

Core Principles for Talent Management System and its Impact on Competitive Advantage "Applied Study Cellular Communications Companies in Jordan"

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Abstract

The aim of this study is to measure the core principles of talent management system and its impact on competitive advantage in Cellular communications companies in Jordan, The population of the study consisted of Three cellular telecom companies operating in the Jordanian market, the study sample was selected a random sample of employees in administrative levels: top management and middle management and supervisors in cellular communications companies operating in Jordan, and around include (1650) employees, and found results of the study : There is a statistically significant effect of the core principles of talent management system According to the variables (compatibility with the Organization's strategy, using a form of functional skills , Comprehensiveness of talent management , Investment in deposits of talent) on the competitive advantage in cellular communications companies in Jordan.

1. Introduction

Viewed developments in the global economic system we see today's organizations has intensified competition course, even bat survival and success is a strategic goal of these organizations is in fact investment in human resources has become an important part of strategies for organizations to be able to compete.

This was reflected in higher levels of investment in talent management and competency development potential of workers, when we look at the 1990 see talent war has raged between the major powers, the organizations are trying to attract workers with high competency and seek to safeguard and retain, and from here emerged from the talent management that you attract and retain valued employees, and then evolved into talent management and the system applied in all departments of organizations as one of the strategies of development and change.

2. The theoretical background of the study:

The talent of the important topics in human resource management, and raised interest from researchers about the concept, which aroused attention are the company (McKinsey) made (1997) a study of the formula where the term war on talent (War for Talents), to rethink their actions to attract and retain talented personnel. in spite of the interest in the concept of talent but there is no clear definition of talent, many researchers have attempted to determine the meaning of the term giftedness and gifted but there are clear differences between specialists and researchers in this field.

In theory, there is a group of researchers believe that some people are talented to have exceptional capabilities through which impact the efficiency and effectiveness of the Organization in which they work (Vlădescu, 2012) While other finds, in practice anyone can influence the achievement of organization goals called talented here, the Department must focus only on a small group of people who possess exceptional capacities without others that everyone possesses the capabilities and potential could be stimulated and nurtured to achieve the Organization's competitive advantage. Here the talented can be interpreted as anyone more committed and motivated and effective performance that achieves the goals of the Organization efficiently and effectively is unsurpassed.

The term talent management has emerged in late last century and there are a number of definitions and the researchers differed on the definition of talent management has defined (Horváthová, 2011)"The range of activities of the Organization and concerned with owning, developing and motivating talented employees to sustainability targets current and future organizations." while defined (Câmpeanu-Sonea et al., 2011) To as "the use of a set of nested and interlinked activities where the Organization to attract and sustain and develop talented individuals who needed the Organization at present and in the future to achieve competitive advantage."

(Known as Waheed, et. al., 2012)Talent management as a management system to identify the most important and sensitive positions in the Organization and that contribute to achieving sustainable competitive advantage by providing them with appropriate workforce to perform effectively and efficiently, "he knows (and Samuel Uren, 2007)Talent management as a series of rational steps to select talent, attract, develop, and deploy them. "as defined by (Li and Wang, 2010)As "the implementation of integrated strategies or systems designed to improve the recruitment, development and retention of skilled people required a willingness to meet current and future organizational needs".

The Sun in talent within the Organization

And here refers (Osinga, 2009) That talent within the organization can be classified into four categories:

1) Talent leadership Talent Leadership: this category is at the top of the pyramid of the classification of talents and their leaders gifted who have responsibility to develop And the preparation of And the delivery and implementation of the strategy at the level of the Organization.

2) The talents essential Key Talent: type II includes individuals with a sense of strong competition and are considered valuable and important talent to the organization because of

their abilities and their vision and their vision for the future, they also have the ability to take responsibility, and that some industries or roles should be to include specialists and thought leaders or With rare skills.

3) The talents essential Core Talent: this type of force personnel is great within the work, and their staff of production responsible for delivery of the final product to the consumer or customer.

4) Talent supporting Talent Support: implementation of activities through the support of talents support for non- core, and often be b132 these activities on , for example the activities of management that might lend themselves to automation, and people skills< b164> Workers within this Group of talent available easily, and can be changed within weeks.

In order to enrich the study of ideas and information that make it a powerful incentive for scholars and researchers to access and build on them in future studies, the researchers extrapolated from many previous studies on talent management and what goes on in its orbit. Including study (Rana Abbasi, and 2013 to figure out the impact of talent management and employee turnover intention on the efficiency of the organizations in the telecom sector of Pakistan, and the results of the study revealed that the reduction of employee turnover intention career gives positive results for the efficiency of organizations, also revealed that there was a negative relationship between talent management and efficiency of the management of the organizationsInappropriate gifts can increase of turnover of staff and reduce the efficiency of the system. In a study by 2013 and Yunfei, Hanif) the aim of this study is to highlight the role played by the human talent management in conjunction with human resources management strategies in maintaining talent within organizations, reduce turnover, and realize the vision of human resources management through the implementation of succession policies, branding, effective incentives and development programs used, in addition to the traditional circle of human resource management and recruitment, training and development and that has a positive impact on the success of organizations, and the results of the study showed The role of talent management is an integral part of overall strategies for the management of human resources, i.e., in the sense that they are integrated with each other, both policies are the same.

The study addressed Abdul Nasir et. al., 2012 The aim of this study is to identify the concept of talent management practices and identify ways to manage talent applied by companies, identifying the differences in approach to talent management and possible problems in the implementation of the concept finally learn effective talent management in these companies and Malaysian companies overall. the study found that all the companies started in the talent management software due to increasing pressure in itsFor the strategic Outlook for both companies that talent management is an important driver of growth and an important source of competitive advantage. In a study (Kehinde, 2012) the aim of this study is to find out the impact talent management on organizational performance, and the results of the study revealed that human talent management had a positive impact on organizational performance in multinational corporations, local companies and small and medium-sized businesses have benefited from this strategy in the Nigerian workers ' environment.

The competitive advantage

The concept of competitive advantage has filled space and prominence in both management and business economics (Betlis, 2000)As a strategic component of important competitive advantage that helps capture opportunities, and provides substantial and genuine opportunity to achieve sustained profit organization compared to its competitors.

Studies show (Covin, 2000)That competitive advantage is a specific property or group of properties owned by the Organization and to distinguish them from others, so check out her strong stance against various parties. and that the real challenge facing any organization does not produce or provide the products, but the saturation capacity of changing needs and desires of customers. the growing role of customers and become difficult to impose it products, thus creating competitive advantages in its products would achieving client satisfaction, increase their loyalty and ability of survival and persistence Organization in the market.

He(Liu, 2003) The competitive advantage of the company is the company's advantage in the product market perspective for the Organization more competitive Center; this means that competitive advantage is the company's competitive position in the market. And both (Macmillan & Mahan, 2001)That competitive advantage is a property or group of properties Or an element of excellence for the Organization Unique, and to keep them for a relatively long period of time as a result of the difficulty of replicating, check out this period her benefit and to outdo competitors in their products to customers.

Established competitive advantage once the Organization had reached a new and more effective methods than those used by competitors, and Come through and develop new services through the learning capabilities and market supervision. Asserts (Stevenson, 2007) That competitive advantage is designed to meet the needs and desires of customers for acquiring the good or service and the competitive advantage created by the Organization to discover new methods are more effective than those employed by competitors.

Shows (Heizer and Render, 2001) That competitive advantage is a unique feature of the company to outperform competitors, that competitive advantage makes the company unique and distinct from other competitors.

It can be said, that competitive advantages are the product for organization and use of their property, and its capacity for innovation and development, and the creation of alternative and discovered the new, competitive advantage derives its importance from being the most important requirements to be provided in business during the next phase in preparation for a later stage. Competitive advantage is achieved if the product different from others and use strategy, differentiation, and success is profit for the ability to protect the distinctiveness of the tradition of success, continuity of the Organization's objectives to be achieved by generating competitive advantage are as follows:

A. Create new marketing opportunities, as in the case of a company (Apple) which were the first to invent the personal computer.

B-Entering a new competitive, as a new market, or dealing with a new type of customer, or the quality of products and services.

C-Configure the new vision for the goals attained, and aims at the great opportunities that you want to seize.

The focus is on the Organization to achieve competitive advantage through its products meet the needs and wishes of the customers, or value you wish for customers of those products, and attention to the needs of target areas or predispositions called competitive dimensions and choose the organization concerned her competitive dimensions (Al-Jaradat et al, 2012) When presenting their products and meet market demands even working to achieve competitive advantage, and these dimensions include:

Cost reduction: Means the ability of the Organization to design, manufacture, and marketing of products at the lowest possible cost in comparison with its competitors, enabling them to achieve higher profits, and low cost create selling opportunities at competitive prices. this dimension is based on least cost production inputs relative to competitors, which means a reduction in the total cost of any industry (Kotler & Keller, 1999).

Differentiation strategy:

Means the company characterized its capacity to produce products or provide services of value to customers and unique to its competitors, which can work to attract and recruit the largest number of customers.

And excellence is from the point of view of researchers on the Organization's ability to deliver a product or service that is hard to replicate by competitors, and attract more customers and increase market share for the company compared with competitors, as well as improving trends in foreign workers and mental image to the organization.

Creativity and innovation:

Where is creativity and innovation is a key factor in the ability of the Organization to maintain its position among the competition, the greater the speed and quality of innovations provided by the organization where the Organization has maintained an edge over competitors, so you must ensure that organizations motivate employees and motivate them to constant innovation that ensures improved quality of products and services (Lynch, 2000).

3. Problem Statement

We have produced world-lot of evidence which confirms that the problem is not in the interest of human resources, but surpassed them to work to increase the number of talented personnel in business organizations to reach the top of creativity and excellence. as global experience that organizations focused its efforts on modern information technology, and human resources, and neglected talent management was not able to achieve any status or competitive advantage Between organizations.

The international experiences and especially Japanese, German, Chinese, Malaysian and many other experiences, to emphasize that achieving performance excellence not only through the creation of specialized services in the human resources organization structure only but also work effectively to increase the number of talented employees through training and development programs and global experience has confirmed also that effective human resources investment makes the Governing Matt competitive this investment at its best in

talent management in this era in which we live and which is characterized by constant change has become a talented high-value human capital, making talent management and good selection and discover their talents and their priority comes despite the current circumstances and the imposing nature of the environmental changes associated with human resources management processes, most organizations that have gone a long way to A bass in the management of talent still on all fours, and may not have realized the importance of institutional support for processes and methods and techniques for dealing with new talent or talent buried where, from here the problem has emerged to identify the fundamental principles of talent management system and its impact on competitive advantage case study in cellular communications companies in Jordan. Based on the above, this study to answer the following question:

Is there any trace of the core principles of talent management system in competitive advantage in Cellular communications companies in Jordan?

4. Research Objectives

This study seeks to achieve the following objectives:

- 1- Identify the impact of core principles for talent management system in accordance with the following compatibility with the Organization's strategy in the competitive advantage.
- 2- Identify the impact of core principles for talent management system in accordance with the competency model after career in competitive advantage.
- 3- Identify the impact of core principles for talent management system in accordance with the following comprehensive talent management in competitive advantage.
- 4- Identify the impact of core principles for talent management system in accordance with the following investment in talent in reservoirs competitive advantage
- 5- Highlight the core principles of talent management system for supporting organizations work with appropriate observations and evaluation, about how the departments understanding of the importance of these principles.

5. Significance of the Study

The study of the important practice of trying to identify the impact of Core principles for talent management system in competitive advantage. At a time when human resources organizations the competitive national and global level, and the associated positive effects in support of this position.

In theory, the importance of this study comes from being a vital topic recently covered in human resources, in view of the important role it plays in business organizations. As this study is gaining importance in the following considerations:

1. this study to contribute modestly to enrich the research and studies as a reference for researchers and those interested in the field of talent management in particular.
2. it is hoped that this study and decision makers in companies discussed in the core principles of talent management system and its application to optimal methods of using best practices of exploitation capacity of distinguished individuals gifted.

6. Hypotheses

In order to reach a rational solution based on sound scientific methodology to the study problem, a the nihilistic following hypotheses:

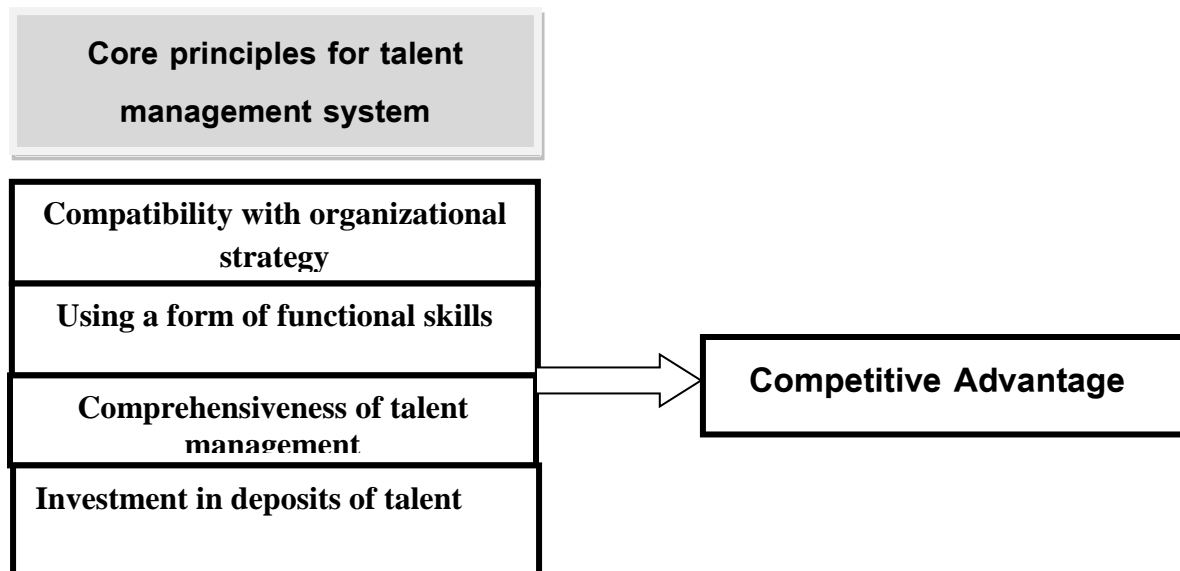
H01: There was no statistically significant effect on the moral level ($0.05 \leq \alpha$) **to the core principles of talent management system** in accordance with its variables (**compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent**) competitive advantage according to variable (cost reduction) in cellular communications companies in Jordan.

H02: There was no statistically significant effect on the moral level ($0.05 \leq \alpha$) **to the core principles of talent management system** in accordance with its variables (**compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent**) competitive advantage according to Variant (differentiation strategy) in cellular communications companies in Jordan.

H03: There was no statistically significant effect on the moral level ($0.05 \leq \alpha$) **to the core principles of talent management system** in accordance with its variables (**compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent**) competitive advantage according to a variable (Creativity And innovation) in cellular communications companies in Jordan.

7. Model study

For the purpose of study and access to specific objectives adopted researchers form below to study the relations of the study variables depending on examining (Hamidi and perfume,2011),Figure illustrates this relationship.



8. Methodology of the study:

A study on the use of scientific research approaches:

Descriptive analytical: to review the most important literature related to management information systems, organizational citizenship, as well as the reference to previous studies with some analysis and comparisons whenever possible to cover theoretical study.

field: research methodology was used to cover the practical side of this study, and you are trying to study in which test the validity of the assumptions and answer their questions, and draw results by relying on the identification are designed for the purposes of this study in accordance with the generally accepted practical steps.

9. Population and Sample Study:

the study consisted of: Three cellular telecom companies operating in the Jordanian market, the study sample was selected a random sample of employees in administrative levels: upper and middle managers on cellular communications companies operating in Jordan, and around 1650 employees distributed as follows: company (Zain, **965**) Inc. (Orange, **430**) Umiah, Inc., (**255**) and for achieving the objective of the study was to design a questionnaire for the purpose, and distribution of the sample numbered (243) personnel deployed as Zain (**121**), the Orange (**64**), Umniah (58).Retrieved (**210**) and upon review and audit found that a number of them arrived (**8**) questionnaires were not valid for analysis because of lack of seriousness and incomplete answers, where income analysis(**202**) identification.

10. Study tool

The researchers has developed a special questionnaire according to the problem and objectives of study to obtain the necessary information, and consisted of two parts, the first part relates to clauses Core principles for talent management system And part II paragraphs concerning competitive advantage. The researchers used a likert quintet.

11. Validity Tool:

The tool has been confirm by displaying the number of arbitrators competent, with the necessary modifications to a study according to the opinions of Messrs. arbitrators and agreement, including (85%) It is suitable for the purposes of this study.

12. Reality tool:

Stability of the tool through an exploratory sample application from outside the study sample and then reapply after two weeks and reliability coefficient was extracted by cronbach Alpha coefficient was stable (875%) It is suitable for the purposes of this study, schedule 1 shows the reliability coefficient of the study variables.

Table No. (1) the value of the coefficient of reliability (internal consistency) of each dimension of the study

| Dimension | Number of paragraphs | Coefficient of reliability |
|--|----------------------|----------------------------|
| Compatibility with organizational strategy | 5 | 85, |
| Using a form of functional skills | 5 | 85, |
| Holistic talent management | 5 | 70, |
| Investment in deposits of talent | 5 | 91, |
| The competitive advantage | 15 | 91, |
| Macro stability | 30 | 875, |

13. Answer the study questions

To answer the questions of the study was to find arithmetic means and standard deviations for the views of the respondents of the study variables, and each of its dimensions, as shown in table (2). it is evident that the arithmetic means and standard deviations for each of the variables "Core principles for talent management system "and" competitive advantage "variables have relatively high degree.

Notes that the arithmetic mean aggregate indices variables "Core principles for talent management system " **Total (3.77)** , And after "Compatibility with organizational strategy " Ranked first with an average arithmetic **(3.87)**, followed after " using functional competencies form an arithmetic average "total **(3.79)**, then after the" holistic talent management" arithmetic average **(3.77)**, came in last place after" investment in reservoirs of talent " arithmetic average **(3.66)** .

With regard to the arithmetic means and standard deviations for the dependent variable competitive advantage came with relatively high degree, with a total average (3.61) has after "cost reduction "Ranked by average arithmetic (3.80), and in second place After the "strategy of differentiation "Arithmetic average (3.69), while the After the "creativity and innovation" to the last average calculation(3.39).

Table (2) arithmetic means and standard deviations and the level of approval of the study sample members answers

| Variables Core principles for talent management system | | | | | |
|---|--|---------------------------|---------------------------|-------------------------|-------------------------------|
| Sequence | The name of the dimension | Average Arithmetic | Deviation Standard | Order by Average | The level of Paragraph |
| 1 | Compatibility with organizational strategy | 3.87 | 0.66 | 1 | High |
| 2 | Using a form of functional skills | 3.79 | 0.67 | 2 | High |
| 3 | Holistic talent management | 3.77 | 0.72 | 3 | High |
| 4 | Investment in deposits of talent | 3.66 | 0.60 | 5 | High |
| | Grand average | 3.77 | 0.66 | - | High |
| Variables for competitive advantage | | | | | |
| 1 | Cost reduction | 3.80 | 0.69 | 1 | High |
| 2 | Differentiation strategy | 3.69 | 0.76 | 2 | High |
| 3 | Creativity And innovation | 3.39 | 0.70 | 4 | Average |
| | Grand average | 3.61 | 0.72 | - | High |

The first major premise:

HO1: There was no statistically significant effect on the moral level ($0.05 \leq \alpha$) **to the core principles of talent management system** in accordance with its variables (**compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent**) competitive advantage according to variable (cost reduction) in cellular communications companies in Jordan.

To test the hypothesis test is used multiple regression and table 2 shows the results of the analysis.

Table (3) Multiple regression test to reflect the impact of Core principles for talent management system The variables in the competitive advantage according to variable (cost reduction)

| R² | R | Sig.t | t Indexed | T Calculated |
|----------------------|----------|--------------|------------------|---------------------|
| 0.236 | 0.486 | 0.009 | 1.97 | 3.17 |

I've shown statistical analyses in table(3)The value of (T) is greater than the calculated value (indexed)When the level indication (0.05),Thus, we reject the hypothesis of nihilism Ho and accept the alternative hypothesis, HA)) indicating a statistically significant effect to the

fundamental principles of talent management system with variables as independent variable, represented by (compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investment in deposits Talent) in the competitive advantage as a dependent variable in a variable (cost reduction) in cellular communications companies in Jordan when the significance level ($\alpha \leq 0.05$).The relationship to the correlation coefficient = 0.486, because the value of the correlation coefficient between (0.4-0.7) this indicates that the relationship is medium, and R^2 (0.236) it refers to a medium.

HO2: There was no statistically significant effect on the moral level ($0.05 \leq \alpha$) **to the core principles of talent management system** in accordance with its variables (**compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent**) competitive advantage according to Variant (differentiation strategy) in cellular communications companies in Jordan.

To test the hypothesis test is used multiple regression and table 3 shows the results of the analysis.

Table (4) multiple regression test to reflect the impact of Core principles for talent management system The variables in the competitive advantage according to Variant (differentiation strategy)

| R ² | R | Sig.t | .t Indexed | T Calculated |
|----------------|------|-------|------------|--------------|
| 0.291 | 0.54 | 0.000 | 1.96 | 3 633 |

I've shown statistical analyses in table(4)The value of (T) is greater than the calculated value (indexed)When the level indication (0.05),Thus, we reject the hypothesis of nihilism (Ho) and accept the alternative hypothesis, (HA)) indicating a statistically significant effect to the fundamental principles of talent management system with variables as independent variable, represented by (compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent) In the competitive advantage as a dependent variable as Variant (differentiation strategy) in cellular communications companies in Jordan when the significance level ($\alpha \leq 0.05$).The relationship to the correlation coefficient =0.54Because the value of the correlation coefficient between (0.4-0.7) this indicates that the relationship is medium, and R^2 (0.291) it refers to a medium.

HO3: There was no statistically significant effect on the moral level ($0.05 \leq \alpha$) **to the core principles of talent management system** in accordance with its variables (**compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investing in the reservoirs of talent**) competitive advantage according to a variable (Creativity And innovation) in cellular communications companies in Jordan.

To test the hypothesis test is used multiple regression and table 4 shows the results of the analysis.

Table (5) multiple regression test to reflect the impact of Core principles for talent management system The variables in the competitive advantage according to Variant (differentiation strategy)

| R ² | R | Sig.t | .t Indexed | T Calculated |
|----------------|------|-------|------------|--------------|
| 0.27 | 0.52 | 0.042 | 1.96 | 2 044 |

I've shown statistical analyses in table(5)The value of (T) is greater than the calculated value (indexed) When the level indication (0.05),Thus, we reject the hypothesis of nihilism (Ho) and accept the alternative hypothesis, (HA)) indicating a statistically significant effect to the fundamental principles of talent management system with variables as independent variable, represented by (compatibility with the Organization's strategy, using a form of functional competencies , holistic talent management , investment in deposits of pain The giver) competitive advantage as a dependent variable in a variable (Creativity And innovation) in cellular communications companies in Jordan when the significance level ($\alpha \leq 0.05$).The relationship to the correlation coefficient =0.52Because the value of the correlation coefficient between (0.4-0.7) this indicates that the relationship is medium, andR² (0.27) it refers to a medium.

Results

I found this study of results after the statistical analysis of the fundamental principles of talent management system and its impact on competitive advantage in cellular communications companies in Jordan will focus on the following results:

1. Despite the concentration of companies around the world to the concept of talent management and priority – reduce the corporate Outlook Arabic only few recently moved to implement this concept, where the concept of talent management, talent, the key to success in the modern era, and a lot of human resources specialists and experts and even senior leadership that he was able to decipher all the symbols relating to talent management that talent is different in content from one individual to another and reflected on the behaviour of individuals within the Organization, and that the concept Still in the process of growth and development and ripeness and must be handled with care and necessary to study all the aspects and should not be confused with Ben relevant concepts related to the management of talent, leaders must take a precautionary approach in dealing with gifted and talent management strategies.
2. Companies can invest in talented individuals on the basis that they are the source of evolution and innovation and progress for both parties and for the public benefit to society, and here the successful organizations must do to measure and assess the real value of their investment in talent and work to ensure that all components of talent management to maximize the length of the life cycle of talented employees and get high quality.
3. Lack of attention to the talented and the lack of appropriate measurement tools to determine their interest in talented people through training and career development and job replacement if possible and reliable realization of the strategic vision of the Organization, particularly in the Government sector.

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