

Perception and Implementation of Integrated Talent Management System (ITMS): A Comparative Study of the Tunisian and Palestinian Public Sectors – Insights from IBM Institute for Business Value

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Abstract: This study aimed to assess the perception and implementation of the Integrated Talent Management System (ITMS) using IBM Institute standards. It conducted a comparative analysis between the Palestinian and Tunisian public sectors between 2016 and 2018, focusing on the implementation level, perception of ITMS. Additionally, it examined the relationship between ITMS implementation and perception, the organizational culture based on Hofstede's dimensions, and the mediating role of organizational culture on this relationship.

A descriptive-analytical approach was employed, using a structured questionnaire based on IBM Institute standards. The instrument was enhanced with sections measuring ITMS perception and perception, and organizational culture based on Hofstede's five cultural dimensions. The study sample comprised upper and middle-level managers, including 384 participants from Tunisia and 248 from Palestine. Statistical analyses were conducted using SPSS and AMOS. The study revealed significant differences between the Tunisian (66.78%, moderate) and Palestinian (47.99%, low) public sectors in ITMS implementation. Perception of ITMS were relatively close, with Tunisia scoring 74.19% and Palestine 82.28% (both high levels). Organizational culture strength was moderate in Tunisia (55.53%) but low in Palestine (43.36%). The ITMS dimensions positively influenced ITMS perception in both sectors, with stronger relationships in Palestine. Organizational culture partially mediated the relationship between ITMS implementation and perception in both sectors. The Tunisian public sector requires enhanced implementation of ITMS dimensions, particularly talent communication and empowerment. The Palestinian public sector needs to address all ITMS dimensions comprehensively while prioritizing talent strategy development and talent acquisition/retention.

Keywords: Integrated Talent Management System ITMS; IBM standards; Organizational culture; Public sector; Palestine; Tunisia.

الإدراك وتنفيذ نظام إدارة المواهب المتكامل: (ITMS) : دراسة مقارنة بين القطاع العام التونسي والفلسطيني – رؤى من معهد قيمة الأعمال التابع لشركة IBM

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المستخلص: هدفت هذه الدراسة إلى تقييم الإدراك وتطبيق نظام إدارة المواهب المتكاملة (ITMS) وفقاً لمعايير معهد IBM، من خلال تحليل مقارنة بين القطاعين العام في فلسطين وتونس في الفترة الممتدة بين العامين 2016 و2018. ركزت الدراسة على مستوى تطبيق النظام وإدراكه، بالإضافة إلى دراسة العلاقة بين تطبيق النظام وإدراكه، والثقافة التنظيمية استناداً إلى أبعاد هوفستد الثقافية، والدور الوسيط للثقافة التنظيمية في هذه العلاقة. اعتمدت الدراسة على منهج وصفي-تحليلي باستخدام استبيان مهيكل استناداً إلى معايير معهد IBM، مع تعزيز الأداة بأقسام تقيس إدراك نظام إدارة المواهب المتكاملة، وتطبيقه، والثقافة التنظيمية وفقاً لأبعاد هوفستد الخمسة. شملت عينة الدراسة مديريين من المستويات العليا والوسطى، حيث بلغ عدد المشاركين 384 في تونس و248 في فلسطين. وتمت الاستعانة ببرنامجي SPSS و AMOS لإجراء التحليلات الإحصائية.

أظهرت النتائج فروقاً كبيرة بين القطاع العام التونسي (66.78%، مستوى متوسط) والقطاع العام الفلسطيني (47.99%، مستوى منخفض) في تطبيق نظام إدارة المواهب المتكاملة. كان إدراك النظام قريباً نسبياً بين الدولتين، حيث حققت تونس 74.19% وفلسطين 82.28% (كلاهما بمستوى عالٍ). أما قوة الثقافة التنظيمية فكانت متوسطة في تونس (55.53%) ومنخفضة في فلسطين (43.36%). أثرت أبعاد النظام إيجابياً على إدراكه في كلا القطاعين، مع علاقات أقوى في فلسطين. كما توسطت الثقافة التنظيمية جزئياً العلاقة بين تطبيق النظام وإدراكه في كلا البلدين. يتطلب القطاع العام التونسي تعزيز تطبيق أبعاد نظام إدارة المواهب المتكاملة، خاصة في مجالي التواصل والتمكين. بينما يحتاج القطاع العام الفلسطيني إلى معالجة جميع أبعاد النظام بشكل شامل، مع إعطاء الأولوية لتطوير استراتيجية المواهب واكتسابها والاحتفاظ بها.

الكلمات المفتاحية: نظام إدارة المواهب المتكاملة (ITMS)؛ معايير IBM؛ الثقافة التنظيمية؛ القطاع العام؛ فلسطين؛ تونس.

1- Introduction

In an era characterized by a race for knowledge and rapid technological advancements, nations and organizations alike are vying for strength and competitiveness to confront pressing challenges. Undoubtedly, the foundation of success in such endeavors lies in the presence of individuals equipped with the skills and abilities to navigate these complexities and achieve excellence. These individuals, often referred to as talented, gifted, or creative, represent the most valuable resource for any country or organization. However, this critical human capital is sometimes overlooked, either due to ignorance of their importance, unawareness of their existence, or misconceptions about their potential. Such stereotypes may manifest as skepticism toward their abilities, ridicule of their aspirations—which may initially seem far-fetched—or envy of their success and distinction.

Amid challenges such as globalization, intense competition, and technological advancements, organizations have shifted their strategies from focusing solely on increasing productivity and differentiating products and services to emphasizing their unique resource, human capital. Employees are considered the primary and most valuable asset in any organization. Companies face challenges related to talent shortages more than those related to capital limitations (Al Aina & Atan, 2020).

Talent is a highly sought-after quality in individuals, and organizations actively seek workers with the right "talent." Across various fields—technologists, inventors, entrepreneurs, artists, performers, singers, athletes, calligraphers, painters, educators, speakers, and more—talented individuals exhibit exceptional skills in their respective domains. However, talented people are relatively rare, making them a valuable and competitive resource for businesses. Nevertheless, the presence of talent alone does not guarantee success or improved performance. To maximize the potential benefits, organizations must strategically invest in effectively utilizing and managing talent to achieve their objectives (Ansar & Baloch, 2018).

Gifted individuals, therefore, require specialized support to meet their unique needs and unlock their potential. Nations that have prioritized such support have reaped significant benefits. These individuals not only contribute to solving societal problems but also form the cornerstone of societal progress and prosperity. Neglecting them, conversely, represents a profound loss for any community.

Clark asserted that organizations must implement systems to address the needs of talented individuals to ensure their survival and competitiveness. This approach, often referred to as "talent management," "talent strategy," "human capital investment," or "succession management," reflects a unified concept (Waheed et. al, 2012).

Human Resources (HR) and Talent Management are crucial for organizations aiming to improve performance and profitability. HR covers a wide range of functions related to managing and developing human capital, while Talent Management focuses on attracting, retaining, and developing high-potential employees. Effective HR practices are essential for aligning the workforce with the organization's strategic goals. HR professionals play a key role in workforce planning, ensuring the right talent is in place to meet both current and future needs. This includes strategic recruitment and selection processes to attract candidates with the necessary skills and attributes for success in specific roles (Kolachina et al, 2024).

Employees are the most valuable assets of any organization, driving its success. Talent refers to the abilities, skills, and knowledge that employees bring to effectively perform their roles and achieve organizational goals. In today's "Talent War," Talent Management (TM) goes beyond just acquiring the right talent; it focuses on deployment, development, engagement, and retention of employees (Nagpal, 2024).

This study aims to assess the levels of talent management in the Palestinian public sector. Specifically, it investigates whether a systematic approach is in place to identify, attract, and retain individuals with exceptional capabilities. The researcher explores how these individuals are recruited, trained, developed, and guided toward roles that align with both their aspirations and institutional goals. Moreover, the study examines strategies to encourage and meet their needs, ensuring their long-term retention and preventing their transition to other institutions, which would constitute a significant loss. Preparing such individuals for leadership positions within the organization is a central goal of talent management systems. Furthermore, organizations must maintain connections with these individuals even after their departure to other institutions, fostering opportunities to bring them back when needed. This is because these exceptional individuals, more than any other resource, represent the true asset of an organization, capable of driving innovation, resilience, and sustained competitiveness even during crises.

After identifying the state of talent management in the Palestinian public sector, this research will conduct a comparative analysis with the Tunisian public sector. The goal is to uncover key differences in the perception and implementation of talent

management systems across these two contexts. By examining the influence of organizational culture in Palestine and Tunisia, the study seeks to determine how cultural variations shape the management of talent within their respective public institutions.

2- Research Problem

In the current business environment, human talent management is a critical pillar for the growth and sustainability of organizations. This field includes strategies and practices aimed at identifying, attracting, developing, and retaining individuals with specific skills and competencies essential for achieving organizational goals. Beyond its administrative role, human talent management has become a strategic factor that influences a company's ability to adapt and thrive in a competitive and dynamic market. Effective talent management aligns individual capabilities with the organization's strategic needs, focusing on talent selection, continuous development, and creating a motivating, committed, and innovative work environment. Innovative practices not only enhance employee performance but also prepare leaders and specialists to tackle future challenges (Mogrovejo et al, 2025).

Since 1997, the term "talent management" has become widely recognized following the coining of the term "The War for Talent" by McKinsey & Company. This concept was later elaborated in their book, *The War for Talent*. Since then, organizations worldwide have acknowledged the necessity of adopting talent management to plan human resources more effectively, aligning them with overall organizational strategies to ensure growth and prepare for future challenges (Martin, 2015).

While attracting talent is highly desirable for organizations and implies a drive for innovation and creativity, talent is rarely fully understood or adequately nurtured. Even when organizations manage to recruit talented individuals, they often face challenges in utilizing and retaining them (Thorne & Pellant, 2007).

Based on the researcher's work in the Palestinian public sector and an academic study conducted in 2016 examining the reality of human talent management in the Palestinian public sector, a key question emerged: What is the reality of talent management in the Palestinian public sector when compared to other regions where Organizational culture varies? Furthermore, does this cultural difference influence how these institutions understand and implement talent management?

This question underpins the study's problem, which can only be addressed through a comparative study. Hence, this research will compare the Palestinian public sector with its Tunisian counterpart in terms of how senior and middle management understand and implement the "Integrated Talent Management System." The study will unfold in three stages as follows:

Stage One: Analyze the reality of perception and implementing the Integrated Talent Management System in the Palestinian public sector and examine the influence of public administration culture on this reality in various institutions.

Stage Two: Examine the reality of perception and implementing the Integrated Talent Management System in the Tunisian public sector and assess the role of public administration culture in shaping this reality in different institutions.

Stage Three: Compare the perception and implementation of the Integrated Talent Management System in the Palestinian and Tunisian public sectors. Additionally, evaluate the impact of Organizational culture differences on the perception and implementation of talent management in both contexts. The study's key questions are structured into three main inquiries:

Question 1: What is the reality of senior and middle management's perception and implementation of the Integrated Talent Management System, with its six dimensions according to the IBM Institute model, in the Palestinian public sector? To what extent can this reality be explained through the Organizational culture of the Palestinian public sector?

Question 2: What is the reality of senior and middle management's perception and implementation of the Integrated Talent Management System, with its six dimensions according to the IBM Institute model, in the Tunisian public sector? To what extent can this reality be explained through the Organizational culture of the Tunisian public sector?

Question 3: What are the core differences in the perception and implementation of the Integrated Talent Management System, with its six dimensions according to the IBM Institute model, between the Palestinian and Tunisian public sectors? To what extent can these differences be explained by the variation in Organizational culture between the two contexts?

Therefore, the significance of the study lies in several key aspects:

- **The Role of Talent Management in Organizational Growth and Sustainability:** The study highlights the importance of talent management as a critical pillar in the current business environment, contributing to improving organizational performance and achieving strategic goals. This is achieved by enhancing employees' capabilities, developing them, and ensuring the organization's sustainability in a competitive and dynamic environment.

- Comparison between the Public Sectors in Palestine and Tunisia: The study sheds light on the practical reality of talent management in the public sector in Palestine compared to the public sector in Tunisia. Through this comparison, the study aims to uncover the differences and challenges in how the integrated talent management systems are understood and implemented in different cultural and administrative contexts.
- Cultural Influence on Talent Management: The study contributes to understanding how organizational culture influences the implementation of talent management in public sector institutions. By analyzing the differences in organizational culture between Palestine and Tunisia, it identifies the extent to which these cultural differences affect the actual application of talent management practices.
- Improving Talent Management Practices: By understanding how to improve talent management in different contexts, the study offers strategic insights for enhancing human resource utilization and ensuring that organizations meet their goals in the future, especially in the public sector.
- In summary, the study is significant in understanding how to improve talent management across different contexts and identifying the impact of organizational culture on these practices.

3- Literature Review

The reviewed studies provide key insights into talent management, addressing acquisition, development, retention, and sustainability across diverse contexts. While many studies focus on isolated aspects like leadership, organizational culture, and trust, the current study adopts a comprehensive approach, integrating all phases of talent management into a unified framework. Hor et al. (2010) highlight balancing leadership and expertise in multinational firms, proposing data-driven leadership models. Building on this, the current study embeds leadership within a broader system encompassing recruitment, development, and sustainability. Nilsson and Ellström (2012) emphasize the complexity of defining talent, advocating for optimization that benefits individuals and organizations. This study aligns with their view but expands it by incorporating long-term sustainability and integrating organizational and individual needs. Serban and Andanut (2014) introduce the Global Talent Competitiveness Index but lack practical frameworks for implementation. The current study addresses this by providing actionable models for talent identification and retention at the organizational level. Linley (2015) focuses on recruiting learnable talent, particularly graduates, while the current study broadens this by embedding recruitment within the entire talent lifecycle, ensuring continuous development and retention. Foster (2015) proposes a boundary-less model blending internal and external talent, an idea the current study adopts by integrating talent pools to ensure seamless talent flow and alignment with strategic goals. Tatoglu et al. (2016) compare talent practices in Turkish multinational and local firms, revealing differences in system robustness. The current study synthesizes these findings to create a global framework, leveraging the strengths of both multinational and local approaches. Rebetak and Farkasova (2015) emphasize transparent recruitment and top-level involvement, principles embedded in the current study's comprehensive lifecycle model. Martin (2015) highlights the importance of succession planning to address workforce aging in Saudi healthcare, while the current study extends this by proposing globally applicable standards for talent sustainability. Deery and Jago (2015) underscore work-life balance as essential for retention, a principle incorporated into the current study alongside recruitment and long-term sustainability strategies. Kaliannan and Adjovu (2014) explore employee engagement, linking leadership and culture to productivity, insights that are embedded into the current study's framework to reinforce retention and development. Pandey and Sharma (2014) identify gaps between succession planning and career development in Indian firms, which the current study bridges by aligning these processes within sustainable talent strategies. Egerova et al. (2013) highlight regional differences in talent practices across Central Europe, prompting the current study to propose adaptable, holistic models suitable for diverse organizational contexts. Altinoz et al. (2013) demonstrate the connection between trust and talent management, which the current study expands by embedding trust into a broader framework focused on performance and sustainability. Sleiderink (2012) emphasizes retention and career development in Dutch hospitals, aligning with the current study's focus on talent identification and long-term sustainability. Sahai and Srivastava (2012) recommend performance-based incentives over seniority, a concept integrated into the current study's emphasis on performance rewards and development. Kong and Zhang (2012) highlight organizational commitment as crucial for enhancing performance, insights reflected in the current study's integrated model. Lok and Crawford (2004) examine culture and leadership's impact on job satisfaction, influencing the current study's approach to aligning culture with talent management. Bruno (2011) links culture to creativity, fostering engagement. Yavuz (2010) highlights organizational justice's role in enhancing commitment,

a concept embedded in the current study's holistic framework. In summary, while past research offers fragmented insights, the current study consolidates these perspectives, providing an integrated talent management model that aligns strategy with long-term organizational success and sustainability.

4- Research methodology and tools

In a 2008 study conducted by a consulting team of five consultants working at the IBM Institute for Business Value, titled Integrated Talent Management, the study surveyed 1,900 managers working in 1,000 public and private organizations worldwide. The aim was to describe the reality of talent management practices within these organizations. The study identified six dimensions of talent management applicable to any institution, regardless of its specialization, size, or whether it is public or private. The study referred to these six dimensions as the Integrated Talent Management System ITMS.

The researcher relied on these six dimensions and examines whether there is a positive relationship and impact of these six practices on the "Perception of the Integrated Talent Management System." In other words, does the presence of these six practices in an institution indicate a genuine perception of what is referred to as the "integrated talent management system"? Additionally, does the perception of the "integrated talent management system" rely solely on these six practices, or are there other dimensions that must be present to claim complete perception of the integrated talent management system?

To study the differences between the Palestinian and Tunisian public sectors regarding the perception and implementation of the integrated talent management system, the researcher will explore whether Organizational culture influences the relationship between the "six dimensions of talent management" and the "perception of the integrated talent management system."

Thus, the study variables are fully defined as follows:

Dependent Variable: Perception of the integrated talent management system.

Independent Variables: The six dimensions of the integrated talent management system ITMS according to IBM, which are:

- Develop Strategy of talent
- Attract and Retain the talent
- Motivate and develop the talent
- Deploy and Manage the talent
- Connect and Enable the talent
- Transform and Sustain the talent

Moderating Variable: Organizational culture, based on Hofstede (1998), which includes five dimensions.

- Power Distance
- Uncertainty Avoidance
- Individualism/Collectivism
- Masculinity/Femininity
- Long-Term Orientation

Based on previous studies and the study variables outlined above, the following hypotheses can be proposed.

Firstly: The impact of (the six dimensions of the Integrated Talent Management System ITMS) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (1): There is no positive impact of (Develop Strategy of talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (2): There is no positive impact of (Attract and Retain the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (3): There is no positive impact of (Motivate and develop the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (4): There is no positive impact of (Deploy and Manage the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (5): There is no positive impact of (Connect and Enable the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (6): There is no positive impact of (Transform and Sustain the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Secondly: The impact of (the six dimensions of the Integrated Talent Management System ITMS) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Hypo (7): There is no positive impact of (Develop Strategy of talent) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Hypo (8): There is no positive impact of (Attract and Retain the talent) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Hypo (9): There is no positive impact of (Motivate and develop the talent) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Hypo (10): There is no positive impact of (Deploy and Manage the talent) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Hypo (11): There is no positive impact of (Connect and Enable the talent) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Hypo (12): There is no positive impact of (Transform and Sustain the talent) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

Thirdly: The impact of (Organizational culture) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (13): There is no positive impact of (Power Distance) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (14): There is no positive impact of (Uncertainty Avoidance) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (15): There is no positive impact of (Individualism/Collectivism) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (16): There is no positive impact of (Masculinity/Femininity) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Hypo (17): There is no positive impact of (Long-Term Orientation) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

Fourthly: The impact of (the six dimensions of the Integrated Talent Management System ITMS) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Hypo (18): There is no positive impact of (Develop Strategy of talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Hypo (19): There is no positive impact of (Attract and Retain the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Hypo (20): There is no positive impact of (Motivate and develop the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Hypo (21): There is no positive impact of (Deploy and Manage the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Hypo (22): There is no positive impact of (Connect and Enable the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Hypo (23): There is no positive impact of (Transform and Sustain the talent) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

Study Design

This study adopts a conclusive design, meaning it is not an exploratory design. The variables of this study are predefined and unambiguous. The researcher aims to describe the relationships and effects between the study variables and analyze them based on the theoretical framework derived from previous studies. Consequently, this study has a descriptive and analytical nature.

Due to the study's design and nature, the researcher is required to employ a quantitative methodology rather than a qualitative methodology. In terms of the time frame, this is a cross-sectional study as it examines the sample at a single point in time. Finally, it is a comparative study as it compares two distinct populations – the Palestinian public sector and its Tunisian counterpart. The study involved two distinct research samples from the public sectors in Palestine and Tunisia, using multi-stage stratified random sampling.

Palestinian Public Sector Sample

The researcher divided government departments into two groups, excluding those with fewer than 20 senior and executive managers. Twelve departments met the criteria, representing 693 managers (73.4% of all public sector managers). A sample of 248 individuals was calculated using Steven Thompson's formula. The sample included 210 middle managers and 38 top managers, proportionally selected based on managerial categories within each department.

Tunisian Public Sector Sample

Government institutions were also divided into two groups. Ministries and administrative bodies lacking detailed statistics were excluded. The study focused on 10 key ministries, which included 219,821 managers (84.7% of the total). A sample of 384 individuals was calculated, comprising 232 middle managers and 152 top managers. The distribution was based on the relative proportions of top and middle management in each ministry. The structured sampling ensured representation across managerial levels and departments in both countries, facilitating comprehensive analysis.

Questionnaire Construct Validity (content validity)

Table (1) shows the results of the construct validity of the questionnaire:

- The significant correlations across all dimensions confirm the content validity of the constructs, with stronger correlations for Tunisia in most dimensions of ITMS, indicating higher alignment and effectiveness of talent management practices.
- Differences in organizational culture dimensions suggest that cultural factors mediate the perception and implementation of ITMS differently in Palestine and Tunisia.
- Overall, the table supports the structural integrity and validity of the questionnaire, providing a solid foundation for further analysis.

Table (1): Questionnaire Construct Validity (content validity)

#	Variables	Palestine (Pearson Correlation)	P-Value	Tunisia (Pearson Correlation)	P-Value
1	Dimensions of the Integrated Talent Management System According to the IBM Institute				
1.1	Develop Strategy of Talent	0.818*	0.000	0.913*	0.000
1.2	Attract and Retain the Talent	0.630*	0.000	0.892*	0.000
1.3	Motivate and Develop the Talent	0.400*	0.000	0.938*	0.000
1.4	Deploy and Manage the Talent	0.887*	0.000	0.914*	0.000
1.5	Connect and Enable the Talent	0.640*	0.000	0.928*	0.000
1.6	Transform and Sustain the Talent	0.740*	0.000	0.947*	0.000
	Total ITMS	0.948*	0.000	0.941*	0.000
2	Perception of the Integrated Talent Management System	0.911*	0.000	0.946*	0.000
3	Organizational Culture				

#	Variables	Palestine (Pearson Correlation)	P-Value	Tunisia (Pearson Correlation)	P-Value
3.1	Power Distance	0.641*	0.000	0.427*	0.008
3.2	Uncertainty Avoidance	0.684*	0.000	0.581*	0.000
3.3	Individualism/Collectivism	0.513*	0.000	0.617*	0.000
3.4	Masculinity/Femininity	0.400*	0.000	0.763*	0.000
3.5	Long-Term Orientation	0.400*	0.000	0.600*	0.000
	Total of Organizational Culture	0.676*	0.000	0.466*	0.000

The correlation is statistically significant at a significance level of $\alpha \leq 0.05$.

Questionnaire Reliability

Table (2) provides a detailed assessment of the reliability and validity of the questionnaire using three key metrics: Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). The results are analyzed for both Tunisia and Palestine, across various dimensions of the study.

1. Cronbach's Alpha:

For all dimensions and total constructs, Cronbach's Alpha exceeds the generally accepted threshold of 0.7, indicating good internal consistency.

Notably, the "Motivation and Development of Talent" in Palestine (0.937) and the "Long-Term Orientation" in Palestine (0.969) exhibit exceptionally high reliability, suggesting strong coherence within their respective items.

2. Composite Reliability (CR):

All CR values for the dimensions are above 0.6, supporting the internal consistency of the constructs.

The highest CR values are observed in the "Perception of the Integrated Talent Management System" (0.984 for both Tunisia and Palestine), indicating robust construct reliability.

3. Average Variance Extracted (AVE):

AVE values vary across dimensions, with some falling below the acceptable threshold of 0.5 (e.g., "Attract and Retain Talent" in Tunisia at 0.300). This suggests potential issues with convergent validity in certain dimensions.

Palestine consistently reports higher AVE values compared to Tunisia, indicating better variance capture by the items in the Palestinian dataset.

4. Integrated Talent Management System Dimensions:

The "Total Dimensions of the Integrated Talent Management System" demonstrate high reliability and validity, with Palestine showing superior scores compared to Tunisia in all metrics.

5. Organizational Culture Dimensions:

The reliability of Hofstede's cultural dimensions is strong overall, with the "Individualism/Collectivism" dimension in Palestine showing particularly high CR (0.927) and AVE (0.764).

Some dimensions in Tunisia, such as "Uncertainty Avoidance" (AVE = 0.301), reveal weaknesses in variance explanation, which may require further refinement.

6. Overall Questionnaire:

The overall Cronbach's Alpha for the entire questionnaire is excellent for both contexts (0.904 for Tunisia and 0.976 for Palestine), ensuring strong general reliability.

Table (2) : Questionnaire Reliability

#	Variables	Nbr of items	Cronbach's Alpha (Tunisia)	Composite Reliability CR (Tunisia)	Average Variance Extracted AVE (Tunisia)	Cronbach's Alpha (Palestine)	Composite Reliability CR (Palestine)	Average Variance Extracted AVE (Palestine)
1	Integrated Talent Management System							
1.1	Develop Strategy of Talent	5	0.741	0.700	0.400	0.895	0.837	0.566
1.2	Attract and Retain the Talent	5	0.752	0.600	0.300	0.901	0.898	0.638
1.3	Motivate and Develop the Talent	7	0.894	0.750	0.350	0.937	0.932	0.666
1.4	Deploy and Manage the Talent	5	0.706	0.737	0.361	0.928	0.918	0.691
#	Variables	Nbr of items	Cronbach's Alpha (Tunisia)	Composite Reliability CR (Tunisia)	Average Variance Extracted AVE (Tunisia)	Cronbach's Alpha (Palestine)	Composite Reliability CR (Palestine)	Average Variance Extracted AVE (Palestine)
1.5	Connect and Enable the Talent	4	0.700	0.700	0.319	0.897	0.902	0.698
1.6	Transform and Sustain the Talent	4	0.700	0.756	0.438	0.912	0.909	0.718
	Total ITMS	30	0.877	0.904	0.300	0.980	0.984	0.668
2	Perception of ITMS	17	0.850	0.777	0.285	0.984	0.984	0.778
3	Organizational Culture							
3.1	Power Distance	4	0.771	0.700	0.350	0.881	0.817	0.557
3.2	Uncertainty Avoidance	4	0.673	0.731	0.421	0.892	0.927	0.764
3.3	Individualism/Collectivism	5	0.640	0.662	0.301	0.876	0.906	0.669
3.4	Masculinity/Femininity	4	0.700	0.819	0.556	0.884	0.903	0.702
3.5	Long-Term Orientation	4	0.782	0.740	0.487	0.969	0.971	0.893
	Total of Organizational Culture	21	0.705	0.941	0.464	0.857	0.977	0.679
	Overall Questionnaire		0.904	-	-	0.976	-	-

5- Results

Table (3) compares the levels of three key variables the independent variable (Integrated Talent Management System implementation), the mediating variable (Organizational Culture), and the dependent variable (Perception of the Talent Management System) between the Tunisian and Palestinian public sectors.

The implementation of the six dimensions of the Integrated Talent Management System (Independent Variable)

- The Tunisian public sector shows a moderate level of implementation (66.78%).
- The Palestinian public sector lags behind with a low level of implementation (47.99%).

This indicates that Tunisia applies the Talent Management System more effectively than Palestine. This could indicate more advanced HR processes, better resource allocation, or stronger leadership support in Tunisia.

The perception of the integrated talent management system (Dependent Variable)

Both Tunisia (74.19%) and Palestine (82.28%) demonstrate a high level of perception of the system. This indicates that despite lower implementation levels in Palestine, employees and managers still have a strong perception of the system. This might suggest robust training, communication, or theoretical knowledge, even if the implementation is limited.

Strength of Organizational Culture (Mediating Variable)

Tunisia records a moderate Organizational Culture strength at 55.53%.

- Palestine reports a low level of Organizational Culture at 43.36%.
- This indicates that a stronger organizational culture in Tunisia might foster better engagement and alignment with talent management initiatives. In contrast, weaker cultural cohesion in Palestine could hinder the system's effective implementation.

Overall, the Tunisian public sector is more advanced in implementing talent management practices and benefits from a stronger Organizational Culture. However, both sectors show high perception, indicating that theoretical frameworks and knowledge transfer are successful, even if practical execution varies. The weaker organizational culture in Palestine might partially explain the lower implementation levels. Efforts to strengthen Organizational Culture could enhance the success of talent management initiatives.

Table (3): Comparison of the Levels of the Three Study Variables (Independent, Mediating, and Dependent) Between the Tunisian and Palestinian Public Sectors

Variable	Tunisian Public Sector	Palestinian Public Sector
Level of Implementation of the Integrated Talent Management System (Independent Variable)	66.78% (Moderate)	47.99% (Low)
Level of Perception of the Integrated Talent Management System (Dependent Variable)	74.19% (High)	82.28% (High)
Strength of Organizational Culture (Mediating Variable)	55.53% (Moderate)	43.36% (Low)

Firstly: The impact of (the six dimensions of the Integrated Talent Management System ITMS) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

In the Tunisian Public Sector:

The study found that in the Tunisian public sector, 55.1% of the variation in (Perception of the Integrated Talent Management System) is attributed to the combined influence of the independent variables (Talent Strategy Development, Talent Attraction and Retention, Talent Motivation and Development, Talent Organization and Management, Talent Succession and Sustainability), while the remaining 44.9% is attributed to other factors. On the other hand, the independent variable (Communication with and Empowerment of Talent) does not have a significant impact on the Perception of the Integrated Talent Management System when the other five independent variables are not isolated. However, when isolating the other independent variables, the impact of each of the six independent variables (dimensions of the Integrated Talent Management System) on the dependent variable (Perception of the Integrated Talent Management System) is as follows:

- 34.4% of the variation in (Perception of the Integrated Talent Management System) in the Tunisian public sector is attributed to the effect of the independent variable (Talent Strategy Development), while the remaining 65.6% is attributed to other factors.
- 35.9% of the variation in (Perception of the Integrated Talent Management System) in the Tunisian public sector is attributed to the effect of the independent variable (Talent Attraction and Retention), while the remaining 64.1% is attributed to other factors.

- 10.3% of the variation in (Perception of the Integrated Talent Management System) in the Tunisian public sector is attributed to the effect of the independent variable (Talent Motivation and Development), while the remaining 89.7% is attributed to other factors.
- 32.3% of the variation in (Perception of the Integrated Talent Management System) in the Tunisian public sector is attributed to the effect of the independent variable (Talent Organization and Management), while the remaining 67.7% is attributed to other factors.
- 28.6% of the variation in (Perception of the Integrated Talent Management System) in the Tunisian public sector is attributed to the effect of the independent variable (Communication with and Empowerment of Talent), while the remaining 71.4% is attributed to other factors.
- 33.6% of the variation in (Perception of the Integrated Talent Management System) in the Tunisian public sector is attributed to the effect of the independent variable (Talent Succession and Sustainability), while the remaining 66.4% is attributed to other factors.

In the Palestinian public sector:

The study found that in the Palestinian public sector, 85.3% of the variation in (Perception of the Integrated Talent Management System) is attributed to the combined effect of the following independent variables: Motivate and Develop the Talent, Deploy and Manage the Talent, Connect and Enable the Talent, and Transform and Sustain the Talent, while the remaining 14.7% is attributed to other factors. On the other hand, the independent variables Develop Strategy of Talent and Attract and Retain the Talent do not have a significant impact on (Perception of the Integrated Talent Management System) when the other four independent variables are not isolated. However, when isolating the other independent variables, the impact of each of the six independent variables (dimensions of the Integrated Talent Management System) on the dependent variable (Perception of the Integrated Talent Management System) is as follows:

- 58.7% of the variation in (Perception of the Integrated Talent Management System) in the Palestinian public sector is attributed to the effect of the independent variable Develop Strategy of Talent, while the remaining 41.3% is attributed to other factors.
- 63.5% of the variation in (Perception of the Integrated Talent Management System) in the Palestinian public sector is attributed to the effect of the independent variable Attract and Retain the Talent, while the remaining 36.5% is attributed to other factors.
- 75.3% of the variation in (Perception of the Integrated Talent Management System) in the Palestinian public sector is attributed to the effect of the independent variable Motivate and Develop the Talent, while the remaining 24.7% is attributed to other factors.
- 73.7% of the variation in (Perception of the Integrated Talent Management System) in the Palestinian public sector is attributed to the effect of the independent variable Deploy and Manage the Talent, while the remaining 26.3% is attributed to other factors.
- 74.5% of the variation in (Perception of the Integrated Talent Management System) in the Palestinian public sector is attributed to the effect of the independent variable Connect and Enable the Talent, while the remaining 25.5% is attributed to other factors.
- 76.1% of the variation in (Perception of the Integrated Talent Management System) in the Palestinian public sector is attributed to the effect of the independent variable Transform and Sustain the Talent, while the remaining 23.9% is attributed to other factors.

Table (4): Comparison of the Impact Rates of the (Dimensions of the Integrated Talent Management System) on (Perception of the Integrated Talent Management System) between the Tunisian and Palestinian Public Sectors

Dimensions of the Integrated Talent Management System (according to IBM Institute)	Tunisian Public Sector	Palestinian Public Sector	Dependent Variable
1. Develop Strategy of Talent	34.4%	58.7%	Perception of the Integrated Talent Management System
2. Attract and Retain the Talent	35.9%	63.5%	
3. Motivate and Develop the Talent	10.3%	75.3%	
4. Deploy and Manage the Talent	32.3%	73.7%	
5. Connect and Enable the Talent	28.6%	74.5%	
6. Transform and Sustain the Talent	33.6%	76.1%	
7. Motivate and Develop the Talent, Deploy and Manage the Talent, Connect and Enable the Talent, Transform and Sustain the Talent	-	85.3%	
8. Develop Strategy of Talent, Attract and Retain the Talent, Motivate and Develop the Talent, Deploy and Manage the Talent, Transform and Sustain the Talent	55.1%	-	

Secondly: The impact of (the six dimensions of the Integrated Talent Management System ITMS) on (Organizational culture) at a significance level of ($\alpha \leq 0.05$).

In Tunisian Public Sector:

The study found that in the Tunisian public sector, 5.4% of the change in (Organizational Culture) is attributed to the effect of the independent variable (Deploy and Manage the Talent), with the remaining 94.6% attributed to other factors. This is in the case where the other five independent variables are not isolated.

However, the following independent variables (Develop Strategy of Talent, Attract and Retain the Talent, Motivate and Develop the Talent, Connect and Enable the Talent, Transform and Sustain the Talent) do not have a significant effect on (Organizational Culture). When isolating the effect of each independent variable, the following results were found:

- 3.9% of the change in (Organizational Culture) in the Tunisian public sector is due to the effect of (Develop Strategy of Talent), with the remaining 96.1% attributed to other factors.
- 1.7% of the change in (Organizational Culture) in the Tunisian public sector is due to the effect of (Attract and Retain the Talent), with the remaining 98.3% attributed to other factors.
- 1% of the change in (Organizational Culture) in the Tunisian public sector is due to the effect of (Motivate and Develop the Talent), with the remaining 99% attributed to other factors.
- 5.4% of the change in (Organizational Culture) in the Tunisian public sector is due to the effect of (Deploy and Manage the Talent), with the remaining 94.6% attributed to other factors.
- 3.7% of the change in (Organizational Culture) in the Tunisian public sector is due to the effect of (Connect and Enable the Talent), with the remaining 96.3% attributed to other factors.
- 2.7% of the change in (Organizational Culture) in the Tunisian public sector is due to the effect of (Transform and Sustain the Talent), with the remaining 97.3% attributed to other factors.

In the Palestinian Public Sector:

The study found that in the Palestinian public sector, 5.8% of the change in (Organizational Culture) is attributed to the effect of the independent variable (Motivate and Develop the Talent), with the remaining 94.2% attributed to other factors. This is in the case where the other five independent variables are not isolated.

However, the following independent variables (Develop Strategy of Talent, Attract and Retain the Talent, Deploy and Manage the Talent, Connect and Enable the Talent, Transform and Sustain the Talent) do not have a significant effect on (Organizational Culture). When isolating the effect of each independent variable, the following results were found:

- 2.4% of the change in (Organizational Culture) in the Palestinian public sector is due to the effect of (Develop Strategy of Talent), with the remaining 97.6% attributed to other factors.
- 4.2% of the change in (Organizational Culture) in the Palestinian public sector is due to the effect of (Attract and Retain the Talent), with the remaining 95.8% attributed to other factors.
- 5.8% of the change in (Organizational Culture) in the Palestinian public sector is due to the effect of (Motivate and Develop the Talent), with the remaining 94.2% attributed to other factors.
- 4.5% of the change in (Organizational Culture) in the Palestinian public sector is due to the effect of (Deploy and Manage the Talent), with the remaining 95.5% attributed to other factors.
- 5.1% of the change in (Organizational Culture) in the Palestinian public sector is due to the effect of (Connect and Enable the Talent), with the remaining 94.9% attributed to other factors.
- 3.7% of the change in (Organizational Culture) in the Palestinian public sector is due to the effect of (Transform and Sustain the Talent), with the remaining 96.3% attributed to other factors.

Table (5): Comparison of the Impact of (Dimensions of the Integrated Talent Management System) on (Organizational Culture) between the Tunisian and Palestinian Public Sectors

Dimensions of the Integrated Talent Management System According to IBM	Tunisian Public Sector	Palestinian Public Sector
1- Talent Strategy Development	3.9%	2.4%
2- Talent Attraction and Retention	1.7%	4.2%
3- Talent Motivation and Development	1%	5.8%
4- Talent Organization and Management	5.4%	4.5%
5- Talent Communication and Empowerment	3.7%	5.1%
6- Talent Succession and Sustainability	2.7%	3.7%

Thirdly: The impact of (Organizational culture) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$).

In Tunisian Public Sector:

The study found that in the Tunisian public sector, 22.9% of the variation in the Perception of the Integrated Talent Management System is attributed to the influence of two out of the five variables constituting the intermediary variable (Organizational Culture), namely Power Distance and Uncertainty Avoidance. The remaining 77.1% is attributed to other factors. Meanwhile, the other three variables (Individualism vs. Collectivism, Masculinity vs. Femininity, and Long-Term Orientation) have no significant impact on the Perception of the Integrated Talent Management System when the other variables are not isolated.

When isolating the other variables, the influence of each of the five components of the intermediary variable (Organizational Culture) on the dependent variable (Perception of the Integrated Talent Management System) is as follows:

- 21.6% of the variation is attributed to the influence of Power Distance, while the remaining 79.4% is attributed to other factors.
- 2.6% of the variation is attributed to the influence of Uncertainty Avoidance, with the remaining 97.4% attributed to other factors.
- 0.2% of the variation is attributed to the influence of Individualism vs. Collectivism, while the remaining 99.8% is attributed to other factors.
- 0.1% of the variation is attributed to the influence of Masculinity vs. Femininity, with the remaining 99.9% attributed to other factors.
- 0% of the variation is attributed to the influence of Long-Term Orientation, meaning that 100% is due to other factors.

In Palestinian Public Sector:

The study found that in the Palestinian public sector, 47.9% of the variation in the Perception of the Integrated Talent Management System is attributed to the influence of two out of the five variables constituting the intermediary variable (Organizational Culture), namely Power Distance and Individualism/Collectivism. The remaining 52.1% is attributed to other factors. Meanwhile, the other three variables (Uncertainty Avoidance, Masculinity vs. Femininity, and Long-Term Orientation) have no significant impact on the Perception of the Integrated Talent Management System when the other variables are not isolated.

When isolating the other variables, the influence of each of the five components of the intermediary variable (Organizational Culture) on the dependent variable (Perception of the Integrated Talent Management System) is as follows:

- 44.7% of the variation is attributed to the influence of Power Distance, while the remaining 54.3% is attributed to other factors.
- 3.6% of the variation is attributed to the influence of Uncertainty Avoidance, with the remaining 96.4% attributed to other factors.
- There is no statistically significant relationship between Individualism/Collectivism and the Perception of the Integrated Talent Management System, meaning that the Perception of the Integrated Talent Management System is not substantially affected by Individualism/Collectivism in the Palestinian public sector.
- 0.1% of the variation is attributed to the influence of Masculinity vs. Femininity, while the remaining 99.9% is attributed to other factors.
- 0.1% of the variation is attributed to the influence of Long-Term Orientation, with the remaining 99.9% attributed to other factors.

Table (6): Comparison of the Impact of Organizational Culture Dimensions on the Perception of the Integrated Talent Management System in the Tunisian and Palestinian Public Sectors

Organizational Culture Dimensions (Hofstede)	Tunisian Public Sector	Palestinian Public Sector	Dependent Variable
1- Power Distance	21.6%	44.7%	perception of the integrated talent management system
2- Uncertainty Avoidance	2.6%	3.6%	
3- Individualism/Collectivism	0.2%	0%	
4- Masculinity/Femininity	0.1%	0.1%	
5- Long-Term Orientation	0%	0.1%	
6- (Power Distance, Uncertainty Avoidance)	22.9%	-	
7- (Power Distance, Individualism/Collectivism)	-	47.9%	

Fourthly: The impact of (the six dimensions of the Integrated Talent Management System ITMS) on (the Perception of the Integrated Talent Management System) at a significance level of ($\alpha \leq 0.05$), with the presence of the mediating variable (Organizational Culture).

In Tunisian Public Sector:

The study found that the relationships were affected by the presence of the mediating variable (organizational culture). The correlation between (the dimensions of the integrated talent management system) and (the perception of the integrated talent management system) decreased to 0.71 instead of 0.743, which is the correlation coefficient between them in the absence of the mediating variable (organizational culture). This result was obtained through testing the first main hypothesis.

This indicates that the presence of the mediating variable (organizational culture) caused a slight decline in the relationship between the independent variable (the dimensions of the integrated talent management system) and the dependent variable (the perception of the integrated talent management system).

Since the relationship between (dimensions of the integrated talent management system) and (perception of the integrated talent management system) decreased from 0.743 to 0.71 in the presence of the mediating variable (organizational culture), this indicates that the influence of organizational culture is partial, not complete.

If the influence were complete, the correlation coefficient between the independent variable and the dependent variable would have significantly decreased or become statistically insignificant in the presence of the mediating variable. In this case, the correlation coefficient has decreased slightly, meaning that organizational culture plays a partial role in affecting the relationship, but it does not eliminate the fundamental relationship between the dimensions of the integrated talent management system and perception of the system.

This type of influence shows that organizational culture may enhance or weaken the relationship, but it is not the sole determining factor in shaping the level of perception of the integrated talent management system.

In Palestinian Public Sector:

The study found that the relationships were affected by the presence of the mediating variable (Organizational Culture), as the relationship between (dimensions of the integrated talent management system) and (Perception of the Integrated Talent Management System) became 0.90 instead of 0.924, the correlation coefficient between them in the absence of the mediating variable (Organizational Culture), obtained through the test of the first main hypothesis. This indicates that the presence of the mediating variable (Organizational Culture) caused a slight decline in the relationship between the independent variable (dimensions of the integrated talent management system) and the dependent variable (Perception of the Integrated Talent Management System).

Thus, the mediating variable (Organizational Culture) has a partial rather than complete influence on the relationship between the independent variable (dimensions of the integrated talent management system) and the dependent variable (Perception of the Integrated Talent Management System).

Table (7): Comparison of the Mediating Effect of Organizational Culture on the Relationship between (Integrated Talent Management System Dimensions) and (Perception of the Integrated Talent Management System) in the Tunisian and Palestinian Public Sectors

Correlation	Tunisian Public Sector	Palestinian Public Sector
Correlation between the independent and dependent variables (without the mediating variable)	0.743	0.942
Correlation between the independent and dependent variables (with the mediating variable "Organizational Culture")	0.71	0.9

6- Discussion

The results of this study provide insightful comparisons between the Tunisian and Palestinian public sectors regarding the implementation, perception, and cultural influence on the Integrated Talent Management System (ITMS). The findings highlight notable differences and similarities, offering a nuanced perception of talent management dynamics in two distinct socio-political contexts.

Implementation of the Integrated Talent Management System

The data reveals that the Tunisian public sector demonstrates a moderate level of ITMS implementation (66.78%), compared to the lower implementation in the Palestinian public sector (47.99%). This disparity suggests that Tunisia may have more advanced HR processes, better leadership support, and effective resource allocation. The higher implementation rate in Tunisia reflects the country's stronger institutional frameworks and commitment to integrating talent management practices into public administration. Conversely, Palestine's lower implementation rate could stem from systemic challenges, resource constraints, or political instability, which hinder effective execution of talent management initiatives.

Perception of the Integrated Talent Management System

Despite differences in implementation, both sectors exhibit high levels of perception of the ITMS—74.19% in Tunisia and 82.28% in Palestine. This suggests that, regardless of practical implementation, employees and managers in both sectors possess substantial theoretical knowledge and familiarity with the system. The high perception levels in Palestine, despite low implementation, may reflect effective training, communication strategies, or academic emphasis on talent management principles.

Strength of Organizational Culture

The study indicates a moderate organizational culture strength in Tunisia (55.53%) compared to a lower level in Palestine (43.36%). This variation implies that a robust organizational culture in Tunisia facilitates better alignment and engagement with talent management initiatives. Strong organizational cohesion may enhance collaboration, innovation, and employee motivation, contributing to more effective ITMS implementation. In contrast, the weaker organizational culture in Palestine could act as a barrier, limiting the capacity to fully adopt and integrate talent management practices.

Impact of ITMS Dimensions on Perception

In Tunisia, 55.1% of the variation in ITMS perception is attributed to the combined effect of six key dimensions, with Talent Attraction and Retention (35.9%) and Talent Strategy Development (34.4%) being the most influential. This highlights the importance of strategic planning and employee engagement in shaping perceptions. Conversely, in Palestine, 85.3% of the variation in perception is influenced by four dimensions, with Motivate and Develop Talent (75.3%) and Transform and Sustain Talent (76.1%) playing critical roles. These findings underscore the centrality of employee development and long-term sustainability in driving talent management perceptions within the Palestinian public sector.

Impact of ITMS Dimensions on Organizational Culture

The influence of ITMS dimensions on organizational culture is more pronounced in the Palestinian public sector, where Talent Motivation and Development accounts for 5.8% of the change. In Tunisia, Deploy and Manage Talent (5.4%) is the most significant factor. This suggests that employee motivation and development play a crucial role in strengthening organizational culture in Palestine, while talent deployment and management drive cultural cohesion in Tunisia.

Influence of Organizational Culture on ITMS Perception

The study highlights the mediating role of organizational culture in shaping ITMS perception. In Tunisia, 22.9% of the variation in ITMS perception is attributed to Power Distance (21.6%) and Uncertainty Avoidance (2.6%). In Palestine, 47.9% of the variation is influenced by Power Distance (44.7%) and Individualism/Collectivism. These findings suggest that hierarchical structures and cultural values significantly impact how talent management systems are perceived and adopted. The stronger influence of Power Distance in Palestine reflects a more hierarchical organizational structure, which may affect employee engagement and openness to talent management initiatives.

7- Conclusion

The comparative analysis of the Tunisian and Palestinian public sectors underscores the multifaceted nature of Integrated Talent Management System (ITMS) adoption and perception across different socio-political landscapes. The study reveals that while Tunisia exhibits higher levels of ITMS implementation, Palestine demonstrates stronger theoretical perception and a unique emphasis on talent development and sustainability. These findings highlight the critical role of organizational culture in shaping talent management practices and perceptions.

Tunisia's moderate ITMS implementation rate reflects a more structured institutional environment, facilitated by stronger leadership and resource allocation. In contrast, Palestine's lower implementation rate points to systemic barriers but also showcases the potential of employee development and long-term sustainability as key drivers of talent management perception.

The analysis further emphasizes the significance of organizational culture, particularly the influence of power distance and employee engagement in both regions. In Tunisia, strategic talent deployment reinforces cultural cohesion, whereas in Palestine, talent motivation and development emerge as pivotal factors in strengthening organizational culture.

Ultimately, this study highlights the interconnectedness of talent management dimensions, organizational culture, and socio-political factors, providing valuable insights for policymakers and HR practitioners seeking to enhance talent management strategies within public sector institutions. By addressing cultural barriers and fostering inclusive, development-oriented environments, public sectors in both regions can drive more effective talent management practices and improve overall organizational performance.

8- Recommendations

Here are recommendations based on the findings of the study:

Enhancing ITMS Implementation in Palestine:

- Prioritize leadership development and resource allocation to overcome systemic challenges.
- Establish partnerships with international organizations to secure funding and expertise for talent management initiatives.
- Develop clear, actionable frameworks to guide the phased implementation of ITMS across public institutions.

Strengthening Organizational Culture

- In Palestine, focus on fostering collaboration, transparency, and employee engagement to build a stronger organizational culture. - Implement targeted cultural transformation programs that emphasize team-building, communication, and shared organizational goals.
- In Tunisia, sustain and enhance the existing culture by recognizing and rewarding innovative practices and employee contributions.

Addressing Power Distance and Hierarchical Structures

- Encourage participatory decision-making and flatten hierarchical structures in the Palestinian public sector to improve openness to ITMS initiatives.
- Develop training programs that promote inclusive leadership, emphasizing the value of employee input and reducing barriers imposed by high power distance.

Tailoring ITMS Dimensions to Sector Needs

- In Tunisia, focus on refining talent attraction, retention, and strategy development to sustain ITMS growth.
- In Palestine, expand initiatives related to talent motivation, development, and long-term sustainability to address key drivers of ITMS perception.

Capacity Building and Training

- Design comprehensive training programs to bridge the gap between theoretical knowledge and practical ITMS implementation.
- Leverage the high awareness levels in both sectors to introduce pilot projects that allow gradual, experiential learning and scaling of ITMS practices.

Continuous Monitoring

- Establish robust monitoring and evaluation frameworks to track ITMS implementation progress and ensure alignment with organizational objectives.
- Use data-driven insights to adjust strategies, ensuring continuous improvement and adaptability to evolving sector needs.

9- Research Significance and Future Research Directions

Research Significance

This study offers a comparative analysis of the implementation, perception, and cultural influence on the Integrated Talent Management System (ITMS) within the Tunisian and Palestinian public sectors. The research highlights the critical role of socio-political contexts in shaping talent management practices, providing valuable insights into the challenges and opportunities faced by public institutions in diverse environments. The key contributions are as follows.

- Bridging Knowledge Gaps

This study addresses a significant gap in the literature by exploring how organizational culture and cultural differences impact ITMS adoption in the public sector across different Arab countries.

- Enriching Academic Literature

By presenting a comparative framework, the research contributes to HR management and public administration literature, offering insights into talent management across varying socio-political contexts.

- Guiding Policymakers

The findings provide data-driven recommendations for policymakers and HR managers to enhance ITMS adoption and foster a stronger organizational culture.

- Emphasis on Cultural Factors

The study highlights the influence of cultural dimensions, such as power distance and uncertainty avoidance, in shaping employee perceptions of ITMS, underscoring the need for culturally adaptive strategies.

- Regional Applicability

The comparative model can be replicated in other Arab countries facing similar challenges, promoting the exchange of best practices and fostering regional collaboration in talent management.

Future Research Directions

- Expanding to Other Countries

Future studies could extend the scope to other Arab nations, such as Morocco, Jordan, or Lebanon, to examine how varying cultural and political factors influence ITMS adoption.

- Role of Technology

Investigating the role of digital transformation and technological advancements in enhancing ITMS implementation in the public sector.

- Case Study Approach

Conducting in-depth case studies of specific institutions in Tunisia and Palestine to explore the internal mechanisms that drive or hinder ITMS implementation.

- Longitudinal Impact Analysis

Assessing the long-term impact of ITMS on organizational performance, employee satisfaction, and productivity, while monitoring cultural shifts over time.

- Influence of Government Policies

Exploring how government policies and regulatory frameworks support or obstruct ITMS implementation in the public sector.

- Private Sector Comparison

Conducting comparative studies between the public and private sectors to understand differences in talent management practices and challenges across sectors.

This research lays the groundwork for future studies focused on enhancing talent management in the public sector across Arab countries by emphasizing the interplay between organizational culture and ITMS. The findings provide actionable insights for fostering inclusive and development-oriented environments, ultimately contributing to improved public sector performance and sustainable talent management practices.

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