

Research Article

# The Role of the Talent Management Strategy in Achieving the Entrepreneurial Performance of the Organization

*Asrar Abdulzahra Ali*

Lecturer, College of Administration & Economics, Baghdad University, Iraq.

## I N F O

**E-mail Id:**

asrar.ali@coadec.uobaghdad.edu.iq

**Orcid Id:**

<https://orcid.org/0000-0001-6382-3360>

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## A B S T R A C T

The research aims to identify Determination talent management dimensions of (attracting talent, developing talent, directing talent, performance management talent, retain talent) in the entrepreneurial performance of the organization dimensions of (advance planning, efficiency, effectiveness), so search occupies the extreme importance of being treated important and recent issue of the performance Entrepreneuria, management talent, aware of the importance of the subject and expected results of the company surveyed, was an analysis of data obtained through field visits in addition to the questionnaire and interviews, highlights were the results that have been reached to take the sample into account all the management requirements knack of attracting talent and developing talent and directing talent and performance management talent and retain Keep talent oriented strategic her towards outstanding performance in their work in accordance with the environmental requirements , that the surveyed banks assess their employees according to achieve in performance leading banks The most important recommendations increase senior management attention attracting talent management performing talent and develop talent and to prepare human cadres imaginatively, through better attract talent and then increase training programs and courses outside the organization to clarify the concept of talent management and its importance in the Entrepreneurial to the goals of the organization, access to global developments in this area.

**Keyword:** Talent Management, Attracting Talent, Entrepreneurial Performance, Entrepreneurial Ship, Advance Planning

## Introduction

Contemporary organizations live in an era of interest in talent management and a trend towards more studies and research on the importance of human talent for organizations. The long strides made by global organizations towards achieving pioneering performance "It came

through the center of its strength and launch, which is the human resource, the importance of this research comes to the fact that any success of the organization cannot be achieved without paying attention to human talents. Hence the intellectual dilemma of this research, which dealt with (the pioneering performance of the organization according to the management strategy talents).

From this standpoint, the current research idea was formed, to take upon itself the presentation of modern topics that have an effective and direct role in advancing the performance of organizations despite the challenges they face. And because of the need of the Iraqi environment and its organizations for such research, this research came to adopt the testing of these concepts in Iraqi banks ), for the purpose of unifying efforts and directing them on the most important aspects that serve the pioneering performance more and perpetuate competition and then achieve excellence.) Hence the research problem that seeks to answer a basic question (Is there a role for talent management in the organization's pioneering performance).

Four banks were chosen as a field for the practical aspect, as these banks deal with evaluations of the most valuable human resources, they are the "managers of departments, units and divisions" in the organization under study, who constitute the main engine and the essence of creativity in activating the work of the organization.

### **The first topic: The Scientific Methodology and Previous Studies**

**First Axis:** Research Methodology.

#### **First: The Problem of the Study**

The environment in which organizations operate around the world is characterized by increased turbulence, ambiguity and complexity as a result of an overlapping set of economic, cultural and technological factors, the resulting multiplicity of environmental opportunities and challenges. Its importance, especially in the process of selecting and attracting individuals by organizations, as the trend has become towards attracting and appointing talented and competent individuals with core capabilities and talent etc.

The Iraqi public organizations are in great need to benefit more from the practices of pioneering performance and exploit it in adopting the concept of Entrepreneurial to keep pace with environmental developments and reduce the large gap between them and the international organizations that have become at a high level of leadership in their field of work, this is what the research is trying to explore in (Middle East Investment, The United Bank for Investment, Al-Shamal Bank, Al-Huda Bank for Investment and Finance), the researchers will shed light on the extent of the application of talent management strategies through the use of a questionnaire and the interviews that you will conduct with a number of managers who possess human energies at a high level of professionalism, which makes them qualified and able to keep pace with And the competition of international organizations, but it did not give sufficient importance to finding and investing talent

management and benefiting from it in the organization's work, which led the two researchers to consider this a problem that requires research and investigation, for the purpose of framing the mentioned problem, the following questions must be raised.

1. Are the research sample banks interested in the talent management strategy?
2. Is there a role for the talent management strategy in the sample surveyed?
3. What is the level of interest of the surveyed sample in adopting the entrepreneurial performance?
4. What is the level of entrepreneurial performance practice in the sample studied?
5. What is the level of relationship between the entrepreneurial performance and the talent management strategy for the sample studied?

### **Second: The Importance of Research**

The research gains its importance in the availability of two important variables, the first is the importance of pioneering performance and the second is the importance of talent management. The importance of the research can be determined by the following:

- The importance of research stems from the importance of the variables investigated, the Entrepreneurial performance of the organization, talent management, these variables are in dire need of research, study and analysis to seek their data in Iraqi organizations
- To be the beginning of the way for other studies of research due to the novelty of this topic at the theoretical and practical level and the lack of such studies by Iraqi organizations
- Diagnose the extent of interest in the development and development of human resources in organizations. And then achieve the goals that it seeks to achieve by focusing on (Iraqi banks) the research sample

### **Third: Research Objectives**

The research aims at a set of goals that it seeks to achieve. The main goal is to show the talent management strategy in (Iraqi banks) and its impact in enhancing the requirements of the organization's Entrepreneurial performance. The goals can be classified in line with the parties related to the purposes of the research, as shown:

1. Provide a basic understanding of talent management strategy.
2. Identifying the level of practice of senior management, the research sample for entrepreneurial behavior. And to determine the extent of variation in the administrations' adoption of the pioneering role at the level of (Iraqi banks).
3. Recognize the impact of the talent management strategy on entrepreneurial performance. xIdentifying

the leading performance of (Iraqi banks) and whether it can intersect or integrate with the achieved practices of the company's talent management strategy itself.

#### Fourth: The Hypotheses of the Study

##### This Study is Based on two Main Hypotheses:

- **The first main hypothesis:** There is a significant correlation between the talent management strategy and the entrepreneurial performance of the organization and its dimensions at the overall level
- **The second main hypothesis:** (There is an impact of the talent management strategy and its dimensions on the entrepreneurial performance at the overall level and at the level of each sub-variable)

#### Fifth: The Limits of the Study

##### The limits of the Search Can be Determined through the Following Areas:

- **Human Limits:** the research sample includes a group of directors of departments, divisions and units in banks, the sample of the research, the sample size was<sup>38</sup> person who retrieved the questionnaire distributed to him by the researcher. And<sup>7</sup> Managers were interviewed by the researcher, distributed according to bodies, departments, divisions and administrative units in banks
- **Spatial Limits:** the research was limited to (Middle East Investment, United Bank for Investment, North Bank, Al-Huda Bank for Investment and Finance)

#### Sixth: Definitions of Terms

- **Talent Management Strategy:** Interaction of a set of integrated practices and systems related to attracting, maintaining and developing workers with the required skills in line with the strategic direction
- **The Entrepreneurial Organization:** is the organization that contributes to pioneering projects that produce creative ideas with independent and creative values, whose members are characterized by high initiative and insight that enables them to select opportunities in the market to activate their ideas and establish their projects

#### Seventh: The Study Tool

The researchers conducted a number of interviews with managers working in (Iraqi banks) in order to listen to their opinions, suggestions and experiences on the subject of the research.

The researchers designed a questionnaire that contained two parts, the first part was devoted to the identification data about the person who filled out the questionnaire, the second part included many<sup>35</sup> questions about the subject of the research, which in turn is divided into two parts

to include the independent variables and the dependent variable, the first part was for the variable The independent Talent Management and contains<sup>24</sup> paragraphs to cover all its dimensions (talent attraction, talent development, talent guidance, talent performance management, talent retention) and the sequence of paragraphs in it starts from<sup>1-24</sup>, while the second part is devoted to the dependent variable (performance The leader of the organization) which in turn consists of<sup>11</sup> paragraphs to cover all its dimensions (pre-planning, efficiency, effectiveness) and the sequence of paragraphs starts from.<sup>25-35</sup>

In order to analyze the information on the research variables and test their hypotheses, the researchers used several statistical methods, including:

Frequency distribution and percentage, arithmetic mean, standard deviation, reliability coefficient by (Alpha-Cronbach method), test (t) Test (f).

#### Eighth: Honesty and Constancy

##### The Validity of the Questionnaire

Validity is one of the basic characteristics of tests and standards because it refers to the scale's ability to measure the characteristic or phenomenon for which it was developed, this is one of the most important conditions that must be met in building the scale. using the following:

**Apparent Honesty:** It is often called the honesty of the arbitrators, as the questionnaire was presented to a number of arbitrators specialized in the field of human resource management, strategic management, organization theory, organizational behavior, public administration. The observations and opinions of the arbitrators were taken, thus the questionnaire settled on<sup>35</sup> paragraph, while some paragraphs were redrafted upon their request.

**Content Validity:** The content validity is used to ensure the clarity of each paragraph of the scale in terms of meaning, formulation and logical design, as it covers the objectives specified for it. Since the validity and reliability are inseparable and the fixed scale is valid, then it is possible to extract the validity of the content from the reliability coefficient, as the value of the validity of the content has reached ( 0.97)Which confirms the value of sincerity of the scale.

Honesty = square root of consistency

**The Stability of the Resolution:** The value of the reliability coefficient of the resolution as a whole was according to the coefficient of «Cronbach's alpha». Cronbach-Alpha ( 0.98It is a good acceptable percentage and statistically significant at the same time, this means that with its different scales it has high stability that can be adopted at different times for the individuals themselves and gives the same results. The validity of the content and the reliability

of the questionnaire can be explained according to the following Table:

**Table 1. The validity of the content and the stability of the Questionnaire**

Honesty	Constancy	Number of Paragraphs	variable
.699	0.84	24	Talent Management Strategies
.196	0.44	11	Entrepreneurial Performance of the Organization
		35	Total

**Ninth: The Method used in the Research**

The researchers adopted the (descriptive-analytical approach), which is based on an accurate and detailed description of the phenomenon or problem under study,

does not stop at collecting information to describe the phenomenon, but rather depends on analysis and revealing the relationships between its dimensions and thus drawing conclusions and standing on the most prominent indicators and allowing description and field analysis.

**Tenth: The Hypothetical Scheme of the Research**

The research outline shows the set of logical relations and influences that may be in the form of quantitative or descriptive and brings together the main features of the reality that you are interested in.

On this basis, the researcher intends, by presenting this scheme, to be inclusive of all the main and sub-research variables in its total form, then the possibility of measuring the correlation and influence relationships among them individually or in aggregate, in order to be embodiment of the research problem and the objectives expected to be achieved, the research scheme consists of Two types of agency variants:



**Figure 1. The hypothesis of the research**

**The Second axis: Previous Studies**

**Study Fu: 2012 “A Model of Network Marketing business entrepreneurial performance” Dai, (Network Marketing Model for Entrepreneurial Performance)**

<b>The Problem</b>	Leaders often encounter Favoritism and information/communication asymmetry problems
<b>Target</b>	Recent research confirms a positive relationship between quality Human resource management skills leaders from the employee’s point of view and the overall employee evaluation of job attractiveness
<b>Study Approach</b>	First, a review of the literature Second, the experimental method Third: The survey method
<b>The Study Sample</b>	Number of administrators in the tourism sector (hotels)
<b>Study type</b>	theoretical and applied
<b>The Nature of the Study</b>	published article

<b>The Most Important Conclusions</b>	One of the main advantages expected by employees in tourism is the possibility to easily find a job in tourist destinations around the world . A strong motivation for young trainees in tourism is the possibility to learn in other countries and cultures
<b>Measuring Tool</b>	resolution
<b>the Extent of Benefit</b>	It will be used in theory

**Study Tapan, Sema Sakarya: 2001: “Entrepreneurial ventures and small business, an assessment of the entrepreneurial roles of the franchisor and the franchisee from an entrepreneurial school of strategy formation perspective. ( Entrepreneurial adventures and small business companies, assessment of the entrepreneurial role)**

<b>The Problem</b>	Distinguish between commercial and individual projects and corporate entrepreneurship because they serve different economic functions and their different energies for innovation and growth
<b>Target</b>	Provide a model for the initiative’s transitional development of behavior and strategic approach to enterprising projects
<b>Study Approach</b>	First, a review of the literature Second: a case study
<b>The Study Sample</b>	-----
<b>Study Type</b>	theoretical
<b>The Nature of the study</b>	Published search
<b>The Most Important Conclusions</b>	The proposed model offers a new perspective that seeks to integrate economic and strategic approaches to entrepreneurship and to serve as a frame of reference for developing a common understanding of individual, corporate and collective entrepreneurship.
<b>Measuring Tool</b>	-----
<b>the Extent of Benefit</b>	It will be used in theory

**Katie’s study, Iftikhar Abdul-Hussein (2014), “Therole of strategic leadership in adopting talent management practices, field research in the Ministry of Science and Technology**

<b>the Problem</b>	The intense competition that public organizations are experiencing has left traces on their senior leadership and human capital, which has generated pressure towards the importance of having strategic leaders with a future vision that contribute to investing their intellectual capital in the long run.
<b>Target</b>	Providing an explanatory theoretical presentation of the concepts related to the research variables (strategic leadership and talent management) in order to increase the reader’s knowledge of these combined modern topics and familiarize him with them by reviewing some of the literature that was made available to the researcher related to the topic of research
<b>Study Approach</b>	Descriptive method
<b>The Study Sample</b>	Directors at the Ministry of Science and Technology
<b>Study Type</b>	theoretical and applied



<b>The Nature of the Study</b>	Master Thesis
<b>The most Important Conclusions</b>	There is a statistically significant correlation between strategic leadership and talent management, as it appeared that there is a statistically significant effect of strategic leadership in adopting talent management practices, which indicates the distinguished role played by the dimensions of strategic leadership and its role in the Ministry of Science and Technology towards adopting talent management practices.
<b>Measuring Tool</b>	resolution
<b>the Extent of Benefit</b>	It will be used in both theoretical and practical aspects

**Al-Obaidistudy, Suhaila Muhammad Fadel (2015), “The role of some organizational factors in determining talent management strategies, field research in a number of gifted schools in Iraq**

<b>The Problem</b>	The intellectual research problem is embodied in the lack of Arab and Iraqi studies that dealt with the relationship between the variables (organizational factors and strategies for talent management).
<b>Target</b>	Shedding light on a modern academic approach in the field of human resources management, which is (the talent management strategy) and identifying the extent of its application in gifted schools in Iraq.
<b>Study Approach</b>	field research
<b>The Study Sample</b>	(principals, scientific and administrative assistants, teachers) in the schools of the gifted
<b>Study type</b>	Theoretical and Applied
<b>The Nature of the Study</b>	Master Thesis
<b>The most Important Conclusions</b>	Despite the differences among researchers in agreement regarding the development of a unified concept of talent, the specialized literature has produced two trends in its definition, some of which are traditional based on high IQ, while the modern trend was based on outstanding performance, mental ability, innovative thinking, leadership abilities, skills Technical and kinetic
<b>Measuring Tool</b>	resolution
<b>the Extent of Benefit</b>	It will be used in both theoretical and practical aspects

**The Second Topic the Theoretical Side Prelude**

Talent management is one of the modern concepts that have received the attention of a large number of researchers and writers, whether in the theoretical or applied fields, because of its great impact on the organization's ability to attract scarce human resources and manage its performance, development and retention, which is an important factor of its success, effective organizations Efficiency in today's environment is always characterized by a basic feature that distinguishes it from other organizations, which is the presence of effective pioneering performance, which has become the rare resource, but rather the most scarce resource in the modern era, especially if we know that the preparation of entrepreneurial individuals is not easily

available and requires more investment in the resource, effort and time to reach to the stage of entrepreneurial For the purpose of identifying the content of talent management, this topic will be (the concept of talent, the concept of talent management and its development, the importance of talent management, the challenges facing talent management, the dimensions of talent management).

In order to identify the content of pioneering performance, it will be addressed (the concept of leadership, the entrepreneurial organization and its characteristics, the pioneering performance of the organization, the dimensions of the pioneering performance of the organization).

## The First Axis: Talent Management

### Talent Concept

Talent term goes back to the history of ancient times in the civilization of the Babylonians and the Romans and Greek civilization, the evolution of this concept over time at a time they refer it to the unit to measure the weight of what, indicates a concept in the middle to signify the ages of the unity of cash, to reach what the need now to reflect the capabilities of Natural and innate.

From the linguistic point of view, talent as a term was taken from the verb (wahab) as it appears in the Arabic dictionaries, meaning he gave something for free. It is an accusative noun of endowed and indicates the one to whom the act of endowment falls, the Arabic Language Academy in Cairo defines the gifted person as someone who has a high ability, whether this ability is general or specialized.

The concept of talent includes those individuals who can make a difference in organizational performance, either through their immediate or long-term contribution by providing the highest level of potential.

Mahmoud defines talent as a result of the equation consisting of the interaction of three basic elements: intrinsic ability, commitment, contribution. As for Al-Abadi, talent is a vital component that contributes to achieving human capital, which in turn leads to high performance within business organizations.

## The Concept of Talent Management and its Development

### The Historical Development of Talent Management

Talent management has gone through a number of stages before reaching the stage it is in now, as this development occurred as a natural result of the organizations’ increasing awareness of the importance of the human element and its contribution to achieving excellence and high performance, its importance emerged as one of the stages of human resource management development. As the human resources function developed in three stages, it was a business function, then it became a business partner, finally, business integration. These stages are.

- **Individuals Section:** for the period from 1960 to 1980
- **Human Resources Management:** for the period from 1980 to 1990
- **Talent Management:** This stage started from the beginning of the twenty-first century until now

### Talent Management Concept

The development of a clear and specific definition of talent management is very difficult, because it has many interpretations, the novelty and importance of the topic, the main factor in understanding it is the context or technical environment in which the organization operates, A recent study conducted in the United Kingdom indicated that there is confusion among researchers about the definitions and focus of talent management.

### Al-Obaidistudy, Suhaila Muhammad Fadel (2015), “The role of some organizational factors in determining talent management strategies, field research in a number of gifted schools in Iraq

Definition of Green Management of Human Resources	(Researcher, Year, Page)
proces Development and unite and integration between the focus On Capabilities and talents employees to achieve competition, staff development New, conservative On staff current, attract staff talented from with Of experience high for work organizations	Al-Hamidi and Al-Tayeb, Dr. T.: 5
Interaction of a set of integrated practices and systems related to attracting, maintaining and developing workers with the required skills in line with achieving the strategic direction.	Al-Enezi et al., 2011: 99
proces integrated Include polarization individuals with the performance outstanding And from Then support them and develop them from Yes keep them and benefit from their talent within plan clear Seeking to achieve Goals the organization	Siam, 2013: 30
Managing talent supply, Demand, flow through the Human Capital Engine	Kasasbeh, 2016: 96
steps the basic that do it the organization from okay Attracting and developing people the talented and maintain on them from okay composition head Money Human Talented grounded him in a strengthen its strength competitiveness and superiority on her likes from During Use talent and innovation in a Different its work and services provided for customers.	Al-Shammari et al., 2016: 238

When managers talk about talent, there is a loss of clarity, as to exactly who is gifted, This difficulty is not only faced by researchers in defining the definition of talent management, but even organizations face many difficulties in this field, most organizations implicitly indicate that talent management relates to the use, development and maintenance of a special group of individuals. The concept of talent management can be explained according to the Table listed above. The research finds that talent management can be defined as all the practices related to obtaining talented individuals to work in the organization and then developing them, directing them, managing their performance, thus maintaining them for the sake of developing the organization.

### Importance of Talent Management

1. Its importance is demonstrated through the organization's ability to retain its employees with high potentials, build an environment for the organization characterized by high performance, learning and constantly possessing knowledge as long as they themselves create creativity, add value to the organization's reputation, contribute to managing diversity.
2. It plays a major role in selecting leaders, managers and talented employees' at all organizational levels, in addition to developing the quality of human resources necessary to achieve high.
3. Talent management is one of the critical success factors for organizations.
4. Talent management is a necessary supplement to attract skilled workers to work in the organization, as well as it has become a basic determinant of the organizational success of many organizations, in some cases even their survival.

### Challenges Facing Talent Management

Many researchers agreed that there are a set of challenges facing talent management and hindering its applications in organizations, as follows:

1. Key talent retention, especially in functional areas where skill scarcity is a critical point
2. The problems that countries may face in the field of education, as they lead to a decline in talent in that country.
3. There are problems related to the general environment, which hinder the process of applying talent management within the organization.
4. Durable workforce, as it exerts an influence on the effectiveness of the organization's succession planning management.

### Dimensions of Talent Management

**Talent Recruitment:** Result Challenges that face the

organization in a fill Jobs the mission which require Saucepan great potential and skills This from side, few the hands working skilled available from side else, Back do not know "by war talents" And attract talent means attracting or attracting the most talented individuals (those who can achieve the strategy of the organization, have the appropriate competencies and capabilities, are appropriate to the nature and culture of the organization) so that they are the most suitable for the current and future employment needs and are able to adapt and adapt and have high productivity within the organization.

**Talent Development:** Here, the organization uses direct and indirect training and strengthening communication channels, in order to develop talented individuals at all administrative levels, as it is not enough to attract employees with very high talents and we expect that these skills and capabilities of employees will remain throughout the The duration of their employment, as we must rely on the development and training processes, which should occur at all levels of the organization.

**Talent Guidance:** Guidance phrase About initiative targeting employees new to help them in a Submit better performance They have a Urgent, With Connection close with their organizations and knowing its culture and its philosophy. stretch This is amazing the operation in a management system talent for more from proces Guidance for staff new, but rather stretch to me Provide housing for them, give opportunities Before employees Toward creativity And integration in a the organization in the form of Faster.

**Talent Performance Management:** It works on evaluating the results of the performance of individuals with the organizational outputs. Performance management should be inherent to talent management practices to ensure that people develop their skills and face challenges to develop themselves.

**Keep Giftedness:** represents a process that is strategically focused on keeping talent within the organization, by encouraging investment in personnel and continuously, Where these talented and essential individuals should be adhered to, they are the ones who lead the organization in the future and who you cannot afford to miss. The cost of replacing the profitable employee for the organization, which adds value to it, is very expensive.

### The Entrepreneurial Organization and Its Characteristics

The entrepreneurial organization is characterized by emphasizing the organizational function of the organization, which allows it to have a high capacity for innovation and growth.

The entrepreneurial organization is entities that contribute



strongly to economic development and increase the national income, by generating innovations, developing markets, creating job opportunities and introducing advanced technology to improve goods and services, whether within a local or international scope, whose management works to find a new opportunity and use new technologies, the entrepreneurial organization is the one that contributes to pioneering projects that produce creative ideas with independent and creative values. Their projects.

Entrepreneurial organizations have necessary features and characteristics, the most important of which are the following:-

1. Not being convinced of the current situation and working methods and the continuous emphasis on improvement without stopping.
2. Adopt flexible organizational structures and appropriate operational procedures.
3. As an imaginary tool and openness to Western ideas.
4. Test the integration and acceptance of ideas and methods of work.
5. Develop individual and team skills for problem solving.
6. Emphasis on experimentation, exploration, continuing education, training and executive development.
7. Emphasis on alternative methodologies for solving problems and alternative models for decision-making.

### **Entrepreneurial Performance of The Organization**

The linguistic meaning of the verb "led" refers to the meaning of he walked, neither fast nor slow, he performed the thing he did, he performed the testimony he made, the thing led to him brought him to him, the performance corresponds to the Latin word performare Which means to give the totality of the form to something, from which the English word is derived performance Which means accomplishing the work or "how the organization achieves its goals".

Despite the accumulation of knowledge in the field of performance and entrepreneurial, it is difficult to frame the concept of entrepreneurial performance within a specific concept due to the different philosophies, approaches and interests. However, there is an implicit agreement to express performance entrepreneurial with the ability of the organization to achieve goals and objectives with a degree of competitive advantage, It is the results of the creative and entrepreneurial organization employing its various resources in order to achieve its goals, which are often characterized by innovation and innovation and have the effect of acquiring the competitive advantage that is important in leading the markets, that excellence and achieving goals does not mean only standing here, but going

beyond that to reach creativity in The field of achieving goals towards leading to entrepreneurial in the market and the focus of the attention of other organizations, so the pioneering performance requires the formulation of helpful and creative strategies in the field of their implementation, as well as the use of modern technology, building a dynamic competitive advantage, the possession of highly skilled human capabilities.

defines pioneering performance as the results of the creative organization's employment of its various resources in the totality of its activities in a way that guarantees it the best aspects of achieving its objectives, which are often characterized by innovation and innovation in a way that has an impact on the acquisition of competitive advantages that are important in the field of entrepreneurial of the organization to markets In other words, it is the performance that the benefits of excellence in achieving do not stop at the mere achievement of the organization's planned goals, but rather go beyond that to reach creativity in achieving these goals in a way that leads to making the organization a leader in the markets and the focus of the eyes of other organizations to follow.

### **Dimensions of the Entrepreneurial Performance of the Organization**

#### **Advance Planning: Proactive Planning**

Before starting any project, every organization should carry out the planning process for it, this process includes conducting research and analyzing the potential of the product/ or service in the target markets. Planning is an intellectual act as the planner relies on his experiences and skills in studying the current situation of the organization and trying to know the surrounding circumstances. Whether these circumstances Internal or external to crystallize the facts and available information in order to be able to develop a plan that fits with the activities to be achieved.

In order for the planning to be fruitful for the organization and achieve the desired goals, it should be proactive, the time element is what determines whether the organization will have control and leadership over other organizations in the market, or will it be just a follower of it, because the anticipation is The effective behavior of the organization, which is the main component of innovation and renewal, it is one of the initiatives adopted by the organization.

Accordingly, proactive planning is preparing to deal with environmental developments, controlling them, responding to them with the aim of predicting the future and working on change and renewal for the future. It is the preparation in advance to deal with a potential difficulty, which is the effectiveness of the participants in solving future problems.

## Proactive Planning has Justifications as follows Must do for Successful Development

Proactive planning is necessary in all circumstances. It is essential in every business in order to survive and maintain competition.

Proactive planning is required even if the work is small, as the lack of any planning work will lead to over competition in the market and therefore there will be missed opportunities, errors in judgments, lack of a general direction for the organization, consequent organizational confusion and deviations.

### Efficiency: Efficiency

Efficiency refers to the extent to which objectives are achieved and to do things correctly, it is the extent to which the cost of the product is the least possible and the organization becomes highly efficient when it invests its available resources in areas that give the greatest returns.

The concept of efficiency represents the criterion of rationality in the use of the organization's resources, both tangible and intangible, as the organization aiming for growth and development must secure the possibility of continuing the flow of its resources in order to work

effectively and continuously, efficiency is the translation of the English term Efficiency It is related to the completion of tasks in a proper manner, it is measured by looking at the relationship of inputs to outputs. Reducing the unit cost produced while maintaining quality is considered an indicator of increasing efficiency.

Efficiency is defined as the use of resources in a more efficient way to produce something. Efficiency is affected by the inputs, the environment, the level of management, the organization.

### Activity: Effectiveness

Effectiveness is one of the important indicators in measuring the extent to which the organization achieves its goals in line with the environment in which it operates in terms of the exploitation of available resources.

Where he knew her khemakhem, that it is the ability to achieve goals regardless of the possibilities used in that. It is the degree of the organization's ability to achieve its goals. And he defined it as the extent to which the means set up to accomplish the work contributes to achieving the desired result. Hence, effectiveness means achieving the desired goals.

**Table 2. Diagnosing the Importance of Talent Management and Entrepreneurial Performance in The Researched Organization**

Dimensions	The level of significance based on the arithmetic mean	Variation coefficient $CV = \frac{sd}{m} * 100$	std. Deviation standard deviation	mean Arithmetic mean	Dimensions	The level of significance based on the arithmetic mean	Variation coefficient $CV = \frac{sd}{m} * 100$	std. Deviation standard deviation	mean Arithmetic mean
Advance Planning	3	7.60	0.32	4.21	Attracting talent	3	15.46	0.66	4.27
Efficiency	1	7.91	0.34	4.30	talent development	3	5.86	0.25	4.27
potency	2	9.72	0.41	4.22	talent guidance	1	5.53	0.24	4.34
The entrepreneurial performance of the organization		4.73	0.20	4.23	talent performance management	3	5.62	0.24	4.27
					keep talent	2	4.89	0.21	4.31
					talent management		7.60	0.21	4.30

Achieving effectiveness in non-profit organizations, especially that these organizations are considered necessary, as they deal with a changing environment, seek to address the environmental problems and phenomena faced by trying to adapt to various environmental variables.

## The Second Topic.. The Practical Side

### The First Axis is a Description of the Sample's Responses to the Research Variables

This section explains the reality and importance of the main research variables and their sub-dimensions through the answers of the respondents to the questionnaire items in the research community, using the arithmetic mean, standard deviation, the coefficient of variation that is obtained by dividing the standard deviation by the arithmetic mean multiplied by (100) according to Table (3).

This is as follows:

**First:** Describe the sample's responses to the independent variable talent management and its practices in the surveyed banks:

**The Talent Management Variable was Measured through Five Practices:** "talent attraction, talent development, talent guidance, talent performance management, talent retention." The Table shows (3) Diagnosing the reality of these practices in the research sample organization. The Table reflects a general arithmetic mean of (4.30( which is a high slope higher than the hypothetical mean of adult )3). consistent with the answers determined the general standard deviation (0.21) and the coefficient of variation (7.60 ).

It is also possible from the Table (3) Clarifying the order of relative importance of the sub-practices of talent management (.4.34) and standard deviation (0.24 (which indicates the consistency between the answers of the sample members and the coefficient of variation) 5.53), this was observed by the researcher through the interviews he conducted with some managers in the surveyed banks, where he found that the surveyed banks deeply believe that talent is the key to scientific success in society, just as the surveyed banks are based on the constants of equiTable evaluation and continuous improvement of the performance of talent by managers. In addition, the surveyed banks support and motivate the talented and creative performance that serves the community. The surveyed banks are characterized by participation and diversity. They accommodate the conflict of ideas and multiple cultures, enable the surveyed banks to secure creative opportunities for professional and career development and promotion for all in a fair and equal manner. While the practice of "retaining talent" came in second place, with a mean value of (4.31) and coefficient of variation (0.21(which indicates the consistency between the answers

of the sample members and a standard deviation)4.89), which the researcher touched through the interviews that the surveyed banks possess integrated information about the career path of their talented workers and the human resources information system provides information on changes taking place in the knowledge of the talented. their intellectual energies. As for the exercise of the third place, it was equally divided between "Attracting talent through my account"(4.27) and standard deviation (0.66( which indicates the consistency between the answers of the sample members and the coefficient of variation)15.46) Talent development in an arithmetic medium (4.27) and standard deviation (0.25( which indicates the consistency between the answers of the sample members and the coefficient of variation)5.86), Performance Management talent in central arithmetic (4.27) and standard deviation (0.24 (which indicates the consistency between the answers of the sample members and the coefficient of variation) 5.62) «The researcher found through interviews that the surveyed banks give the same importance to attract talent and develop talent and performance management talent Banks surveyed depend on the nature of jobs when attracting talent, the organization allocates a higher proportion of external polarization of talent compared to the internal polarization and at the same time Banks surveyed based staff development plans On personal information and performance management data, in addition to the fact that employee development plans are characterized by the permanence of renewal based on changes in information about work, talented workers, the surveyed banks have the ability to provide the necessary stability for talented workers and the ability to prioritize the goals of talented workers.

### Second: Describe the sample's responses to the variable dependent on the organization's leadership performance in the surveyed banks

The entrepreneurial performance variable was measured through three practices: "Advance Planning, Efficiency, Effectiveness." The Table shows (3) Diagnosing the reality of these practices in the research sample organization. The Table reflects a general arithmetic mean of (4.23(which is a high slope higher than the hypothetical mean of adult)3). consistent with the answers determined the general standard deviation (0.20) and the coefficient of variation (4.73).

It is also possible from the Table (3(Clarification of the order of relative importance of the dimensions of the leadership performance of the organization, "efficiency" ranked first, as the value of the arithmetic mean was)4.30) and a standard deviation of (0.34( which indicates the consistency between the answers of the sample members and the coefficient of variation)7.91), which was noticed by the researcher through the interviews, where he

found that the technical management in the surveyed banks constantly analyzes the reports of daily working hours, the quantity of work performed compared to the quality of the product provided, as the management of the surveyed banks takes into account the use of modern applications and technologies in order to complete the work to the fullest and focus the workers in the banks. The respondents were concerned with reducing losses at the time of the production cycle, while "efficiency" came in second place with an arithmetic mean whose value was (4.22) and a standard deviation of (0.41) (which indicates the consistency between the answers of the sample members and the coefficient of variation) 9.72, which was noticed by the researcher through the interviews he conducted in the surveyed banks, the style of work performance corresponds to the specific goals they aspired to in plans and strategies. Implementation of the goals and adapt to the banks surveyed the surrounding conditions, including environmental changes and demands of society, to ensure the sustainability of its continuity and survival in providing the best products to the community either practice third place was for "pre - planning" mean (4.21) and standard deviation (0.32) (which indicates the consistency between the answers of the sample members and the coefficient of variation) 7.60. Which was confirmed by the researcher through the interviews, as the surveyed banks considered their pioneering performance as it helped or enabled them to prepare plans and implement them in order to achieve the goals, mission and goals of the organization.

### The Second Axis: Testing The Research Hypotheses and Interpreting and Analyzing The Results

This topic aims to test the main and sub-hypotheses from which the current research was based, by finding and

analyzing the relationships between the explanatory research variables and the responsive variable, using the rank correlation coefficient. Spearman As well as analyzing the effect of the independent variables on the dependent variable using the simple regression method, depending on the prepared statistical program (SPSS v.19), as explained in the following paragraphs:

**First:** Testing and analyzing correlations between search variables.

In order to reach the rejection or acceptance of the hypotheses related to the correlation between the research variables, it was divided into a main first hypothesis and secondary sub-hypotheses as follows:

**The first main hypothesis:** (There is a significant correlation between talent management and the dimensions of the organization's entrepreneurial performance).

It will be studied as follows:-

#### Talent Management and Advance Planning

We notice from Table (4) that the correlation coefficient of the relationship between talent management and advance planning, (64\*\* moral level ) (0.000), this is a strong, significant, significant, positive correlation in the sense that the change in talent management is by (0.64\*\*) leads to a change in the same direction in advance planning as it is a positive relationship, every increase in talent management leads to an increase at the same level in advance planning and every decrease in talent management leads to a decrease in the same level in advance planning and vice versa.

#### Talent and Competency Management

As we notice from Table (4) that the correlation coefficient

**Table 3. The relationship between talent management and advance planning**

Advance Planning	Dependent Variable		Independent Variable
	Degree of Association	Morale Level	
.64 (**)			Talent Management
.000			
38		N	
** Morale at level (0.000).			

**Table 4. The relationship between talent management and competency**

Advance Planning	Dependent Variable		Independent Variable
	Degree of Association	Morale Level	
.69 (**)			Talent Management
.000			
38		N	
** Morale at level (0.000).			

of the relationship between talent management and competence (0.69 \*\*moral level) (0.000), this is a strong, significant, significant, positive correlation in the sense that the change in talent management is by (0. 69\*\*) leads to a change in the same direction in efficiency as it is a direct relationship, so every increase in talent management leads to an increase in the same level of efficiency and every decrease in talent management leads to a decrease in the same level of efficiency and vice versa.

**Talent Management and Effectiveness**

As we notice from Table (4) that the correlation coefficient of the relationship between talent management and effectiveness (0. 08moral level) (0. 625), this means that there is no correlation between talent management and effectiveness in the sense that the change in talent management is by ( 0.08It) does not necessarily lead to a change in the same direction in effectiveness because there is no relationship between them. Every increase in talent management does not lead to an increase in the same level of effectiveness and every decrease in talent management does not lead to a decrease in the same level of effectiveness and vice versa.

**Talent Management Strategy and Entrepreneurial Performance**

As we notice from Table (4) that the correlation coefficient of the relationship between the talent management strategy and the entrepreneurial performance (0.821 moral level ((0. 000), this means that there is a strong correlation between the talent management strategy and entrepreneurial performance in the sense that the change in the talent management strategy is by (0.821) It will necessarily lead to a change in the same direction in

the entrepreneurial performance as there is a relationship between them. Every increase in the talent management strategy leads to an increase at the same level in the entrepreneurial performance and every decrease in the talent management strategy leads to a decrease at the same level in the entrepreneurial performance and vice versa.

**Second: To Test the Hypotheses of the Effect of the Research Variables**

**The Second main Hypothesis**

(There is an effect of talent management on the entrepreneurial performance of the organization and its dimensions at the overall level and at the level of each sub-variable). This hypothesis was tested by simple regression analysis (Simple Regression Analysis), In the light of this hypothesis was formulated relationship Dalia between the real value of the independent variable (talent management) (dependent variable) (performance leading), the linear regression equation is as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Entrepreneurial Performance} = 0.75 + 0.81 (\text{talent management})$$

It is clear from Table (5) that the value of (F)calculated amounted to (77.98), this means having the effect for (talent management) in the variable entrepreneurial performance in the surveyed banks, to the fact that any change in talent management will change at the same level of performance entrepreneurial because of the impact in each other, this shows that the curve of a good gradient to describe The relationship between the two variables.

**Table 5. The relationship between talent management and effectiveness**

Advance Planning	Dependent Variable		Independent Variable
	Degree of Association	Morale Level	
.08			Talent Management
.625			
38		N	
** Morale at level (0.000).			

**Table 6. The relationship between talent management and effectiveness**

Advance Planning	Dependent Variable		Independent Variable
	Degree of Association	Morale Level	
.821(**)			Talent Management Strategy
.000			
38		N	
** Morale at level (0.000).			



From Table (5) it can be observed that the constant value ( $\alpha = 0.75$ ) which means that there is an existence of (entrepreneurial performance) what amount (0.75) Even if talent management is zero. As for the value of ( $\beta = 0.81$ ) It indicates that an increase of one unit in talent management, will lead to an increase in the entrepreneurial performance by the same amount.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (0.68) which means that the amount of (0.68) (Among the discrepancy in talent management is a discrepancy that is explained by the talent management that entered the model, that) 0.42) is an interpreted variance from factors that did not enter the research model, as Table (5) indicated to the significance that appeared in the amount of (0.000) in the outputs of the statistical system, which is to confirm the existence of an effect of (talent management) on the pioneering performance of the organization. And the value was (t) calculated (8,831), which refers to the significant differences of the study variables and the importance of these variables in the research model, as shown in Table (5), in light of this result, the second main hypothesis is accepted, which is that (there is an effect of talent management in the pioneering performance of the organization).

With this result, the second main hypothesis of the current research is achieved, which is that (there is an effect of talent management on the entrepreneurial performance of the organization).

For the purpose of confirming the previous result, the sub-hypotheses will be tested to support the achievement of the second main hypothesis, which is as follows:

There is a significant effect of talent management in the dimensions of the organization's entrepreneurial performance

Which will be examined as follows?

- There is a significant effect of green talent management in advance planning
- There is a significant effect of talent management on efficiency
- There is a significant effect of talent management on effectiveness

### There is a Significant Effect of Talent Management in Advance Planning

In light of this hypothesis, a functional relationship was formulated between the real value of the independent variable (talent management) and the sub-responsive variable (pre-planning), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Advance planning} = -.082 + 1.000 (\text{Talent Department}).$$

It is clear from Table (5) that the value of (F) calculated amounted to (24.321). And this means having the effect for (talent management) in the pre - planning in banks Alambhoth.obaltala variable that any change in talent management will positively or negatively affect the advance planning variable, this shows that the regression curve is good to describe the relationship between the two variables. From Table (5) it can be seen that the constant value ( $\alpha = -.082$ ) Which means that there is an amount of (pre-planning) (-.082) Even if talent management is zero. As for the value of ( $\beta = 1.000$ ) It indicates that a change in the amount of one unit in talent management, will lead to a change of the same amount in advance planning and in a direct way.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (.64) which means that the amount of (.64) (Among the discrepancy in talent management is a discrepancy that is explained by

**Table 7. Analysis of the Impact of the Training Strategy on Prior Planning**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	Regression Coefficient		Independent Variable
Entrepreneurial Performance of the Organization	.000	.83	.68	77.98	.000	1.895	0.75	a	Talent Management Strategy
						8,831	0.81	b	

**Table 8. Analysis of the Impact of the Training Strategy on Efficiency**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	B		Independent Variable
Advance Planning	000(a).	24.321	0.40	0.64	.93	-.095	-.082	a	talent management strategy
					0.00	4.93	1.000	b	

the talent management that entered the model, that )0.46) is a variance explained by factors that did not enter the research model. Table 5, also indicated the significance, which appeared to be (0.00) in the outputs of the statistical system, which is to confirm the existence of an effect of (talent management) in prior planning. And the value was(t) calculated (4.93), as shown in Table (5).

**There is a Significant Effect of Talent Management on Efficiency**

In light of this hypothesis, a functional relationship was formulated between the true value of the independent sub-variable (talent management) and the sub-responsive variable (efficiency), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{Efficiency} = 1.17 + (-1.77)(\text{Talent Management})$$

It is clear from Table (5) that the value of (F) calculated amounted to (34.115), this means having the effect for (management talent) in efficiency variable in the surveyed banks. Therefore, any change in the talent management variable affects the efficiency variable negatively or positively, this indicates that the regression curve is good for describing the relationship between the two variables. From Table (6) it can be seen that the constant value (  $\alpha = -1.77$  ) Which means that there is an amount of efficiency)0.82) even if talent management is equal to zero. As for the value of (  $\beta = 1.17$  ) It indicates that a change of one unit in talent management, will lead to a change of the same amount in efficiency and in reverse (an adverse effect).

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (0.49) which means that the amount of (0.49) (Among the discrepancy in talent management is a discrepancy that is explained by the talent management that entered the

model, that)0.61) is a variance explained by factors that did not enter the research model. Table 6, also indicated the significance, which appeared to be (0.00) in the outputs of the statistical system, which is to confirm the existence of an effect of (talent management) on efficiency. And the value was(t) calculated (5.84), as shown in Table 5.

NS. There is a significant effect of talent management on effectiveness

In light of this hypothesis, a functional relationship was formulated between the true value of the independent sub-variable (talent management) and the sub-responsive variable (efficiency), the linear regression equation was as follows:

$$Y = \alpha + \beta X$$

Here are the values for the regression equation:

$$\text{potency} = 3.100 + 0.262(\text{talent management})$$

It is clear from Table 5, that the value of (F)calculated amounted to.(629), this means having the effect for (management talent) in the efficacy variable in the surveyed banks. Therefore, any change in the talent management variable affects the effectiveness variable in the company under study, this indicates that the regression curve is good for describing the relationship between the two variables. From Table (5) it can be seen that the constant values (  $\alpha = 3.100$  ) which means that there is (effectiveness) an amount ( 3.100) even if talent management is zero. As for the value of (  $\beta = 0.262$  ) It indicates that a change of the amount of one unit in the management of the talent, will lead to a change of the same amount in the effectiveness and in a direct way.

The value of the coefficient of determination indicated ( $R^2$ ) Which is a descriptive measure used to explain the usefulness of the regression equation in estimating values, it represents the percentage of decrease in errors when using the regression equation, whose amount was (.02) which means that the amount of (0.02) (Among the discrepancy in talent management is a discrepancy that is explained by the talent management that entered the model, that )0.

**Table 9. Analysis of the Impact of the Training Strategy on Prior Planning**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	Regression Coefficient		Independent Variable
Efficiency	000(a).	34.115	0.49	0.70	.38	-.89	-.77	a	Talent Management Strategy
					0.00	5.84	1.17	b	

**Table 10. Analysis of the Impact of Talent Management on Effectiveness**

Dependent Variable	Sig	F	R <sup>2</sup>	R	Sig	T	B		Independent Variable
Potency	.433(a)	.629	.017	.131	.035	2.186	3.100	a	talent management strategy
					0	.793	.262	b	

98) is a variance explained by factors that did not enter the research model. Table (5) also indicated the significance, which appeared to be (.433) in the outputs of the statistical system, which is to confirm the existence of an effect of (green employment) on effectiveness. And the value was (t) calculated (.793), as shown in Table (5).

## The Third Topic

### Conclusion and Recommendation

#### The First Axis:S

1. This topic focuses on presenting a set of conclusions that represent an explanation of some of the results that emerged through the study, basic directions that clarify the nature of the relationship between the variables of the current study, an explanation of the variables that have achieved a distinctive effect, that contribute to guiding researchers and specialists to new areas worthy of research and study. After emptying the questionnaire, analyzing the data, interpreting the results of the statistical analysis, the researcher reached a set of conclusions related to the practical aspect of this study, the most important of which are
2. The results show us the interest of the surveyed banks in directing talent to increase workers' awareness of the importance and role of talent, which contributes to providing an appropriate climate that motivates workers towards a pioneering performance of the organization, in addition to that the training and development programs in the organization develop skills that depend on each other and in a manner that achieves harmony among employees. and environment.
3. The (researched banks) take into account all the requirements of talent management from attracting talent, developing talent, directing talent, managing talent performance and retaining talent, which enhances their strategic orientation towards outstanding performance in their work according to environmental requirements, the surveyed banks evaluate the contributions of their employees in the pioneering performance.
4. Statistical results, as well as personal interviews for employees and administrative levels, indicate that there is a strong correlation between talent management and efficiency in the surveyed banks.
5. It appears to us that the organization in question is proactive with new ideas and an initiative in introducing new ideas and services while reducing the time required for production, attracting talent and directing talent.
6. It is clear to us that the method used to work in the (researched banks) is consistent with the mission and objectives of the organization, the strategic plans set by the senior management, this is what the results indicated that there is an application of the

requirements of talent management, which contributes to enhancing its performance.

7. It shows the training and development programs in the organization that contribute to the development of skills for talent that depend on each other and in a manner that achieves harmony between the employee and the environment, there are external courses that include good information that will improve the operations and activities within the organization in question.
8. We note through the results that were reached through the practical side of the research for the independent variable according to the arithmetic mean that there is an interest by the (researched banks) in directing talent in the first place, followed by the organization's interest in retaining the talent in the second degree, followed by the organization's interest in attracting talent, managing talent performance and developing talent in the third degree.
9. We note through the results that were reached through the practical side of the research for the dependent variable according to the arithmetic mean that there is interest by (researched banks) in efficiency in the first degree, followed by the organization's interest in effectiveness in the second degree, followed by the organization's interest in advance planning in the third degree.

#### The second axis: Recommendations

1. The necessity of investing the relationship and the positive influence of talent management in the pioneering performance of the organization and setting future plans for the organization in question to benefit from its data in improving organizational performance.
2. Increasing the top management's interest in attracting talent, managing talent performance, developing talent in order to prepare creative human cadres, by improving talent attraction and then increasing training programs and courses outside the organization to clarify the concept of talent management and its importance in its relationship to the organization's objectives, to be informed of global developments in this field.
3. Developing a training program specialized in staff development by allocating a sufficient and clear budget for training programs, coordinating with local, Arab and international bodies to hold training programs aimed at developing the skills of workers in general.
4. Increasing the use of modern technology represented by electronic computing in all branches and departments of the surveyed banks and all their components, allocating funds to develop and update systems and software capable of analyzing and processing data to produce the information requested by the

administration to benefit from the exchange, transfer and access of information and data at the maximum speed, making it available to all employees of the organization in question, not Exclusively for managers and heads of departments and branches only.

5. Raise the awareness of employees of the importance of the role that talent management plays at all levels in the pioneering performance of their organization.
6. Giving more importance to advance planning in the (researched banks) because of the important role it plays in the leadership of the organization.

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