
3 300 Mental Health and Crisis Intervention
3 400 Other Health Services
GROUP 4: SOCIAL SERVICES
4 100 Social Services
4 200 Emergency and Relief
4 300 Income Support and Maintenance
GROUP 5: ENVIRONMENT
5 100 Environment
5 200 Animal Protection
GROUP 6: DEVELOPMENT AND HOUSING
6 100 Economic, Social and Community Development
6 200 Housing
6 300 Employment and Training
GROUP 7: LAW, ADVOCACY AND POLITICS
7 100 Civic and Advocacy Organizations
7 200 Law and Legal Services
7 300 Political Organizations
GROUP 8: PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION
GROUP 9: INTERNATIONAL
GROUP 10: RELIGION
GROUP 11: BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS
GROUP 12: [NOT ELSEWHERE CLASSIFIED]

Figure 2 The International Classification of Not-for-Profit Organizations

In the following pages we will discuss a few important concepts of our study, which are: organizational performance in general, non-financial performance in particular, the non-financial indicator of workforce satisfaction. This discussion relates to the organizations in general which will help us understand better the non-governmental organizations we study.

Organizational Performance

Organizations play an important role in developing nations. Therefore, the success of these organizations has a huge impact on our daily lives. The organizations should focus on a continuous performance level which is a key determinant of the general organizational performance of growth and progress (Gavrea et al., 2011). This significant aspect of organizational performance made it a common topic for the authors of academic literature; it also increased the difficulty in reaching a universally accepted definition of the concept.

Organizational performance was perceived as the performance of a social system for achieving objectives and was measured by looking at the organizational structure, work and people (Georgopoulos & Tannenbaum, 1957). With the improvement of research in the field, the capability of the organization to discover its environment to retrieve and to use the limited resources was the main indicator of organizational performance (Yuchtman & Seashore, 1967). Managers started to understand the complexity of organizational objective identification and to realize that success is related to accomplishing goals effectively and efficiently.

After this period, theories regarding organizations reinforced reaching the organizational objectives on the basis of the constraints of resources (Lusthaus & Adrien, 1998). A series of definitions were provided by Lebars & Euske (2006) to exemplify the notion of organizational performance. And the performance of the organization included both financial and non-financial

indicators presenting information on the success of the objectives and results (Kaplan & Norton, 1992; Lebars & Euske, 2006).

Remarkably, few studies were able to come up with a well-structured and acceptable definition of 'organizational performance' although it is a popular topic in the management research field especially that it is related to the success of the organization (Richard et al., 2009).

Selected definitions of Organizational Performance appear as follows:

- 'The accumulated results of all the organization's work processes and activities' (Boddy, 2011);
- 'The extent to which an organization achieves a set of pre-defined targets that are unique to its mission. These targets will include both objective (numerical) and subjective (judgmental) indicators' (Albrecht, 2011);
- 'Encompassing three specific areas of firm outcomes: (1) financial performance (profits, ROA, ROI, etc.); (2) market performance (sales, market share, etc.); and (3) shareholder return (total shareholder return, economic value added, etc.)' (Richard et al, 2009).
- 'Organizational performance is a combination of (1) non-financial outcomes represented by human resource outcomes (job satisfaction or commitment) and organizational outcomes (productivity or customer satisfaction), (2) financial outcomes (company profit or market value)' (Dyer & Reeves, 1994).
- Organizational performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Lebars & Euske, 2006).

The first definition given by Boddy (2011) is general and it defines organizational performance in a comprehensive way. Albrecht's (2011) definition is more specified to attaining

pre-defined targets with more detail than Boddy (2011). The third, fourth and fifth definitions introduce new ways of looking at indicators of organizational performance - financial and non-financial indicators.

Non-Financial Measures

The number of research studies tackling the measures of organizational performance such as benchmarking, total-quality and balanced scorecards has grown. These studies are embracing financial and non-financial measures of organizational performance (Hoque, 2004; Akyay, 2009). Financial measures denote information and analysis that use monetary values such as ROI - return on income, ROA - return on assets, ROE - return on equity, profit margin, earnings per share, etc... (Kettering, 2001). In contrast, non-financial measures show information and analysis that are not conveyed in monetary equivalents such as customer satisfaction, quality of product or service, market share, reputation, employee satisfaction, workforce diversity, workplace environment etc.... (Ittner et al., 1997; Datar et al., 2001; Ibrahim & Lloyd, 2011).

One of the largest international financial and audit companies, Ernst & Young, conducted a study in 1996 which concluded that combining financial and non-financial indicators is more accurate to measure performance (Olson et al., 2002). In 1997, Kaplan & Norton introduced the balanced scorecard that includes both financial and non-financial indicators of performance.

Most of the organizations use the same financial measures mentioned previously in their performance measurement reports and these reports are doing their job in informing the stakeholders, shareholders, employees and the public on the performance of the organization. However, the organizations cannot copy the same non-financial measures that are working for other organizations knowing that the importance of the non-financial measures is increasing in the decision making and performance evaluation of the organization (Kapuge & Smith, 2007).

Gjerde and Hughes (2007) state that monitoring several measures that are not related to the organization's strategic objectives will lead to a not desired result. Thus, it is important for the organizations to identify the right non-financial measures which will undergo analysis resulting in desired reports that will help the organizations to maintain and to increase their performance level and competitive advantage.

Performance measures that organizations use change according to the industry they are operating in, culture, mission and other unique factors for each organization (Akgül, 2004). Kapuge and Smith (2007) elaborate more on this point by saying that rather than replicating performance measures from another organization, the organizations ought to relate the measures they are using to factors such as value drivers, objectives, corporate strategy and competitive environment.

Non-financial performance measures have several important benefits compared to financial performance measures.

- A positive relation is found by researchers between non-financial performance measures with future financial performance (Kotane and Kuzmina-Merlino, 2011).
- Non-financial performance measures can prompt the decision makers to take arrangements that benefit the organization in the long term (Banker et al., 2000).
- Results from analyzing non-financial measures can direct attention to the physical processes, and assist managerial employees to identify the exact problems that need enhancement (Horngren et al., 2006).
- Customer satisfaction and employee satisfaction which are non-financial measures are beneficial indicators of long-run future performance of the organization (Horngren et al., 2006).

- Non-financial measures give a glimpse of the organizations performance well before financial outcomes are noticeable (Ittner & Larcker, 2003).
- Non-financial measures provide better information on actions needed to attain strategic objectives (Ittner & Larcker, 2003).
- An enhanced view of the organization's overall performance can be voiced to current and potential investors (Ittner & Larcker, 2003).

In our study, we will be using the non-financial indicators as our organizational performance measures in alliance with the above mentioned literature. Also from the non-financial measures we will be using workforce satisfaction. This indicator was chosen after comparing several research studies done by different authors and because it was found to be a top common non-financial indicator used in research.

Non-Financial Measures of Not-For-Profit Organizations

A number of not-for-profit and non-governmental organizations tried during the past decade to come up with a proper measurement system for performance of the organizations operating in the not-for-profit sector (Tendler, 1982; Viviane, 1994; Riddell & Robinson, 1995). Performance measurement and performance management are used interchangeably as Radnor and Maguire (2004) argue. As well as Lebas (1995) states that performance management tackles issues such as team work, dialogue, management style, shared vision, incentives and rewards.

In 1991, a modified not-for-profit organizational measurement instrument was introduced and adapted and it consists of four extents: organization which is the distribution of responsibilities among employees in a reasonable way, decision-making, i.e. if the administration of the not-for-profit organization can make respectable decisions

and appropriately deal with difficulties, personal relations that is if trust exists among the employees and among all the organization's levels, and job satisfaction i.e. if the organization concerned about the welfare of its employees (Chelladurai & Haggerty, 1991).

The American Association of Retired Persons (AARP) which is the biggest non-governmental organization in term of memberships of people above the age of fifty in the United States of America (Datar et al., 2007). This non-governmental organization introduced a new framework to study the not-for-profit organizational performance which matches with the inputs, outputs, outcomes and impact framework given by Carman (2007). The framework consists of resources and stewardship, people, organizational leadership and integration, and social impact and value. The resources and stewardship i.e. inputs include amount of money to be used, fundraising cost and operating reserves which tackle the financial aspect of the not-for-profit organization. The people i.e. outcomes and it consists of the employees' satisfaction and diversity. The organizational leadership and integration i.e. outputs are basically the strategic plan and number of volunteers of the organization. Finally, the social impact and value i.e. impact which is related to the number of beneficiaries served and affected by the program and their satisfaction.

Employee Satisfaction

The term employee satisfaction was introduced in the 1920s and took more attention in the 1940s. The concept of employee satisfaction is one of the most studied concepts in the field of organizational performance due to its important impact and effect on performance (Masood et al., 2014). Satisfaction is what the organizations desire from

their employees (Oshagbemi, 2003). Employees' satisfaction influences turnover rate, job performance, absenteeism, and psychological distress (Davis, 1992; Spector, 1997) and by Davis et al. (1985) who define employee satisfaction as the set of positive and negative feelings that the employees create towards their job. The other reason is related to the performance. Employees executing a job, executing it in an efficient and effective way, and being rewarded for their effort afterwards is the definition of employee satisfaction. In addition, employee satisfaction is the key component that leads the employee to be recognized, promoted and achieve more goals (Kaliski, 2007). Gorenak and Pagon (2006) state that a satisfied employee performs tasks more efficiently, contributes to the organizations effectiveness and attain the organization's goals. Some research studies have established that higher employee satisfaction results in a sturdier commitment between the employee and the organization and less absenteeism (Meyer & Allen, 1991, Howard et al., 2002; Brunetto & Farr-Wharton, 2003).

Development of employees, work responsibility and individual acceptance are the factors that insure satisfaction say Unalan et al. (2006). The factors related to income, security and organizational politics may cause lack of satisfaction state Arslan and Korkmaz (2019). In 2013, Rusu and Avasilcai defined employee satisfaction as the contentment of the employees with their job tasks and workplace environment. Spector (1997) refers to employee satisfaction as the contentment of the employees with the job tasks they are assigned to and to which degree they like the assigned tasks. Statt (2004) refers to employee satisfaction as the contentment of the employees with the rewards, particularly intrinsic, they get by doing the job. Employee satisfaction is complex with several sides and is influenced by factors like salary, autonomy, communication and

commitment to the organization (Fisher & Locke, 1992; Xie & Johns, 2000; Vidal et al., 2007; Lane et al., 2010).

Employees leaving the organization, attempting to raise their opinion actively, being passively loyal, being absent or late to work, low performance, and lack of motivation and organizational commitment are the manifestation of employee dissatisfaction (Robbins, 1991; Locke, 1997; Meyer et al.; 2004; Lambert et al., 2005). These dissatisfaction factors lead to additional cost and loss of valuable time for the organization, which negatively affect the organizational performance and competitiveness, which is not desired (Lambert, 2001; Garland, 2002; Camp & Lambert, 2006).

The equity theory proposes a fair way to measure employee satisfaction in an organization and it is founded on the idea that employees judge their own satisfaction based on the comparison of the ratio of personal inputs such as time, skills, effort, and knowledge and personal outcomes for example pay, career advancement, and recognition with the ratio of the reference group inputs and outcomes (Adams, 1963; Vecchio, 1982).

The other theory is the Herzberg's (1964, 1966) two-factor theory which we discussed earlier. This theory divides employee satisfaction into two factors the hygienes and the motivators. The hygienes factor do not promote satisfaction but serve mainly to prevent job dissatisfaction; their shortage causes dissatisfaction at work. On the other hand, the motivators which lead to satisfaction are related to what the employees do at work, rather than to the context in which it is done. Herzberg emphasizes that the hygienes and motivators are not opposites yet they are related to different sets of needs.

Generally, employees' satisfaction or dissatisfaction is subject first to the nature of the job and second to the employee's expectation of what the job will supply them with (Al-Hussami, 2008).

We need to include here in our discussion the special group of "employees" who are the volunteers.

Volunteer Satisfaction

Since not-for-profit organizations depend on limited assets they rely a lot on considerable volunteer force (Grube & Piliavin, 2000) which increases volunteerism's importance in today's civil society (Lindenmeier, 2008). The Volunteer Center released a study in 2003 stating that in many not-for-profit organizations volunteer labor is more than employee labor (Wisner et al., 2005). This study elaborates that the ratio of volunteer labor to employee labor is 1.1 for not-for-profit organizations with more than two hundred employees and increases to 11.7 in not-for-profit organizations with employees fewer than two hundred. The same study explains that some volunteers are called casual volunteers i.e. they participate only one time in the organization. This type of volunteers increases the turnover rate of volunteers in a certain not-for-profit organization. Combining the need of not-for-profit organizations for volunteers and the presence of the casual volunteers, we can learn the need of not-for-profit organization to retain volunteers especially that some sort of orientation or training is given to the new volunteers. In reality, organizations that depend on volunteers are recognizing the importance of the recruitment and retention of these volunteers as well as understanding their motives (Chambre, 1987).

In the last decades, fundamental changes affected both the volunteers and not-for-profit organizations which resulted in an effect on the motivational style of volunteers and other relevant outcomes (Hustinx & Lammertyn, 2003; Vantilborgh et al., 2011). Volunteers differ from employees in that their performance is not appraised on regular basis as well as they are not subject to employment criteria and management strong control (Etzioni, 1975; Pearce, 1993; Farmer & Fedor, 2001). Likewise, organizations working with volunteers habitually suffer average performance because they are incapable to control volunteers' performance (Etzioni, 1975). Though, volunteers have the tendency to increase their loyalty to the not-for-profit organization with time as employees' loyalty increases (Piliavin & Callero, 1991; Grube & Piliavin, 1996; Penner & Finkelstein, 1998). Few research studies have evaluated the influence of motivation on volunteers' loyalty to the organization and its impact on performance. Omoto and Snyder (1995), Clary and Snyder (1999), and Cnaan and Cascio (1999) showed that work and volunteering environments are different and findings in one cannot be generalized to the other. A good way to measure volunteers' performance is to look contextually at what contribution is expected from volunteers in each organization (Farmer & Fedor, 2001); this led them to find that volunteers' performance is multi-faceted.

Organizations that depend on volunteers must work harder to recruit and retain long-serving volunteers because the pool of volunteers is decreasing keeping in mind that the motivation to recruit and motivation to retain volunteers are distinct (Pearce, 1993; Davis, 1998). Individuals keep on volunteering because they like the outcomes of their experience and they appreciate the rewards they are getting and want to sustain and increase them (Gidron, 1985). Since individuals interact with their social context, this

context can stimulate or block the positive character of human nature (Ryan and Deci, 2000). According to Ryan's and Deci's (2000) theory, autonomous motivation is when individuals and in our case volunteers find their responsibilities meaningful and interesting to them. Clary and Snyder (2001) adds that individuals who volunteer based on intrinsic motives are less subject to end their career in volunteering than those who volunteered due to external motives. People want to feel connected to other human beings; they want to love and care for others as well as they want to be loved and cared for by others (Baumeister & Leary, 1995; Deci & Ryan, 2000).

Even though a fully descriptive measure of volunteer satisfaction does not exist, what does exist is the result of the analysis of the sixteen articles written between 1981 and 1995 tackling volunteer satisfaction. The result of this analysis is the development of the Volunteer Satisfaction Index (VSI) (Galindo-Kuhn & Guzley, 2001). The sixteen articles are: Knoke, 1981; Pearce, 1983; Gidron, 1983, 1985; Morrow-Howell & Mui, 1989; Paradis & Usui, 1989; Miller et al., 1990; Ozminkowski et al., 1991; Schaubroeck & Ganster, 1991; Stevens, 1991; Wharton, 1991; Cyr & Dowrick, 1991; Field & Johnson, 1993; Black & DiNitto, 1994; Bonjean et al., 1994; Omoto and Snyder, 1995. The volunteer satisfaction index reveals five elements of volunteer satisfaction from the above mentioned articles: communication quality, work assignment, participation efficacy, support, and integration (Galindo-Kuhn & Guzley, 2001). These elements of volunteer satisfaction are aligned with our model of the impact of talent management practices and appropriate cultural functions on workforce satisfaction.

Communication quality consists of appropriate information flow, clarity of information, recognition and feedback; these variables significantly related to volunteer satisfaction (Knoke, 1981; Paradis & Usui, 1989; Cyr & Dowrick, 1991; Stevens, 1991; Wharton, 1991; Field & Johnson, 1993). Developing “person-oriented” communication strategies have been the focused outcome of the research studies of volunteer satisfaction and as Adams and Shepherd (1996) noted.

The Work Assigned to volunteers appeared as the second significant element of volunteer satisfaction (Gidron, 1983, 1985; Miller et al., 1990; Stevens, 1991; Field & Johnson, 1993; Omoto & Snyder, 1995). For instance, Miller et al. (1990) discovered that flexible schedule is directly related to volunteer satisfaction. Gidron (1983) reached another work related satisfaction factor which is giving the volunteers self-expressing tasks through which they have the ability to nurture their skills. This factor requires the placement of the right volunteer to the right job based on the special needs and talents of the volunteer. Gidron’s factor is related to the job-fit concept associated with satisfaction (Miller et al., 1990; Stevens, 1991).

Most of the studies reviewed strongly support the third element participation efficacy (Gidron, 1983, 1985; Morrow-Howell & Mui, 1989; Miller et al., 1990; Black & DiNitto, 1991; Ozminkowski et al., 1991; Schaubroeck & Ganster, 1991; Wharton, 1991; Field & Johnson, 1993; Omoto & Snyder, 1995). Participation efficacy is mainly understood by volunteers as their efforts in taking part in the activity will benefit someone else as Morrow-Howell and Mui (1989) found out that “inability to help others” was the major reason for volunteers terminating their services. In addition, Wharton

(1991) discovered that volunteers were not satisfied when they felt unimportant to the people they served.

Volunteers are satisfied by being given educational and emotional resources to perform their work assignments (Gidron, 1983, 1985; Paradis & Usui, 1989; Ozminkowski et al., 1991, Cyr & Dowrick, 1991). Volunteers who participated in trainings and workshops, which are the educational support given by the organization to its volunteers, were generally more satisfied with their experience than those who had not participated (Ozminkowski et al., 1991). This educational support accompanied with emotional support given to volunteers turned out to be a satisfaction factor to them (Paradis & Usui, 1989; Ozminkowski et al., 1991). The emotional support includes the relationship created between volunteers and organizational members (Cyr & Dowrick, 1991).

The fifth element which is the group integration brings up the social relationship aspect between the volunteers within themselves and with the organizations employees (Cyr & Dowrick, 1991; Black & DiNitto, 1994). These social relationships that are far from the work assignments are an important area to volunteers' satisfaction (Gidron, 1985; Ozminkowski et al., 1991; Stevens, 1991; Field & Johnson, 1993). In a study conducted by Field and Johnson (1993), volunteers specified that contact with other volunteers through social events was a major point in their satisfaction. Furthermore, Stevens (1991) also found out that the contact between the volunteers and the employees of the organization influenced volunteers' levels of satisfaction.

Employee Satisfaction and Customer Satisfaction

Various empirical studies in the late 20th century show a strong positive relationship between employee satisfaction and customer satisfaction (Schneider & Bowen, 1985; Band, 1988; George, 1990; Ulrich et al., 1991; Wiley, 1991; Reynierse & Harker, 1992; Schmitt & Allscheid, 1995; Schneider et al., 1996; Johnson, 1996; Schneider et al., 1998). A substantial body of research studies done in the 21st century confirm the positive relation between employee satisfaction and customer satisfaction (Bernhardt et al., 2000; Koys, 2003; Harter et al., 2002; Wangenheim et al., 2007). As proposed by these findings, positive changes in employee satisfaction lead to positive changes in customer satisfaction. Due to this positive relation, researchers gave more attention to employee's satisfaction and it became a critical issue within the past two decades (Matzler & Renzl, 2007). In addition, Harter's et al. (2002) inclusive meta-analysis's findings support the positive link among employee satisfaction and customer satisfaction. The Schmit and Allscheid (1995) study along with other studies express the need of satisfied employees in an organization to maintain a satisfied and loyal customer base. The satisfied customers will exhibit increased referrals to the organization and will generate increase in market share (Heskett et al., 1997).

Above mentioned research studies show a positive influence of employee satisfaction on customer satisfaction. On the other hand, the effect in the opposite direction from customer satisfaction on employee satisfaction is also reinforced by a few theories such as the psychological contract theory (Robinson & Morrison, 1995) and the social exchange theory (Konovsky & Pugh, 1994). Netemeyer et al. (1997) introduced the concept on the norm of reciprocity. Satisfied customers with the services given to

them will result in a supportive behavior for those who have benefited or served them (Bateman & Organ, 1983; Bitner et al., 1990; Schnake, 1991). For example, if customers like the performance of the employee while serving them and express satisfaction, sequentially, it is predicted that this will increase the level of employee satisfaction (Dolen et al., 2002). Employees are worried about customers' reactions and satisfaction, and are delighted when customers exhibit gratitude for the service (Goodwin & Gremler, 1996).

The Relation between Talent Management and Organizational Performance

Throughout our reading of numerous articles, we found out that several studies emphasize on the link between talent management and organizational performance and we found out that this link highlights the reason behind the interest of management scholars in the topic (Coulson-Thomas, 2012). Most of the studies done in this field are cross-sectional in which they have analyzed data related to a certain population and at a definite period in time. (Huselid & Becker, 1998; Ringo et al., 2008). Others focused on a particular sample group in the population (DiRomualdo et al., 2009; Joyce et al., 2007; Gandossy & Kao, 2004) or on particular sectors in the business (ASTD & SHRM, 1999; Yapp, 2009).

Another proof on the importance of the relationship between talent management and organizational performance is given by Collings & Mellahi (2009) and Al Ariss et al. (2014) in which they conclude that talent management functions are tools for the continued existence and success of the organization in addition to giving a number of competitive advantages in a competitive market. Similarly, another study concludes on the positive correlation between talent management and performance of the organization (Guthridge & Komm, 2008). Several other research studies have highlighted the importance of the compatibility between the

employees and the organization and the impact of this compatibility on attracting and retaining employees (O'Reilly et al., 1991; Cable & Judge, 1997; Kristof-Brown et al., 2005). Taking into consideration motivation, employee well-being, satisfaction, and commitment can improve talent management in an organization since such significant aspects are likely to have an influence on organizational performance and talent retention (Collings & Mellahi, 2009; Lawler, 2003).

Wright and Snell, 1998 highlighted that the relationship between human resource management which include talent management and the organizational performance has been the topic of debate for the past decade. Research studies in this field mainly report positive relationships between integrated human resource management practices and different measures of organizational performance (Arthur, 1994; Huselid, 1995; MacDuffie, 1995; Delery & Doty, 1996; Guthrie, 2001).

While talent management creates a viable competitive advantage to the organization (Ashton, 2005), its relationship with organizational performance appears to be dependent upon the workplace environment or the culture existing within the organization. Particularly workplace culture that supports creativity and innovation plays a crucial role in the connection between talent management and organizational performance (Yeh-Yun & Liu, 2012). Therefore, we need to include here the discussion of organizational culture and talent management.

Organizational Culture and Talent Management

Many research studies define organizational culture as the shared ideologies, beliefs and behaviors of the employees in the organization (Xiaoming & Junchen, 2012). Maintaining employees' satisfaction and being able to supply the needs of the customers is a successful

culture for an organization (Mobley et al., 2005). Mobley claims that a successful organizational culture positively affects the employees' relationships among each other, decreases the level of prospective struggles or disagreements, lowers turnover, which increases employee retention rate, helps the employees to realize the important goals and work to achieve them, and promotes a learning environment.

Thunnissen et al. (2013) reached a point where the current talent management literature overstates the significance of human capital or talented employees and do not take into consideration the other variables and resources that affect the organizations' performance. Some of these variables are organizational structure, firm's strategy or organizational environment (Mohrman & Lawler, 1997; Rogg et al., 2001; Garavan, 2012; Sparrow et al. 2014). Another research study found that culture has a stronger influence on employee retention than the combined effect of the labor market and employee characteristics (Sheridan, 1992). Sheridan adds that organizational culture significantly influences human resource strategy creation such as employee selection and placement, employee promotion and development, and reward systems. Therefore, having an organizational culture aligned with the organization's strategy is best to improve performance.

Research studies have proven the importance of the alignment between employees and organizations and how such alignment influences employee attraction and retention (O'Reilly et al., 1991; Cable & Judge, 1997; Kristof-Brown et al., 2005).

A research study entitled "Organizational Culture Assessment Questionnaire" done by Dr. Talcott Parsons, a sociologist at Harvard, developed a framework of action to measure organization culture in organizations (Sashkin & Rosenbach, 1990; Sashkin, 1995). According to this theory, for organizations to survive for a long period of time they have to implement five

critical functions. These five functions are managing change, achieving goals, coordinating teamwork, building a strong culture and customer orientation.

The issue today is that a more comprehensive system is needed in order to effectively manage and retain talent in today's competitive environments especially that many aspects are embedded in the organization's culture (Boudreau & Ramstad, 2007).

Summary

In this presentation we have tried to explain why we wanted to study the impact of talent management on non-financial performance of not-for-profit organizations in a sample of non-governmental organizations in Lebanon.

We clarified the concept of talent management and its importance for the organizations in general. We described the components of talent management, which are stated to be talent identification (TI), succession planning (SC), talent development (TD) and talent retention (TR).

We explained our choice of non-financial determinants of organizational performance which we said reflect a better forecast for the organizational performance for the future better than the present financial reports do, and we identified the two specific non-financial indicators to be employee satisfaction and customer satisfaction which are the two most frequently mentioned indicators by researchers. However, our direct focus will be on workforce satisfaction and customer satisfaction will be probed by our respondents.

In our literature review, in order to better understand talent management, we first set it in the general context of management, then, with the help of researchers we defined talent and talent management and described with detail the organizational process and activities of talent

identification, succession planning, talent development and talent retention and showed the inter connection between them.

Our literature review included the definition and description of the not-for-profit organizations (NPOs) and non-governmental organizations (NGOs) which are the specific types of organizations that we will be focusing on in our study.

We continued our literature with the discussion of important concepts of our study which are: organizational performance in general and non-financial performance in particular. Our discussion focused on organizations in general because they helped us comprehend better the not-for-profit organizations and the non-financial measures.

We followed up our discussion in the literature review on the relation between talent management and organizational performance.

Our literature review revealed a problem related to the lack of clarity of the added value of the impact of talent management practices on the non-governmental organizations' performance.

However, we were interested in finding the answer to the following research question:

Can workplace talent management practices contribute to the non-governmental organization's performance by impacting workforce satisfaction i.e. creating satisfied employees and volunteers?

In the chapter that follows we will describe our methodology, which will include our theoretical model, our hypotheses, and survey sample and survey instruments.

Chapter 3 – Research Framework and Methodology

This research study will use a theoretical model formulated based on the outcomes of the literature review conducted. It will show if there is a relation between talent management practices and workforce satisfaction.

Research Questions

Based on the review and discussion of the research literature in chapter 2, we formulate the following research question:

Can workplace talent management practices contribute to the non-governmental organization's performance by impacting workforce satisfaction i.e. creating satisfied employees and volunteers?

Hypotheses

Our hypotheses that address our research questions are divided into five sections and are stated below. The first section focuses on the relation between workforce satisfaction and talent identification which is the first practice of talent management. The second section of the hypotheses focuses on the relation between workforce satisfaction and succession planning which is a practice of talent management. The third section focuses on the relation between workforce satisfaction and talent development, another practice of talent management. The fourth section focuses on the relation between workforce satisfaction and talent retention i.e. the fourth practice of talent management. The fifth section include all the variables of each component of talent management with each of the variables of the workforce satisfaction.

Section 1: Relation between Workforce Satisfaction and Talent Identification

H01: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the potential commitment of the employee/volunteer in the selection process

H02: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the job-related skills and knowledge of the employee/volunteer in the selection process

H03: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the leadership skills of the employee/volunteer in the selection process

H04: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the potential for contribution of the employee/volunteer in the selection process

H05: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the potential commitment of the employee/volunteer in the selection process

H06: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the job-related skills and knowledge of the employee/volunteer in the selection process

H07: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the leadership skills of the employee/volunteer in the selection process

H08: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the potential for contribution of the employee/volunteer in the selection process

Section 2: Relation between Workforce Satisfaction and Succession Planning

H09: Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being in the right job/position.

H10: Workforce being satisfied with the job tasks/responsibilities positively relates to workforce having a clear work advancement path.

H11: Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being in the right job/position.

H12: Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce having a clear work advancement path.

Section 3: Relation between Workforce Satisfaction and Talent Development

H13: Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being provided with formal learning models such as workshops/trainings.

H14: Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being provided with job rotations opportunities.

H15: Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being provided with hands-on job activities.

H16: Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being provided with formal learning models such as workshops/trainings.

H17: Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being provided with job rotations opportunities.

H18: Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being provided with hands-on job activities.

Section 4: Relation between Workforce Satisfaction and Talent Retention

H19: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO having an internal recruitment policy that helps raise the loyalty of the workforce.

H20: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO keeping a good image of the organization all the time to retain the talented workforce.

H21: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO having an appropriate financial compensation system.

H22: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO having an appropriate non-financial compensation system.

H23: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO having an internal recruitment policy that helps raise the loyalty of the workforce.

H24: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO keeping a good image of the organization all the time to retain the talented workforce.

H25: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO having an appropriate financial compensation system.

H26: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO having an appropriate non-financial compensation system.

Section 5: Relation between Workforce Satisfaction and Talent Management Components

H27: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing talent identification activities.

H28: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing talent identification activities.

H29: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing succession planning activities.

H30: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing succession planning activities.

H31: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing talent development activities.

H32: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing talent development activities.

H33: Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing talent retention activities.

H34: Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing talent retention activities.

Theoretical Model of the Study

The theoretical model used is presented below and it briefly describes the theory that is being tested in this research study. The model aims to facilitate our understanding of the different relationships among our dependent (Workforce satisfaction) and independent factors (talent management practices and appropriate cultural functions).

Diagram of the Theoretical Model of the Study

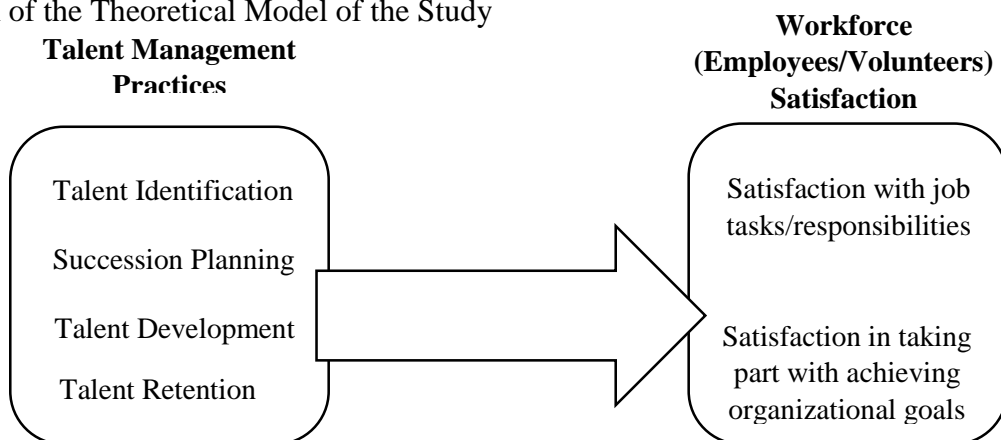


Figure 3. The impact of talent management practices on the workforce (Employees and volunteers) satisfaction

Approaches and Methods

We used regression analysis to identify the influence of our independent variables that are: talent management practices on the dependent variable that is workforce satisfaction. As shown in our theoretical model diagram, the talent management practices are talent identification, succession planning, talent development and talent retention and the workforce satisfaction includes both employees and volunteers.

In addition, we applied factor analysis to further study and classify the impact of the independent variables on the dependent variable.

Finally, the Cronbach Alpha was used to check the consistency of the data or in other words the reliability of the data. The data gathered from the respondents will be analyzed through the Statistical Package for the Social Sciences (SPSS).

The survey administration was carried out in three weeks through which the responses were collected automatically through an online platform called Survey Monkey. The introduction on the first page of the questionnaire clearly states that the data collected is confidential, anonymous and will be used for the purpose of this study only. No personal data is required to be filled and we will follow an ethical approach while analyzing the data.

The questionnaire's first page includes an introduction to the study and definitions of some keywords. The first section of the second page includes three demographic questions related to the category of the non-governmental organization of the respondent, the work level and years of experience of the respondent in the non-governmental organization. The rest of the questionnaire includes questions related to the satisfaction of the respondent in relation with

talent management practices. Questions four till eighteen are evaluated against a Likert scale ranging from 1 to 7, 1 being “Strongly disagree” and 7 being “Strongly agree”. The respondents were asked to fill the questionnaire with the answer that best reflects their level of agreement to the proceeding statement.

Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
1	2	3	4	5	6	7

Sample Selection

Our study has 13 independent variables and 18 questions to measure them. Accordingly, the minimum number of observations is $5 \times 18 = 90$ observations. Since our study is conducted in a sample of non-governmental organizations in Lebanon, our questionnaire was sent to four non-governmental organizations in each type. Each non-governmental organization was asked to fill six questionnaires randomly. According to our literature there is eleven different types of non-governmental organizations, therefore, our sample size for the study will be $4 \times 6 \times 11 = 264$ questionnaires.

We contacted the human resource departments of the non-governmental organizations and asked them if they have talent management practices, and if they did, we proceeded with sending them our survey questionnaire to be filled by their employees and volunteers, and otherwise we did not include that organization in our study. The data was collected based on a structured sampling method in which the human resource departments sent a link of the questionnaire to randomly selected employees and volunteers.

A pilot study was conducted prior to the final collection of the data to ensure the feasibility of the instrument and because it is applied in the Lebanese context for the first time. Based on the feedback from the respondents of the first pilot study we conducted a second pilot study to confirm the clarity and feasibility of the questionnaire knowing that the respondents of the two pilot studies are not the same and their responses won't be included in the data to be analyzed. The responses to the questionnaire were kept confidential, anonymous, excluding personal information, also the aim of the study was clearly defined.

After the amendments on the questionnaire another pilot study was done to test again clarity and feasibility. The number of respondents was ten.

The Issue of Customer Satisfaction

As mentioned earlier in the literature, the customer satisfaction is an important aspect of the non-financial determinants of non-governmental organizations' performance. However, customer satisfaction is not present in our model and hypotheses thus it is not measured in our questionnaire. The reason is because after we searched deeper in the issue we found that it is very difficult to study the customers' satisfaction; therefore, we conducted several personal interviews with managerial non-governmental employees to elaborate more on this issue.

The interviews consisted of an introduction of the research study topic, statement of our customer satisfaction problem and questions related to customer satisfaction in general and specifically on how to reach the customers to get their feedback. The interviews were conducted in a period of 2 weeks during the month of September 2019.

The first interview was with a manager of the mental health and psychological support in a social service non-governmental organization. The manager stated that there is a confidentiality

issue related to the identity of the customers or beneficiaries as the non-governmental organizations call them. This confidentiality is imposed by the government or by the partners and donors of the projects. The manager mentioned that beneficiaries' satisfaction is constantly measured by the non-governmental organizations after the completion of the project and stated that the non-governmental organizations can supply us with the locations where they operate and yet going there and filling a customer satisfaction survey is not legal.

The second interview was with the director of a community health center. The director raised the point that it is easy to reach the customers of the medical/health care non-governmental organizations since the customers come on regular bases to their centers. He mentioned that the best way is to be present in person in different centers at different timings and ask the customers if they are willing to fill the survey. The director also added that the non-health related non-governmental organizations' customers are difficult to reach and there are legal restrictions for communicating with them.

The third interview was conducted with the executive president of a people development non-governmental organization who raised the issue that customers change over time i.e. the customers that we may be interviewing at a certain point of time are not necessarily the ones who have benefited from the project done by the non-governmental organizations yet they have heard about the non-governmental organization and their responses won't be accurate or valid because they are based on what they have heard. She added that non-governmental organizations select their target of beneficiaries and not vice versa except for the health field. Therefore, non-governmental organizations are filling a need they have noticed and studied in a well-defined group of people and the result of their satisfaction will be somehow biased. In addition, she mentioned that reports about the projects operated by the non-governmental organizations

including beneficiaries' satisfaction are important and thus each non-governmental organization has a beneficiary satisfaction report.

The fourth interview was with the program manager of an educational non-governmental organization who also stressed the point of confidentiality of the customers due to international restrictions implied on the non-governmental organizations. The manager stated that customers change with time and communicating with the current customers does not reflect the overall customer satisfaction from the non-governmental organization. She ended the interview by emphasizing the point that most non-governmental organization choose their customers based on research about their needs and stated that if the need is partially served then the customers will be satisfied.

Thus, we learned from the interviews we conducted that there is a difficulty in meeting with non-governmental organizations' customers and getting their direct feedback, for this reason we have been obliged to exclude customer satisfaction from our study.

Chapter 4 – Statistical Analysis

Descriptive Statistics

Descriptive Statistics were extracted from the data collected to describe the basic features and provide simple summaries about the sample and introduce a visual idea of the data collected.

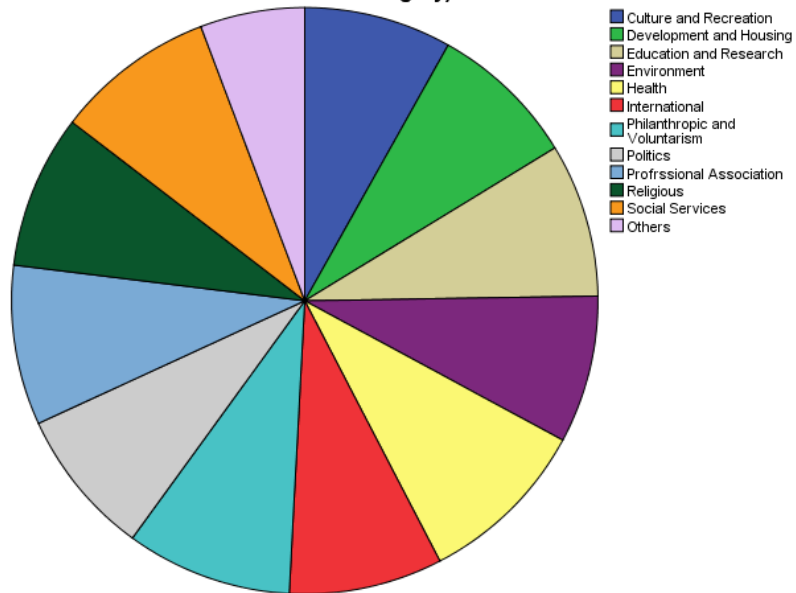
Demographics

The following section contains the frequency tables and pie charts of the three demographics questions.

In which of the following categories does your NGO operate in? (Choose 1 category)

	Frequency	Percent	Valid Percent	Cumulative Percent
Culture and Recreation	24	8.1	8.1	8.1
Development and Housing	24	8.1	8.1	16.3
Education and Research	25	8.5	8.5	24.7
Environment	24	8.1	8.1	32.9
Health	28	9.5	9.5	42.4
International	25	8.5	8.5	50.8
Valid Philanthropic and Voluntarism	27	9.2	9.2	60.0
Politics	24	8.1	8.1	68.1
Professional Association	26	8.8	8.8	76.9
Religious	25	8.5	8.5	85.4
Social Services	26	8.8	8.8	94.2
Others	17	5.8	5.8	100.0
Total	295	100.0	100.0	

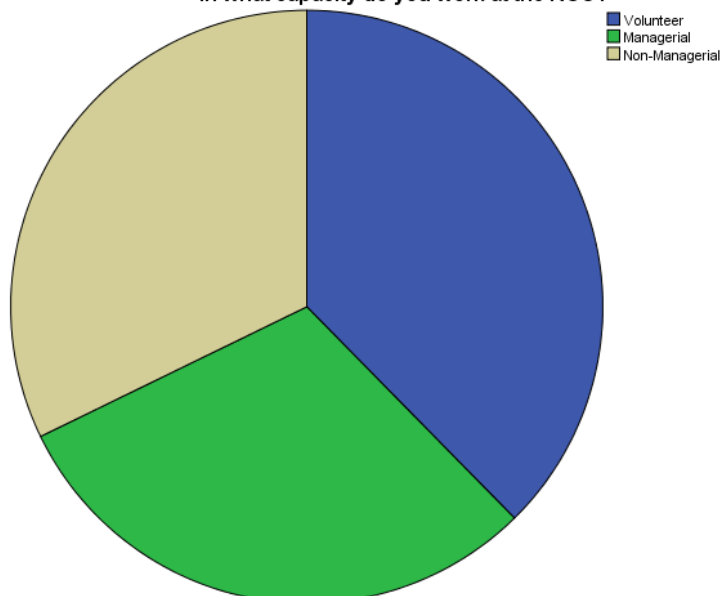
In which of the following categories does your NGO operate in? (Choose 1 category)



In what capacity do you work at the NGO?

	Frequency	Percent	Valid Percent	Cumulative Percent
Volunteer	111	37.6	37.6	37.6
Managerial	89	30.2	30.2	67.8
Non-Managerial	95	32.2	32.2	100.0
Total	295	100.0	100.0	

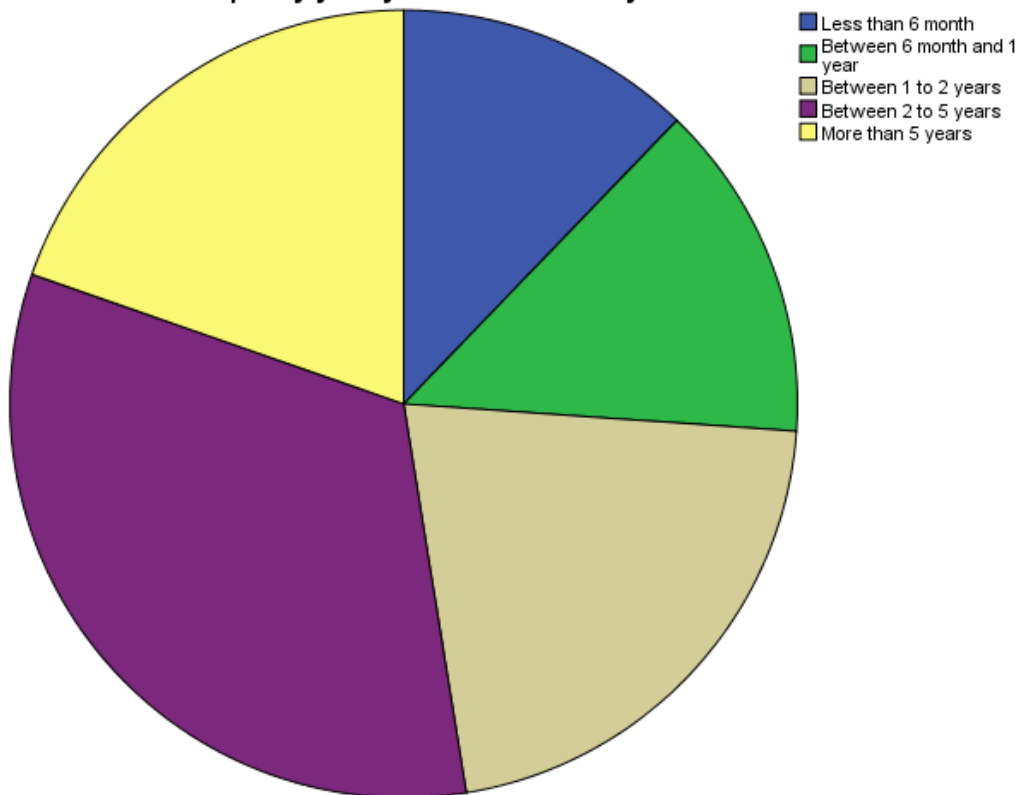
In what capacity do you work at the NGO?



Specify your years of service in your current NGO

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 6 month	36	12.2	12.2	12.2
Between 6 month and 1 year	41	13.9	13.9	26.1
Between 1 to 2 years	63	21.4	21.4	47.5
Between 2 to 5 years	97	32.9	32.9	80.3
More than 5 years	58	19.7	19.7	100.0
Total	295	100.0	100.0	

Specify your years of service in your current NGO



Independent Variables

We are going to explore obtained statistics for the independent variables to get some of what the mean is and the standard deviation on a scale of one to seven.

Talent Identification

Descriptive Statistics			
	N	Mean	Std. Deviation
My NGO evaluates the leadership skills of the employee/volunteer in the selection process	295	5.62	1.301
My NGO evaluates the potential for contribution of the employee/volunteer in the selection process	295	5.65	1.159
My NGO evaluates the potential commitment of the employee/volunteer in the selection process	295	5.70	1.152
My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process	295	5.77	1.198
Valid N (listwise)	295		

Among the talent identification questions, the question “My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process” has the highest score (5.77) and a standard deviation of 1.198. The question “My NGO evaluates the potential for contribution of the employee/volunteer in the selection process” has the mean of 5.65 and the standard deviation of 1.159. The question “My NGO evaluates the potential commitment of the employee/volunteer in the selection process” has the mean of 5.70 and the standard deviation of 1.152. The question “My NGO evaluates the leadership skills of the employee/volunteer in the selection process” has the lowest score (5.62) with the highest standard deviation (1.301).

Succession Planning

Descriptive Statistics			
	N	Mean	Std. Deviation
My work advancement path is clear for me	295	5.22	1.451
I feel I am in the right job when I am assigned a new position	295	5.71	1.133
Valid N (listwise)	295		

Among the succession planning questions, the question “I feel I am in the right job when I am assigned a new position” has the highest score (5.71) and the lowest standard deviation (1.133). The question “My work advancement path is clear for me” has the lowest score (5.22) with the highest standard deviation (1.451).

Talent Development

Descriptive Statistics			
	N	Mean	Std. Deviation
My NGO allows for job rotations opportunities	295	5.09	1.507
My NGO provides me with hands-on job activities	295	5.75	1.078
My NGO provides me with formal learning models such as workshops/trainings	295	5.92	1.209
Valid N (listwise)	295		

Among the talent development questions, the question “My NGO provides me with formal learning models such as workshops/trainings” has the highest score (5.92) and a standard deviation of 1.209. The question “My NGO provides me with hands-on job activities” has the mean of 5.75 and the standard deviation of 1.078. The question “My NGO allows for job rotations opportunities” has the lowest score (5.09) with the highest standard deviation (1.507).

Talent Retention

Descriptive Statistics

	N	Mean	Std. Deviation
My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	295	5.13	1.593
My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	295	5.14	1.654
My NGO has an appropriate financial compensation system	295	5.34	1.361
My NGO's image helps retaining talented workforce	295	5.74	1.119
Valid N (listwise)	295		

Among the talent retention questions, the question “My NGO’s image helps retaining talented workforce” has the highest score (5.74) and the lowest standard deviation (1.119). The question “My NGO has an appropriate financial compensation system” has the mean of 5.35 and the standard deviation of 1.361. The question “My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)” has the mean of 5.14 and the standard deviation of 1.654. The question “My NGO has an internal recruitment policy that helps raise the loyalty of our workforce” has the lowest score (5.13) with a standard deviation of 1.593.

Dependent Variables

Among the questions studying the dependent variable, the question “I am satisfied in being part of achieving the organizational goals” has the highest score (6.17) and the lowest standard deviation (0.645). The question “I am satisfied with my job tasks/responsibilities” has the lowest score (6.04) with the highest standard deviation of (0.696).

Descriptive Statistics

	N	Mean	Std. Deviation
I am satisfied with my job tasks/responsibilities	295	6.04	.696
I am satisfied in being part of achieving the organizational goals	295	6.17	.645
Valid N (listwise)	295		

Reliability Test

Cronbach's alpha is a measure of internal consistency of the data also known as the coefficient of reliability. It is most commonly used when the questionnaire of the study has multiple likert scale questions with the purpose of proving the reliability of the scale. Cronbach's alpha increases as the inter-correlations among the items increases. Cronbach's alpha shows how closely related a set of items are as a group. The Agreed lower limit for Cronbach's alpha is 0.70.

All the Cronbach's alpha tests for the variables were computed using SPSS. First, the reliability of all the independent variables was tested then the reliability of the dependent variable was tested. All the results are respectively presented in the following section.

All Independent Variables

The Cronbach's alpha is 0.841 which is greater than 0.700 indicating a high level of internal consistency for our scale.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.841	.846	13

The "Corrected Item-Total Correlation" displays the correlation between a given item and the sum score of the other items assessing how well one item's score is internally consistent with composite scores from other items. De Vaus (2204) suggests that an internal-total

correlation less than 0.30 is weak for item-analysis purpose and the item should be removed from the study.

	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.481	.830
My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process	.544	.826
My NGO evaluates the leadership skills of the employee/volunteer in the selection process	.479	.830
My NGO evaluates the potential for contribution of the employee/volunteer in the selection process	.475	.831
I feel I am in the right job when I am assigned a new position	.394	.835
My work advancement path is clear for me	.552	.825
My NGO provides me with formal learning models such as workshops/trainings	.518	.828
My NGO allows for job rotations opportunities	.566	.824
My NGO provides me with hands-on job activities	.458	.832
My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	.633	.818
My NGO's image helps retaining talented workforce	.623	.822
My NGO has an appropriate financial compensation system	.497	.829
My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.413	.796

Since all the corrected item-total correlations of talent identification practices are above 0.30 and since the removal of any item results in lower Cronbach's alpha, none of the talent identification practices questions are removed from the study.

Dependent Variable

The Cronbach's alpha is 0.718 which is greater than 0.700 indicating a high level of internal consistency for our scale.

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.718	.719	2

The Item-Statistics of the Dependent Variable

	Corrected Item- Total Correlation
I am not satisfied with my job tasks/responsibilities	.561
I am satisfied in being part of achieving the organizational goals	.561

Since all the corrected item-total correlations of talent identification practices are above 0.30 and since the removal of any item results in not being able to perform the Cronbach's alpha test since the minimum number of item is two therefore none of the dependent variable questions are removed from the study.

Factor Analysis

Hair et al. (2006) stated, "Factor analysis is an interdependence technique whose primary purpose is to define the underlying structure among the variables in the analysis". Factor analysis is a technique that is used to analyze the structure of the correlations among a large number of variables leading to fewer numbers of variables known as factors.

In this study, principle component analysis was used to test construct validity i.e. to transform a number of possibly correlated variables into a smaller number of uncorrelated

variables called principal components. Bartlett Test of Sphericity and Kaiser-Myer-Olkin Measure of Sampling Adequacy (KMO MSA) were applied to the entire correlation matrix to make sure of the suitability of factor analysis using principle component analysis.

Kaiser-Myer-Olkin Measure of Sampling Adequacy is used to quantify the degree of inter-correlations among the variables. The Kaiser-Myer-Olkin Measure of Sampling Adequacy ranges from 0 to 1. If the test result is 1 this implies that each variable is perfectly predicted without error by the other variables. The researcher should have a measure of sampling adequacy above 0.50 before proceeding with factor analysis.

The Bartlett Test of Sphericity tests the overall significance of all correlations within a correlation matrix. It examines the hypothesis that the variables are uncorrelated in the population i.e. the population correlation matrix is an identity matrix; each variable correlates perfectly with itself ($r = 1$) but has no correlation with the other variables ($r = 0$). The null hypothesis is not supported and factor analysis can be conducted on the study if the Bartlett's Test of Sphericity is significant i.e. the value is smaller than alpha 0.050.

Communality is the total amount of variance an original variable shares with all others variables included in the analysis. It is the estimate of the variable's shared variance among the variables as represented by the derived factors. The size of the communality is a useful index for assessing how much variance in a particular variable is accounted for by the factor solution. Higher communality values indicate that a large amount of the variance in a variable has been extracted by the factor analysis. Small communalities show that a substantial portion of the variable's variance is not accounted for by the factors. This should explain at least half of the original variable's variance, so the communality for each variable should be 0.5 or higher.

Factor analysis was performed on all the independent factors representing talent management practices which are talent identification, succession planning, talent development and talent retention.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Approx. Chi-Square		1226.223
Bartlett's Test of Sphericity	df	78
	Sig.	.000

The KMO for the talent management practices is 0.838 which is greater than 0.50 and the Bartlett's Test of Sphericity is 0.000 which is less than 0.05 so it is significant i.e. the Sphericity in the data is not supported. Based on the test's results it is satisfactory to proceed with the factor analysis on talent management practices.

Principle component analysis was performed on the talent management practices to summarize the total variance in a minimum number of factors.

The communalities of the variables for talent management practices are shown in the below table. Two of the variables were not accounted for by the factors extracted as we will see later in the extraction table since their extraction value is less than 0.50. The two variables are:

- My NGO provides me with formal learning models such as workshops/trainings with an extraction value of 0.444
- My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...) with an extraction value of 0.480

Communalities

	Initial	Extraction
My NGO evaluates the potential commitment of the employee/volunteer in the selection process	1.000	.524
My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process	1.000	.678
My NGO evaluates the leadership skills of the employee/volunteer in the selection process	1.000	.643
My NGO evaluates the potential for contribution of the employee/volunteer in the selection process	1.000	.720
I feel I am in the right job when I am assigned a new position	1.000	.598
My work advancement path is clear for me	1.000	.560
My NGO provides me with formal learning models such as workshops/trainings	1.000	.444
My NGO allows for job rotations opportunities	1.000	.500
My NGO provides me with hands-on job activities	1.000	.579
My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	1.000	.545
My NGO's image helps retaining talented workforce	1.000	.559
My NGO has an appropriate financial compensation system	1.000	.546
My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	1.000	.480

Extraction Method: Principal Component Analysis.

The latent root criterion was used to define the number of factors extracted. The rationale is that any individual factor should account for variance of at least one variable. The component variable analysis shows that each variable contributes a value of 1 to the total eigenvalue. The factors having latent roots or eigenvalue greater than 1 are considered significant.

In reference with the below “Total variance Explained” table and based on the latent root criterion, three factors are extracted for the talent management practices accounting for 56.751% of the total variance.

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.676	35.972	35.972	4.676	35.972	35.972	2.725	20.963	20.963
2	1.590	12.233	48.205	1.590	12.233	48.205	2.606	20.044	41.007
3	1.111	8.546	56.751	1.111	8.546	56.751	2.047	15.743	56.751
4	.939	7.221	63.971						
5	.825	6.343	70.315						
6	.682	5.246	75.561						
7	.587	4.516	80.076						
8	.539	4.148	84.224						
9	.511	3.932	88.156						
10	.478	3.679	91.835						
11	.426	3.278	95.113						
12	.353	2.717	97.830						
13	.282	2.170	100.000						

Extraction Method: Principal Component Analysis.

The rotated component matrix makes the interpretation of the factor analysis easier showing the factor loadings of the variables on the extracted components. The factor loadings represent the correlation of each variable and the factor. Loadings indicate the degree of correspondence between the variable and the factor, with higher loadings making the variable representative of the factor. Factor loadings interpret the role each variable plays in defining each factor. Factor loadings of 0.50 and above are necessary for practical significance. The proceeding table shows the three factor structure of talent management practices based on the rotated component matrix.

Three Factor Rotated Component Matrix of Talent Management Practices

Label	Component		
	Factor 1	Factor 2	Factor 3
My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.224	.681	.104
My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process	.272	.776	.033
My NGO evaluates the leadership skills of the employee/volunteer in the selection process	.254	.760	-.031
My NGO evaluates the potential for contribution of the employee/volunteer in the selection process	-.046	.798	.285
I feel I am in the right job when I am assigned a new position	.708	.210	-.227
My work advancement path is clear for me	.710	.217	.096
My NGO provides me with formal learning models such as workshops/trainings	.455	.198	.445
My NGO allows for job rotations opportunities	.497	.179	.470
My NGO provides me with hands-on job activities	.207	.112	.724
My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	.515	.282	.447
My NGO's image helps retaining talented workforce	.628	.261	.310
My NGO has an appropriate financial compensation system	.609	-.031	.417
My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	-.036	.019	.692

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Eigenvalues	2.725	2.606	2.047
Percentage of Variance explained	20.96%	20.04%	15.74%
KMO Measure of Sampling Adequacy	0.838		
Bartlett's Test of Sphericity	0		

**Factors loading less than 0.50 are not accounted for by the factors extracted.*

Based on an in-depth understanding and analyses of talent management practices literature, the three factors are identified as:

Factor 1

This factor includes, my work advancement path is clear for me, I feel I am in the right job when I am assigned a new position, my NGO's image helps retaining talented workforce, my NGO has an appropriate financial compensation system and my NGO has an internal recruitment policy that helps raise the loyalty of our workforce, the common theme among these variables lead to interpret factor 1 as Workforce Stability.

Factor 2

This factor includes, my NGO evaluates the potential for contribution of the employee/volunteer in the selection process, my NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process, my NGO evaluates the leadership skills of the employee/volunteer in the selection process and my NGO evaluates the potential commitment of the employee/volunteer in the selection process, the common theme among these variables lead to interpret factor 2 as Talent Identification.

Factor 3

This factor includes, my NGO provides me with hands-on job activities, my NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...), the common theme among these variables lead to interpret factor 3 as Workforce Benefits.

Regression Analyses

The analysis of the hypotheses of this study which are derived from theoretical model and the questions of the questionnaire urge us to use the simple linear regression analysis model with enter method since each hypothesis study the positive relation between one question of the

independent variables with one question of the dependent variable. Simple regression analysis explores the relation between a quantitative response variable and one explanatory variable. The Enter method used in our simple linear regression analysis is a procedure for variable selection in which all variables in a block are entered in a single step.

The ANOVA tables shows the goodness of fit of the model i.e. how significantly he regression model predicts the outcome variables.

The coefficients for the independent variable show how much the dependent variable changes when the independent variable change by one unit and indicate its direction whether (-) negative or (+) positive.

We used simple linear regression on all the hypotheses in section 1, section 2, section 3 and section 4 to study the relations. Hypotheses in section 5 are studies using the multiple regression analysis with stepwise method since each component of talent management has several variables to study it. The stepwise method was used to find the most parsimonious set of predictors that are most effective in predicting the dependent variable. Stepwise is the method of selecting variables for inclusion in the regression model that starts by selecting the best predictor of the dependent variable. The independent variable with the greatest contribution to the regression model is added first. Additional independent variables are selected in terms of the incremental exploratory power they can add to the regression model. Independent variables are added as long as their partial correlation coefficient are statistically significant. Independent variables may also be dropped if their predictive power drops to a non-significant level when another independent variable is added to the model.

While multi-collinearity for all variables can be examined, it is only a problem for the variables not included in the analysis. If a variable is included in the stepwise analysis, it will not have a collinear relationship.

Section 1: Relation between Workforce Satisfaction and Talent Identification

Hypothesis 1

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the potential commitment of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.120 ^a	.014	.011	.693

a. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.055	1	2.055	4.285	.039 ^b
	Residual	140.534	293	.480		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

The significance of the F statistics (4.285) for the regression of Hypothesis 1 is 0.039 which is less than 0.05, and since the regression coefficient (0.073) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO evaluates the potential commitment of the employee/volunteer in the selection process” (independent) and “I

am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 1 is statistically significant in predicting the question “I am satisfied with my job tasks/responsibilities” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	5.624		27.591	.000
	My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.073	.120	2.070	.039

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 2

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the job-related skills and knowledge of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.043 ^a	.002	-.002	.697

a. Predictors: (Constant), My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.261	1	.261	.538	.464b
Residual	142.329	293	.486		
Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process

The significance of the F statistics (0.538) for the regression of Hypothesis 2 is 0.464 which is greater than 0.05 hence the result does not support hypothesis H2. This means that there is no statistically significant relation between the “My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 2 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.894	.200		29.458	.000
My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process	.025	.034	.043	.733	.464

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 3

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the leadership skills of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.053 ^a	.003	-.001	.697

a. Predictors: (Constant), My NGO evaluates the leadership skills of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.404	1	.404	.832	.362b
	Residual	142.186	293	.485		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO evaluates the leadership skills of the employee/volunteer in the selection process

The significance of the F statistics (0.832) for the regression of Hypothesis 3 is 0.362 which is greater than 0.05 the result does not support hypothesis H3. This means that there is no statistically significant relation between the “My NGO evaluates the leadership skills of the employee/volunteer in the selection process” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 3 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.877	.180		32.621	.000
	My NGO evaluates the leadership skills of the employee/volunteer in the selection process	.028	.031	.053	.912	.362

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 4

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO evaluating the potential for contribution of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.058 ^a	.003	.000	.696

a. Predictors: (Constant), My NGO evaluates the potential for contribution of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.485	1	.485	1.000	.318 ^b
	Residual	142.105	293	.485		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO evaluates the potential for contribution of the employee/volunteer in the selection process

The significance of the F statistics (1.000) for the regression of Hypothesis 4 is 0.318 which is greater than 0.05 the result does not support hypothesis H4. This means that there is no statistically significant relation between the “My NGO evaluates the potential for contribution of the employee/volunteer in the selection process” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 4 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	5.839	.202	28.892	.000
	My NGO evaluates the potential for contribution of the employee/volunteer in the selection process	.035	.035	.058	1.000

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 5

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the potential commitment of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 ^a	.055	.052	.628

a. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.768	1	6.768	17.182	.000 ^b
	Residual	115.415	293	.394		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

The significance of the F statistics (17.182) for the regression of Hypothesis 5 is 0.000 which is less than 0.05, and since the regression coefficient (0.132) for the independent variable

is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO evaluates the potential commitment of the employee/volunteer in the selection process” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 5 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.422	.185		29.356	.000
	My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.132	.032	.235	4.145	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 6

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the job-related skills and knowledge of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.174 ^a	.030	.027	.636

a. Predictors: (Constant), My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3.715	1	3.715	9.187	.003 ^b
Residual	118.468	293	.404		
Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process

The significance of the F statistics (9.187) for the regression of Hypothesis 6 is 0.003 which is less than 0.05, and since the regression coefficient (0.094) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 6 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.631	.183		30.850	.000
My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process	.094	.031	.174	3.031	.003

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 7

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the leadership skills of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.180 ^a	.032	.029	.635

a. Predictors: (Constant), My NGO evaluates the leadership skills of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.956	1	3.956	9.804	.002 ^b
	Residual	118.227	293	.404		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO evaluates the leadership skills of the employee/volunteer in the selection process

The significance of the F statistics (9.804) for the regression of Hypothesis 7 is 0.002 which is less than 0.05, and since the regression coefficient (0.089) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO evaluates the leadership skills of the employee/volunteer in the selection process” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 7 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	5.672		34.524	.000
	My NGO evaluates the leadership skills of the employee/volunteer in the selection process	.089	.180	3.131	.002

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 8

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO evaluating the potential for contribution of the employee/volunteer in the selection process

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.181 ^a	.033	.030	.635

a. Predictors: (Constant), My NGO evaluates the potential for contribution of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.011	1	4.011	9.946
	Residual	118.172	293	.403	.002 ^b
	Total	122.183	294		

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO evaluates the potential for contribution of the employee/volunteer in the selection process

The significance of the F statistics (9.946) for the regression of Hypothesis 8 is 0.002 which is less than 0.05, and since the regression coefficient (0.101) for the independent variable

is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO evaluates the potential for contribution of the employee/volunteer in the selection process” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 8 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.603	.184		30.403	.000
1 My NGO evaluates the potential for contribution of the employee/volunteer in the selection process	.101	.032	.181	3.154	.002

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Section 2: Relation between Workforce Satisfaction and Succession Planning

Hypothesis 9

Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being in the right job/position.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.040 ^a	.002	-.002	.697

a. Predictors: (Constant), I feel I am in the right job when I am assigned a new position

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.226	1	.226	.466	.495 ^b
Residual	142.363	293	.486		
Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), I feel I am in the right job when I am assigned a new position

The significance of the F statistics (0.466) for the regression of Hypothesis 9 is 0.495 which is greater than 0.05 hence the result does not support hypothesis H9. This means that there is no statistically significant relation between the “I feel I am in the right job when I am assigned a new position” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 9 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.898	.209		28.258	.000
I feel I am in the right job when I am assigned a new position	.024	.036	.040	.683	.495

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 10

Workforce being satisfied with the job tasks/responsibilities positively relates to workforce having a clear work advancement path.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.073 ^a	.005	.002	.696

a. Predictors: (Constant), My work advancement path is clear for me

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.752	1	.752	1.554	.213 ^b
	Residual	141.837	293	.484		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My work advancement path is clear for me

The significance of the F statistics (1.554) for the regression of Hypothesis 10 is 0.213 which is greater than 0.05 hence the result does not support hypothesis H10. This means that there is no statistically significant relation between the “My work advancement path is clear for me” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 10 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.855	.152		38.638	.000
	My work advancement path is clear for me	.035	.028	.073	1.247	.213

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 11

Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being in the right job/position.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.168 ^a	.028	.025	.637

a. Predictors: (Constant), I feel I am in the right job when I am assigned a new position

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.442	1	3.442	8.494	.004 ^b
	Residual	118.741	293	.405		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), I feel I am in the right job when I am assigned a new position

The significance of the F statistics (8.494) for the regression of Hypothesis 11 is 0.004 which is less than 0.05, and since the regression coefficient (0.096) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “I feel I am in the right job when I am assigned a new position” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 11 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.628	.191		29.527	.000
	I feel I am in the right job when I am assigned a new position	.096	.033	.168	2.914	.004

- a. Dependent Variable: I am satisfied in being part of achieving the organizational goals
b.

Hypothesis 12

Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce having a clear work advancement path.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.236 ^a	.055	.052	.628

- a. Predictors: (Constant), My work advancement path is clear for me
b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.779	1	6.779	17.212	.000 ^b
	Residual	115.404	293	.394		
	Total	122.183	294			

- a. Dependent Variable: I am satisfied in being part of achieving the organizational goals
b. Predictors: (Constant), My work advancement path is clear for me

The significance of the F statistics (17.212) for the regression of Hypothesis 12 is 0.000 which is less than 0.05, and since the regression coefficient (0.105) for the independent variable

is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “ My work advancement path is clear for me” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 12 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.626	.137		41.161	.000
My work advancement path is clear for me	.105	.025	.236	4.149	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Section 3: Relation between Workforce Satisfaction and Talent Development

Hypothesis 13

Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being provided with formal learning models such as workshops/trainings

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.101 ^a	.010	.007	.694

a. Predictors: (Constant), My NGO provides me with formal learning models such as workshops/trainings

c. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.441	1	1.441	2.992	.085 ^b
	Residual	141.149	293	.482		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO provides me with formal learning models such as workshops/trainings

The significance of the F statistics (2.992) for the regression of Hypothesis 13 is 0.085 which is greater than 0.05 hence the result does not support hypothesis H13. This means that there is no statistically significant relation between the “My NGO provides me with formal learning models such as workshops/trainings” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 13 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.695	.202		28.167	.000
	My NGO provides me with formal learning models such as workshops/trainings	.058	.033	.101	1.730	.085

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 14

Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being provided with job rotations opportunities.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.026 ^a	.001	-.003	.697

a. Predictors: (Constant), My NGO allows for job rotations opportunities

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.097	1	.097	.199	.656 ^b
	Residual	142.493	293	.486		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO allows for job rotations opportunities

The significance of the F statistics (0.199) for the regression of Hypothesis 14 is 0.656 which is greater than 0.05 hence the result does not support hypothesis H14. This means that there is no statistically significant relation between the “My NGO allows for job rotations opportunities” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 14 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.976	.143		41.734	.000
1 My NGO allows for job rotations opportunities	.012	.027	.026	.446	.656

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 15

Workforce being satisfied with the job tasks/responsibilities positively relates to workforce being provided with hands-on job activities.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 ^a	.055	.052	.678

a. Predictors: (Constant), My NGO provides me with hands-on job activities

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7.846	1	7.846	17.062	.000 ^b
Residual	134.744	293	.460		
Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO provides me with hands-on job activities

The significance of the F statistics (17.062) for the regression of Hypothesis 15 is 0.000 which is less than 0.05, and since the regression coefficient (0.152) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO provides me with hands-on job activities” (independent) and “I am satisfied with my job tasks/responsibilities”

(dependent) i.e. regression of Hypothesis 15 is statistically significant in predicting the question “I am satisfied with my job tasks/responsibilities” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.166	.215		24.065	.000
1 My NGO provides me with hands-on job activities	.152	.037	.235	4.131	.000

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 16

Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being provided with formal learning models such as workshops/trainings

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.223 ^a	.050	.047	.629

a. Predictors: (Constant), My NGO provides me with formal learning models such as workshops/trainings

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6.084	1	6.084	15.353	.000 ^b
Residual	116.099	293	.396		
Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO provides me with formal learning models such as workshops/trainings

The significance of the F statistics (15.353) for the regression of Hypothesis 16 is 0.000 which is less than 0.05, and since the regression coefficient (0.119) for the independent variable

is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO provides me with formal learning models such as workshops/trainings” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 16 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.469	.183	29.827	.000	
	My NGO provides me with formal learning models such as workshops/trainings	.119	.030	.223	3.918	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 17

Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being provided with job rotations opportunities.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.170 ^a	.029	.026	.636

a. Predictors: (Constant), My NGO allows for job rotations opportunities

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.524	1	3.524	8.701	.003 ^b
	Residual	118.659	293	.405		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO allows for job rotations opportunities

The significance of the F statistics (8.701) for the regression of Hypothesis 17 is 0.003 which is less than 0.05, and since the regression coefficient (0.073) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO allows for job rotations opportunities” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 17 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.803	.131		44.411	.000
	My NGO allows for job rotations opportunities	.073	.025	.170	2.950	.003

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 18

Workforce being satisfied for taking part in achieving organizational goals positively relates to workforce being provided with hands-on job activities

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430 ^a	.185	.182	.583

a. Predictors: (Constant), My NGO provides me with hands-on job activities

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.574	1	22.574	66.402	.000 ^b
	Residual	99.609	293	.340		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO provides me with hands-on job activities

The significance of the F statistics (66.402) for the regression of Hypothesis 18 is 0.000 which is less than 0.05, and since the regression coefficient (0.257) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO provides me with hands-on job activities” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 18 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.695	.185		25.437	.000
My NGO provides me with hands-on job activities	.257	.032	.430	8.149	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Section 4: Relation between Workforce Satisfaction and Talent Retention

Hypothesis 19

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO having an internal recruitment policy that helps raise the loyalty of the workforce.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.103 ^a	.011	.007	.694

a. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.514	1	1.514	3.145	.077 ^b
Residual	141.075	293	.481		
Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce

The significance of the F statistics (3.145) for the regression of Hypothesis 19 is 0.077 which is greater than 0.05 hence the result does not support hypothesis H19. This means that there is no statistically significant relation between the “My NGO has an internal recruitment policy that helps raise the loyalty of our workforce” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 19 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.806	.136		42.598	.000
1 My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	.045	.025	.103	1.774	.077

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 20

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO keeping a good image of the organization all the time to retain the talented workforce.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.100 ^a	.010	.007	.694

a. Predictors: (Constant), My NGO's image helps retaining talented workforce

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.415	1	1.415	2.937	.088 ^b
	Residual	141.175	293	.482		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO's image helps retaining talented workforce

The significance of the F statistics (2.937) for the regression of Hypothesis 20 is 0.088 which is greater than 0.05 hence the result does not support hypothesis H20. This means that there is no statistically significant relation between the “My NGO’s image helps retaining talented workforce” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 20 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Hypothesis 21

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO having an appropriate financial compensation system.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.073 ^a	.005	.002	.696

a. Predictors: (Constant), My NGO has an appropriate financial compensation system

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.752	1	.752	1.553	.214 ^b
Residual	141.838	293	.484		
Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO has an appropriate financial compensation system

The significance of the F statistics (1.553) for the regression of Hypothesis 21 is 0.214 which is greater than 0.05 hence the result does not support hypothesis H21. This means that there is no statistically significant relation between the “My NGO has an appropriate financial compensation system” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 21 is statistically not significant in predicting the question studying the dependent variable workforce satisfaction “I am satisfied with my job tasks/responsibilities”.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.839	.164		35.521	.000
	My NGO has an appropriate financial compensation system	.037	.030	.073	1.246	.214

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 22

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO having an appropriate non-financial compensation system.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.125 ^a	.016	.012	.692

a. Predictors: (Constant), My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.240	1	2.240	4.675	.031 ^b
	Residual	140.350	293	.479		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

The significance of the F statistics (4.675) for the regression of Hypothesis 22 is 0.031 which is less than 0.05, and since the regression coefficient (0.053) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)” (independent) and “I am satisfied with my job tasks/responsibilities” (dependent) i.e. regression of Hypothesis 22 is statistically significant in predicting the question “I am satisfied with my job tasks/responsibilities” of the dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.766	.132		43.738	.000
	My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.053	.024	.125	2.162	.031

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 23

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO having an internal recruitment policy that helps raise the loyalty of the workforce.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.300 ^a	.090	.087	.616

a. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.999	1	10.999	28.984	.000 ^b
	Residual	111.184	293	.379		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce

The significance of the F statistics (28.984) for the regression of Hypothesis 23 is 0.000 which is less than 0.05, and since the regression coefficient (0.121) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO has an internal

recruitment policy that helps raise the loyalty of our workforce” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 23 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.551	.121		45.871	.000
	My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	.121	.023	.300	5.384	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 24

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO keeping a good image of the organization all the time to retain the talented workforce.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.298 ^a	.089	.085	.617

a. Predictors: (Constant), My NGO's image helps retaining talented workforce

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.821	1	10.821	28.470	.000 ^b
	Residual	111.362	293	.380		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO's image helps retaining talented workforce

The significance of the F statistics (28.470) for the regression of Hypothesis 24 is 0.000 which is less than 0.05, and since the regression coefficient (0.171) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO’s image helps retaining talented workforce” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 24 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.189	.188		27.614	.000
My NGO's image helps retaining talented workforce	.171	.032	.298	5.336	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 25

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO having an appropriate financial compensation system.

The regression analysis results showed the following tables:

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.200 ^a	.040	.037	.633

a. Predictors: (Constant), My NGO has an appropriate financial compensation system

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.879	1	4.879	12.187	.001 ^b
	Residual	117.304	293	.400		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO has an appropriate financial compensation system

The significance of the F statistics (12.187) for the regression of Hypothesis 25 is 0.001 which is less than 0.05, and since the regression coefficient (0.095) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO has an appropriate financial compensation system” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 25 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.667	.149		37.911	.000
	My NGO has an appropriate financial compensation system	.095	.027	.200	3.491	.001

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 26

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO having an appropriate non-financial compensation system.

The regression analysis results showed the following tables:

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.207 ^a	.043	.039	.632

a. Predictors: (Constant), My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.213	1	5.213	13.057	.000 ^b
	Residual	116.970	293	.399		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

The significance of the F statistics (13.057) for the regression of Hypothesis 26 is 0.000 which is less than 0.05, and since the regression coefficient (0.081) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the hypothesis that there is a statistically significant positive relation between the “My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)” (independent) and “I am satisfied in being part of achieving the organizational goals” (dependent) i.e. regression of Hypothesis 26 is statistically significant in predicting the question “I am satisfied in being part of achieving the organizational goals” of the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	5.759		47.852	.000
	My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.081	.207	3.614	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Section 5: Relation between Workforce Satisfaction and Talent Management Components

Hypothesis 27

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing talent identification activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed ^a		
Model	Variables Entered	Variables Removed
1	My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.120 ^a	.014	.011	.693	.014	4.285	1	293	.039

a. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

In this regression model, 1.4% of the total variance of the satisfaction with job tasks/responsibilities is explained by the evaluation of the potential commitment of the workforce.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.055	1	2.055	4.285	.039 ^b
Residual	140.534	293	.480		
Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

The probability of the F statistic (4.285) for this regression model is 0.039 which is less than 0.05 and since the regression coefficient (0.073) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the alternative hypothesis that there is statistically significant positive relationship between the best subset of independent variables talent identification and the dependent variable “I am satisfied with my job tasks/responsibilities”, i.e. this regression model is statistically significant in predicting the dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.624	.204		27.591	.000
	My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.073	.035	.120	2.070	.039

Hypothesis 28

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing talent identification activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed
1	My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.235 ^a	.055	.052	.628	.055	17.182	1	293	.000

a. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

In this regression model, 5.5% of the total variance of the satisfaction in being part of achieving the organizational goals is explained by the evaluation of the potential commitment of the workforce.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.768	1	6.768	17.182	.000 ^b
	Residual	115.415	293	.394		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO evaluates the potential commitment of the employee/volunteer in the selection process

The probability of the F statistic (17.182) for this regression model is 0.000 which is less than 0.05 and since the regression coefficient (0.132) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the alternative hypothesis that there is statistically significant positive relationship between the best subset of independent

variables talent identification and the dependent variable “I am satisfied in being part of achieving the organizational goals”, i.e. this regression model is statistically significant in predicting the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.422	.185		29.356	.000
1 My NGO evaluates the potential commitment of the employee/volunteer in the selection process	.132	.032	.235	4.145	.000

Hypothesis 29

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing succession planning activities.

The multiple regression analysis results showed the following tables:

Warnings

No variables were entered into the equation.
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Hypothesis 30

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing succession planning activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed ^a		
Model	Variables Entered	Variables Removed
1	My work advancement path is clear for me	.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.236 ^a	.055	.052	.628	.055	17.212	1	293	.000

a. Predictors: (Constant), My work advancement path is clear for me

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

In this regression model, 5.5% of the total variance of the satisfaction in being part of achieving the organizational goals is explained by the evaluation of the potential commitment of the workforce.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.779	1	6.779	17.212	.000 ^b
	Residual	115.404	293	.394		
	Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My work advancement path is clear for me

The probability of the F statistic (17.212) for this regression model is 0.000 which is less than 0.05 and since the regression coefficient (0.105) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the alternative hypothesis that there is statistically significant positive relationship between the best subset of independent variables succession planning and the dependent variable “I am satisfied in being part of achieving the organizational goals”, i.e. this regression model is statistically significant in predicting the dependent variable.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.626	.137		41.161	.000
	My work advancement path is clear for me	.105	.025	.236	4.149	.000

Hypothesis 31

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing talent development activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed
1	My NGO provides me with hands-on job activities	.

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.235 ^a	.055	.052	.678	.055	17.062	1	293	.000

a. Predictors: (Constant), My NGO provides me with hands-on job activities

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

In this regression model, 5.5% of the total variance of the satisfaction with my job tasks/responsibilities is explained by the NGO providing workforce with hands-on job activities.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.846	1	7.846	17.062	.000 ^b
	Residual	134.744	293	.460		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO provides me with hands-on job activities

The probability of the F statistic (17.062) for this regression model is 0.000 which is less than 0.05 and since the regression coefficient (0.152) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the alternative hypothesis that there is statistically significant positive relationship between the best subset of independent

variables talent development and the dependent variable “I am satisfied with my job tasks/responsibilities”, i.e. this regression model is statistically significant in predicting the dependent variable.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.166	.215		24.065	.000
1 My NGO provides me with hands-on job activities	.152	.037	.235	4.131	.000

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 32

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing talent development activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed ^a		
Model	Variables Entered	Variables Removed
1	My NGO provides me with hands-on job activities	.

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.430 ^a	.185	.182	.583	.185	66.402	1	293	.000

a. Predictors: (Constant), My NGO provides me with hands-on job activities

b. Dependent Variable: I am satisfied in being part of achieving the organizational goals

In this regression model, 18.5% of the total variance of the satisfaction in being part of achieving the organizational goals is explained by the NGO providing workforce with hands-on job activities.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	22.574	1	22.574	66.402	.000 ^b
Residual	99.609	293	.340		
Total	122.183	294			

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

b. Predictors: (Constant), My NGO provides me with hands-on job activities

The probability of the F statistic (66.402) for this regression model is 0.000 which is less than 0.05 and since the regression coefficient (0.257) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the alternative hypothesis that there is statistically significant positive relationship between the best subset of independent variables talent development and the dependent variable “I am satisfied in being part of achieving the organizational goals”, i.e. this regression model is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.695	.185		25.437	.000
1 My NGO provides me with hands-on job activities	.257	.032	.430	8.149	.000

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Hypothesis 33

Workforce being satisfied with the job tasks/responsibilities positively relates to the NGO practicing talent retention activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed ^a		
Model	Variables Entered	Variables Removed
1	My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.125 ^a	.016	.012	.692	.016	4.675	1	293	.031

a. Predictors: (Constant), My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

b. Dependent Variable: I am satisfied with my job tasks/responsibilities

In this regression model, 1.6% of the total variance of the satisfaction with my job tasks/responsibilities is explained by the NGO having an appropriate non-financial compensation system.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.240	1	2.240	4.675	.031 ^b
	Residual	140.350	293	.479		
	Total	142.590	294			

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

b. Predictors: (Constant), My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

The probability of the F statistic (4.675) for this regression model is 0.031 which is less than 0.05 and since the regression coefficient (0.053) for the independent variable is positive as shown in the table of coefficients below, hence the result supports the alternative hypothesis that there is statistically significant positive relationship between the best subset of independent

variables talent retention and the dependent variable “I am satisfied with my job tasks/responsibilities”, i.e. this regression model is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.766	.132		43.738	.000
1 My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.053	.024	.125	2.162	.031

a. Dependent Variable: I am satisfied with my job tasks/responsibilities

Hypothesis 34

Workforce being satisfied for taking part in achieving organizational goals positively relates to the NGO practicing talent retention activities.

The multiple regression analysis results showed the following tables:

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed
1	My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	.
2	My NGO's image helps retaining talented workforce	.
3	My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.300 ^a	.090	.087	.616	.090	28.984	1	293	.000
2	.352 ^b	.124	.118	.605	.034	11.287	1	292	.001
3	.372 ^c	.139	.130	.601	.015	5.009	1	291	.026

- a. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce
- b. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce, My NGO's image helps retaining talented workforce
- c. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce, My NGO's image helps retaining talented workforce, My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)
- d. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Regression model 3 includes the best subset of independent variables (NGO having an internal recruitment policy, NGO having a good image all the time and NGO having an appropriate non-financial compensation) of talent retention explaining 13.9% of the total variance in workforce satisfaction from being part of achieving the organizational goals.

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
3 Regression	16.948	3	5.649	15.622	.000 ^d
Residual	105.235	291	.362		
Total	122.183	294			

- a. Dependent Variable: I am satisfied in being part of achieving the organizational goals
- b. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce
- c. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce, My NGO's image helps retaining talented workforce
- d. Predictors: (Constant), My NGO has an internal recruitment policy that helps raise the loyalty of our workforce, My NGO's image helps retaining talented workforce, My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)

The probability of the F statistic (15.622) for this regression model is 0.000 which is less than 0.05 hence the result supports the alternative hypothesis that there is statistically significant relationship between the best subset of independent variables talent retention and the dependent variable “I am satisfied in being part of achieving the organizational goals”, i.e. this regression model 3 is statistically significant in predicting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.894	.201		24.312	.000
My NGO has an internal recruitment policy that helps raise the loyalty of our workforce	.072	.025	.179	2.877	.004
3 My NGO's image helps retaining talented workforce	.114	.035	.198	3.261	.001
My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)	.049	.022	.127	2.238	.026

a. Dependent Variable: I am satisfied in being part of achieving the organizational goals

Since the significance of the t-values for all the variables are less than 0.05 and since all coefficients have a positive value, we conclude that there is statistically significant positive relationship between “My NGO has an internal recruitment policy” and “I am satisfied in being part of achieving the organizational goals”, “My NGO’s image helps retaining talented workforce” and “I am satisfied in being part of achieving the organizational goals” and “My NGO has an appropriate non-financial compensation system” “I am satisfied in being part of achieving the organizational goals”.

One-way ANOVA

The One-way Analysis of Variance (ANOVA) is used to determine whether there are any significant differences between the means of at least three independent groups.

In this study, One-way ANOVA was performed to test whether there is statistically significant difference in the satisfaction of the workforce of non-governmental organizations in Lebanon among the different eleven types or categories of non-governmental organizations, the

different capacities of the workforce in the non-governmental organizations and the different years of service of the workforce in the non-governmental organizations.

Types of Non-Governmental Organizations

Test of Homogeneity of Variances				
	Levene Statistic	df1	df2	Sig.
I am satisfied in being part of achieving the organizational goals	2.376	11	283	.008
I am satisfied with my job tasks/responsibilities	.659	11	283	.777

The Levene's statistics is 0.008 for "I am satisfied in being part of achieving the organizational goals" which is less than 0.05 hence there is a violation of the assumption of homogeneity of variance and ANOVA test cannot be used.

The Levene's statistics is 0.777 for "I am satisfied with my job tasks/responsibilities" which is greater than 0.05 hence there is no violation of the assumption of homogeneity of variance and ANOVA test is used.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
I am satisfied in being part of achieving the organizational goals	Between Groups	4.139	11	.376	.902	.539
	Within Groups	118.044	283	.417		
	Total	122.183	294			
I am satisfied with my job tasks/responsibilities	Between Groups	4.336	11	.394	.807	.633
	Within Groups	138.254	283	.489		
	Total	142.590	294			

The ratio of F statistics of "I am satisfied with my job tasks/responsibilities" (0.807) is 0.633 which is greater than 0.05 hence there is insufficient evidence that there are statically significant differences among the eleven types of non-governmental organizations.

Capacity of the Workforce in the Non-Governmental Organizations

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
I am satisfied in being part of achieving the organizational goals	2.598	2	292	.076
I am satisfied with my job tasks/responsibilities	2.736	2	292	.066

The Levene's statistics is 0.076 for "I am satisfied in being part of achieving the organizational goals" which is greater than 0.05 hence there is no violation of the assumption of homogeneity of variance and ANOVA test is used.

The Levene's statistics is 0.066 for "I am satisfied with my job tasks/responsibilities" which is greater than 0.05 hence there is no violation of the assumption of homogeneity of variance and ANOVA test is used.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I am satisfied in being part of achieving the organizational goals	Between Groups	1.301	2	.650	1.571	.210
	Within Groups	120.882	292	.414		
	Total	122.183	294			
I am satisfied with my job tasks/responsibilities	Between Groups	.544	2	.272	.559	.572
	Within Groups	142.046	292	.486		
	Total	142.590	294			

The ratio of F statistics of "I am satisfied in being part of achieving the organizational goals" (1.571) is 0.210 which is greater than 0.05 hence there is insufficient evidence that there are statically significant differences among the work capacities of the workforce in the non-governmental organization.

The ratio of F statistics of "I am satisfied with my job tasks/responsibilities" (0.559) is 0.572 which is greater than 0.05 hence there is insufficient evidence that there are statically

significant differences among the work capacities of the workforce in the non-governmental organization.

Years of experience of the Workforce in the Non-Governmental Organizations

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
I am satisfied in being part of achieving the organizational goals	.471	4	290	.757
I am satisfied with my job tasks/responsibilities	1.673	4	290	.156

The Levene's statistics is 0.757 for "I am satisfied in being part of achieving the organizational goals" which is greater than 0.05 hence there is no violation of the assumption of homogeneity of variance and ANOVA test is used.

The Levene's statistics is 0.156 for "I am satisfied with my job tasks/responsibilities" which is greater than 0.05 hence there is no violation of the assumption of homogeneity of variance and ANOVA test is used.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
I am satisfied in being part of achieving the organizational goals	Between Groups	.889	4	.222	.531	.713
	Within Groups	121.294	290	.418		
	Total	122.183	294			
I am satisfied with my job tasks/responsibilities	Between Groups	.572	4	.143	.292	.883
	Within Groups	142.018	290	.490		
	Total	142.590	294			

The ratio of F statistics of "I am satisfied in being part of achieving the organizational goals" (0.531) is 0.713 which is greater than 0.05 hence there is insufficient evidence that there are statically significant differences among the years of experience of the workforce in the non-governmental organization.

The ratio of F statistics of “I am satisfied with my job tasks/responsibilities” (0.292) is 0.883 which is greater than 0.05 hence there is insufficient evidence that there are statically significant differences among the years of experience of the workforce in the non-governmental organization.

Chapter 5 – Summary of Findings, Limitations and Recommendations

Summary of Findings

As stated in the research question, this study mainly aimed to test whether workplace talent management practices contribute to the non-governmental organization's performance through impacting workforce satisfaction i.e. creating satisfied employees and volunteers.

Findings from Descriptive Statistics

The total number of surveys filled was 295. These surveys were filled by the workforce (employees/volunteers) of non-governmental organizations operating in Lebanon among the eleven different categories of non-governmental organizations. The percentages were distributed as follows: Culture and Recreation 8.1%, Development and Housing 8.1%, Education and Research 8.5%, Environment 8.1%, Health 9.5%, International 8.5%, Philanthropic and Voluntarism 9.2%, Politics 8.1%, Professional Association 8.8%, Religious 8.5%, Social Services 8.8% and Others 5.8%. The workforce consisted of volunteers (37.6%), managerial employees (30.2%) and non-managerial employees (32.2%). The years of service of the workforce was divided into five categories: less than 6 months (12.2%), between 6 months and 1 year (13.9%), between 1 to 2 years (21.4%), Between 2 to 5 years (32.9%) and more than 5 years (19.7%).

Findings from Factor Analysis

Based on an in-depth understanding and analysis of talent management practices literature and after applying factor analysis on all the independent factors representing talent management practices which are talent identification, succession planning, talent development and talent retention, the three factors are identified as: Workforce Stability, Talent Identification and Workforce Benefits.

Findings from Simple Linear Regression Analysis

The results of the linear regression applied on the hypotheses of the study show whether the independent variable which is talent management practices (talent identification, succession planning, talent development, talent retention) has a positive relation with the dependent variable which is workforce satisfaction. Workforce satisfaction is studied here in two aspects. The first aspect is whether the workforce is satisfied with the job tasks/responsibilities and the second aspect is whether the workforce is satisfied for taking part in achieving organizational goals.

The general outcome shows that the hypotheses testing the positive relation between talent management practices and the first aspect of the dependent variable workforce satisfaction which is satisfaction with the job tasks/responsibilities, are not supported except for H1 (the evaluation of the potential commitment of the employee/volunteers in the selection process by the non-governmental organization), H15 (being provided with hands-on job activities) and H22 (the non-governmental organization having an appropriate non-financial compensation system). This lack of support means that there is no statistically significant relation between the talent management practices (independent variable) and “I am satisfied with my job tasks/responsibilities” (dependent variable).

The hypotheses testing the positive relation between talent management practices and the second aspect of the dependent variable workforce satisfaction which is satisfaction for taking part in achieving organizational goals are all supported with positive coefficients. Hence we support the hypotheses that there is a statistically significant positive relation between the talent management practices (independent variable) and “I am satisfied in being part of achieving the organizational goals” (dependent variable).

The Findings:

Finding 1

There is a statistically significant positive relation between workforce being satisfied with their job tasks/responsibility and the evaluation of the potential commitment of the employee/volunteers in the selection process by the non-governmental organization.

Finding 2

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and the evaluation of the job related skills of the employee/volunteers in the selection process by the non-governmental organization.

Finding 3

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and the evaluation of the leadership skills of the employee/volunteers in the selection process by the non-governmental organization.

Finding 4

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and the evaluation of the potential for contribution of the employee/volunteers in the selection process by the non-governmental organization.

Finding 5

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the evaluation of the potential commitment of the employee/volunteers in the selection process by the non-governmental organization.

Finding 6

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the evaluation of the job related skills of the employee/volunteers in the selection process by the non-governmental organization.

Finding 7

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the evaluation of the leadership skills of the employee/volunteers in the selection process by the non-governmental organization.

Finding 8

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the evaluation of the potential for contribution of the employee/volunteers in the selection process by the non-governmental organization.

Finding 9

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and being in the right job/position.

Finding 10

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and having a clear work advancement path.

Finding 11

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and being in the right job/position.

Finding 12

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and having a clear work advancement path.

Finding 13

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and being provided with formal learning models such as workshops/trainings.

Finding 14

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and being provided with job rotations opportunities.

Finding 15

There is a statistically significant positive relation between workforce being satisfied with their job tasks/responsibility and being provided with hands-on job activities.

Finding 16

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and being provided with formal learning models such as workshops/trainings.

Finding 17

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and being provided with job rotations opportunities.

Finding 18

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and being provided with hands-on job activities.

Finding 19

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and the non-governmental organization having an internal recruitment policy that helps raise the loyalty of the workforce.

Finding 20

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and the non-governmental organization keeping a good image of the organization all the time to retain the talented workforce.

Finding 21

There is no statistically significant relation between workforce being satisfied with their job tasks/responsibility and the non-governmental organization having an appropriate financial compensation system.

Finding 22

There is a statistically significant positive relation between workforce being satisfied with their job tasks/responsibility and the non-governmental organization having an appropriate non-financial compensation system.

Finding 23

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the non-governmental organization having an internal recruitment policy that helps raise the loyalty of the workforce.

Finding 24

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the non-governmental organization keeping a good image of the organization all the time to retain the talented workforce.

Finding 25

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the non-governmental organization having an appropriate financial compensation system.

Finding 26

There is a statistically significant positive relation between workforce being satisfied for taking part in achieving organizational goals and the non-governmental organization having an appropriate non-financial compensation system.

Findings from Multiple Regression Analysis

Finding 27

There is statistically significant positive relationship between “My NGO evaluates the potential commitment of the employee/volunteer in the selection process” the best subset of independent variables talent identification and the dependent variable “I am satisfied with my job tasks/responsibilities”.

Finding 28

There is statistically significant positive relationship between “My NGO evaluates the potential commitment of the employee/volunteer in the selection process” the best subset of independent variables talent identification and the dependent variable “I am satisfied in being part of achieving the organizational goals”

Finding 29

There is no statistically significant relation between the subset of the independent variable succession planning and the dependent variable workforce being satisfied with their job tasks/responsibility

Finding 30

There is statistically significant positive relationship between “My work advancement path is clear for me” the best subset of independent variables of succession planning and the dependent variable “I am satisfied in being part of achieving the organizational goals”

Finding 31

There is statistically significant positive relationship between “My NGO provides me with hands-on job activities” the best subset of independent variables of talent development and the dependent variable “I am satisfied with my job tasks/responsibilities”

Finding 32

There is statistically significant positive relationship between “My NGO provides me with hands-on job activities” the best subset of independent variables of talent development and the dependent variable “I am satisfied in being part of achieving the organizational goals”.

Finding 33

There is statistically significant positive relationship between “My NGO has an appropriate non-financial compensation system” the best subset of independent variables of talent retention and the dependent variable “I am satisfied with my job tasks/responsibilities”.

Finding 34

There is statistically significant relationship between “My NGO has an internal recruitment policy”, “My NGO’s image helps retaining talented workforce” and “My NGO has

an appropriate non-financial compensation system” the best subset of independent variables of talent retention and the dependent variable “I am satisfied in being part of achieving the organizational goals”.

Findings from One-Way ANOVA

One-Way ANOVA test was applied to the three demographic questions to check if there is any difference in the answer of the workforce according to the different categories of the non-governmental organizations, the different work capacities of the workforce and the different years of experience of the workforce.

We have reached a conclusion that there is insufficient evidence that there are statically significant differences among the eleven types of non-governmental organizations, the work capacities of the workforce in the non-governmental organization and the years of experience of the workforce in the non-governmental organization.

Discussion of Findings

Literature has guided us to see the relationship between talent management practices and workforce satisfaction. Research studies have concluded that there is a positive relationship between talent management practices and workforce satisfaction which has been defined as satisfaction with job tasks/responsibilities and taking part in achieving organizational goals.

The statistical analysis of our research study proved that the workforce of the non-governmental organizations operating in Lebanon are more satisfied with achieving the organizational goals than they are satisfied with their job tasks/responsibilities.

This outcome helps us state that the workforce of the non-governmental organizations in Lebanon are not primarily interested in being satisfied with their job tasks/responsibilities as they are interested in being satisfied from being part of achieving the organizational goals. This can be explained by understanding the emotional, personal and sentimental value of achieving the

organizational goals of the non-governmental organizations as they relate to the humanitarian side of the human beings and the huge impact they have on the society which leaves a feeling of pride to the workforce achieving the organizational goals, whereas implementing tasks/responsibilities even if implementing them to reach the goals is renegaded to a second plan. The important reality for them is that they satisfied a need and achieved a goal that had a direct impact in changing the society. Their job tasks/responsibilities change according to the different project they get involved in but achieving goals will have the same on them; the feeling of pride. Our literature supports this interpretation as AbouAssi (2013) states that the beginning of the non-governmental organizations was in the nineteenth century during the civil war when these organizations took the primary responsibility for delivering services to the people under the tough circumstances.

Looking deeply in all of the different findings from the statistical analysis conducted helps us understand the major issue of our study which is the nature of the relation of satisfaction of the non-governmental organizations workforce with the talent management practices of these non-governmental organizations.

Thus we see this relation in the following pattern:

- 1- Satisfaction of the workforce for job tasks/responsibilities with talent management practices take place in three instances only. These instances are the following: satisfaction exists when non-governmental organization evaluates the potential commitment of the workforce, non-governmental organization provides hands-on activities to the workforce and non-governmental organization having an appropriate non-financial compensation system. These positive relations are shown also in our literature research studies.
- 2- Lack of satisfaction of the workforce for job tasks/responsibilities with talent management practices is shown in ten instances which are the following: non-governmental organizations

evaluating the workforce's job skills, leadership skills, potential contribution, workforce being in the right job/position, have a clear work advancement path, being provided with formal learning models and job rotation opportunities, the internal recruitment policy, the good image of the non-governmental organization and the non-governmental organizations' appropriate compensation system. These findings suggest to us that perhaps the lack of the positive relation between satisfaction with job tasks/responsibilities and the above mentioned talent management identification and succession planning practices is due to the lack of interest of the workforce in particular tasks/responsibilities or job which will change when the workforce works in different projects or non-governmental organizations.

We also see that the workforce does not appreciate as much the formal learning models and job rotation opportunities because they got more involved in hands-on activities since it seems to be more practical to them.

The lack of satisfaction with the financial compensation system is an outcome that puzzles us, since we know that one of the benefits of working in a non-governmental organization is the good salary the workforce receives in return.

- 3- Satisfaction of the workforce with taking part in achieving organizational goals and talent management practices is clearly the main outcome of this study. This is because the workforce of the non-governmental organizations is aware that they are making a change in the society they are in. this awareness and the pride resulting from within provides them sturdy commitment to taking part in achieving the non-governmental goals. This contentment of the workforce has in it its incentive rewards.

Limitations of the Study

One limitation has been not including the financial performance aspect of the non-governmental organizations. This was because of the difficulty to obtain the required financial documents in Lebanon. Although the studies showed us the non-financial determinants reflects a better forecast for the organizational performance for the future than the current financial reports do, however times and means should have been deployed to do this, because it could bring additional understanding of the management and performance of the non-governmental organizations and since as Ernest and Young conclude that including financial and non-financial indicators is more accurate to measure performance.

Another limitation is not including customer satisfaction in our study despite the fact that customer satisfaction was the most frequently mentioned non-financial indicator of organizational performance together with workforce satisfaction. However, we have explained in detail the reasons why we excluded customer satisfaction.

Also in order to gain more confidence in the interpretation of the lack of a positive relation with satisfaction of the non-governmental organizations workforce with job tasks/responsibilities and some talent management practices, we could perhaps include additional exploratory questions on our survey questionnaire regarding a few potentially revealing and future oriented variables such as intention to continue working in the non-governmental organizations or building transferable skills and changing job categories.

Recommendations and Contribution of the Study

Recommendations of the Study

The non-governmental organizations should continue investing in all talent management processes and activities that show positive relation with their workforce satisfaction in achieving organizational goals and satisfaction with their job tasks and responsibilities.

Recommendation 1

Our research literature positively relates workforce satisfaction with sturdier commitment between the workforce and the organization (Meyer & Allen, 1991, Howard et al., 2002; Brunetto & Farr-Wharton, 2003) and as our findings support the relation between both satisfaction with job tasks responsibilities and satisfaction with taking part in achieving organizational goals and the evaluation of the potential commitment of the workforce in the selection process which is a subset of talent identification practices, hence we recommend that the non-governmental organizations invest more in evaluating the potential for commitment of the workforce in the selection process.

Recommendation 2

Our literature positively relates workforce satisfaction and having a clear work advancement path for the workforce (Dries & Pepermans, 2008; Meyers et al., 2013; Thunnissen et al., 2013) and as our findings support the relation between satisfaction with taking part in achieving organizational goals and the variable “non-governmental organizations having a clear work advancement path” a subset of succession planning practices, hence we recommend that the non-governmental organizations put more effort in clarifying the advancement path for its workforce to keep them satisfied in achieving the non-governmental organizations’ goals.

Recommendation 3

Our literature positively relates workforce satisfaction and providing the workforce with hands-on activities (Stahl et al. 2007, Collings & Mellahi 2009, Yost & Chang 2009) and as our findings support the relation between both satisfaction with job tasks responsibilities and satisfaction with taking part in achieving organizational goals and the variable “non-governmental organizations provides hands-on job activities” a subset of talent development practices, hence we recommend that the non-governmental organizations focus more on the hands-on job activities trainings rather than the other formal learning models.

Recommendation 4

Our literature positively relates workforce satisfaction and the non-governmental organization having an appropriate non-financial system (Richard et al. 2009, Dyer & Reeves 1994 and Lebans & Euske 2006, Kaplan & Norton 1992) and as our findings support the relation between both satisfaction with job tasks responsibilities and satisfaction with taking part in achieving organizational goals and the variable “non-governmental organization has an appropriate non-financial compensation system” a subset of talent retention practices, hence we recommend that the non-governmental organizations develop and improve more its non-financial compensation system to provides its workforce with continues satisfaction.

Recommendation 5

Our literature positively relates workforce satisfaction and the non-governmental organization having an internal recruitment policy, a good image all the time (Heinen & O'Neill, 2004; Hilton, 2000; Mercer, 2005; Olsen, 2000; Lewis and Heckman, 2006) and as our findings support the relation between satisfaction with taking part in achieving organizational goals and the variables “non-governmental organizations having an internal recruitment policy” and “non-

governmental organizations keeping a good image all the time” a subset of talent retention practices, hence we recommend that the non-governmental organizations keep on updating their internal recruitment policies and enhancing them to provide better satisfaction for their workforce and to make sure that its image stays good in its workforce minds.

Recommendations for Future Studies

Additional studies conducted on other countries of the Middle East and North Africa Region (MENA) could provide more insights in the topic. Finally, as suggested in literature, incorporating cultural variables in this topic would, I believe, be very helpful to understand more and better this complex subject.

Contribution of the Study

I consider the contribution of this study to be providing additional information about the Lebanese non-governmental organizations since it is done for the first time in the Lebanese context. This information will enhance the understanding of these important and complex elements of the Lebanese society and will be helpful to all those who are involved in managing them.

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Appendix I

Dear Participants,

My name is Chukri Charbetji; I am a graduate student at Haigazian University. As part of the fulfillment of my MBA – Management degree I am conducting a survey to aid me in assessing the impact of talent management practices on the workforce satisfaction of non-governmental organizations in Lebanon.

The survey is anonymous and confidential. Your honest and transparent contribution to this research study is appreciated. Information gathered will be used for statistical analysis only. Below is the definition of some of the key words used:

Talent is defined by the abilities, fundamental skills, experience, intelligence, knowledge, judgment, attitude and drive of an individual.

Talent Management is conceptualized as a set of organizational activities, interrelated and comprehensive, such as identifying, selecting, developing and retaining employees.

Non-financial measures show information that are not conveyed in monetary equivalents, but are expressed as workforce (employees and volunteers) satisfaction.

Talent Identification (TI): the selection of talented applicants i.e. those who show leadership skills i.e. show competence, commitment to their job and potential for contribution to their organization's competitiveness and future.

Succession Planning (SP): a process for identifying and developing new talented employees who can replace old employees when they leave or retire.

Talent Development (TD): the practice through which the main focus is to widen the knowledge of talented employees and improve their job-related skills for an effective and efficient performance through mentoring, coaching, and providing learning opportunities, new challenging tasks and career development.

Talent Retention (TR): the capability of an organization to preserve its employees. It can be controlled through performance-based pay, training, offering challenging work, rewarding intrinsic motivations, provision of career development and giving benefits before demand; in other words, creating an exemplary working condition for the employees.

The survey will take approximately 10-15 minutes, there are two sections in the questionnaire: talent management practices and workforce satisfaction.

Please note: we are expecting that you send the questionnaire to both your employees and volunteers.

Thank you for your valuable time and crucial support.

Sincerely,

Chukri Charbetji

I- Demographic Information

	#				
D	1	In which category does your NGO operate in (Circle the right category)	Culture and Recreation		Health
			Social Services		Environment
			Professional Association		International
			Development and Housing		Politics
			Education and Research		Religious
			Philanthropic and Voluntarism		Others
	2	In what capacity do you work at the NGO?	Volunteer	Managerial	Non-managerial
	3	Specify your years of service in your current NGO (Circle the right category)	Less than 6 month	Between 6 month and 1 year	
			Between 1 to 2 years	Between 2 to 5 years	
More than 5 years					

II- Survey Questions

	#	To what extent do you agree with the following Statements	Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
TI	4	My NGO evaluates the potential commitment of the employee/volunteer in the selection process							
	5	My NGO evaluates the job-related skills and knowledge of the employee/volunteer in the selection process							
	6	My NGO evaluates the leadership skills of the employee/volunteer in the selection process							
	7	My NGO evaluates the potential for contribution of the employee/volunteer in the selection process							
SP	8	I feel I am in the right job when I am assigned a new position							
	9	My work advancement path is clear for me							
TD	10	My NGO provides me with formal learning models such as workshops/trainings							
	11	My NGO allows for job rotations opportunities							
	12	My NGO provides me with hands-on job activities							

	#	To what extent do you agree with the following Statements	Strongly Disagree	Disagree	Slightly Disagree	Neither	Slightly Agree	Agree	Strongly Agree
TR	13	My NGO has an internal recruitment policy that helps raise the loyalty of our workforce							
	14	My NGO's image helps retaining talented workforce							
	15	My NGO has an appropriate financial compensation system							
	16	My NGO has an appropriate non-financial compensation system (non-monetary rewards, insurance, recognition ...)							
WS	17	I am not satisfied with my job tasks/responsibilities							
	18	I am satisfied in being part of achieving the organizational goals							