

# The Impact of Organizational Commitment on the Relationship between Emotional Intelligence and Talent Management Practices: A Visionary Leadership Point of View

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## Abstract

Both developing and developed markets are exceedingly improving dynamically from different aspects. The most relevant and surviving market-players among others include those heavily investing on employees' emotional intelligence and talent management toward organizational goals. Jordanian bank industries have strategically become competitive in recent times as every bank searches for a new pathway to broaden its market share and marginalize its profits. Hence, the current study attempts to explore how emotional intelligence and talent management could widen the profits of banks in Jordan. On that note, the research aims to measure the impact of organizational commitment on the relationship between emotional intelligence and talent management practices using visionary leadership yardstick. Field data and information were collected using the survey method through a sample of 35 visionary leaders at different organizations. The researcher found that there were significant correlations between emotional intelligence, talent management, organizational commitment and job performance, as well as a significant and positive impact between emotional intelligence and talent management on organizational commitment. The results also showed that there was a positive impact of the organizational commitment variable as an intervening variable on the relationship between emotional intelligence and talent management. The researcher recommends spreading the culture of the necessity for the researched institutions to make efforts to control emotional intelligence, manage talents and establish the concept of organizational commitment to improve the level of job performance at different organizations.

**Keywords:** Emotional Intelligence, Talent Management, Organizational Commitment, Job Performance.

### **General Introduction**

The concept of human resources has developed in the last two decades as a field of knowledge that takes from the theories and tools of various other sciences such as management, organizational behavior, psychology and sociology, and benefits from their theoretical and practical developments. Talent management has emerged as a new concept, not only as a field of business, but as a new methodology, method and technique to activate the role of talent and focus on it in operational processes and organizational change. Its role extends to selecting talented leaders and executives in all fields to develop the quality of performance and seek to employ talented categories to achieve high achievements in management and business. Therefore, organizations seek to possess a high and distinguished type of talented human resources with high capabilities and superior skills to perform their work efficiently and effectively, which is positively reflected in the productivity of the organization.

On the other hand, researchers have shown interest in the topic of organizational commitment due to its effects and relationships with many behavioral phenomena such as job satisfaction, job performance, and organizational effectiveness. This is due to its impact on the level of performance of individuals and their connection to the organization. The higher the level of organizational commitment, the more stable the employees in the organization. In this regard, Kumar (2022) mentions that the higher the level of organizational commitment, the higher the level of performance, and the lower the level of organizational commitment, the higher the rate of absence and the desire to search for another job and lose organization's goals. Mahjoub, et al (2018) also mentions that the topic of organizational commitment has become an important topic of interest to many organizations due to its close association with employee behaviors, attendance and absence, and most importantly, the impact on their productivity, performance, and psychological tendencies, which in turn reflects on the organization and its relationship with the external environment of customers, suppliers, competitors, and governments. Therefore, some managers have tried to change rules, procedures, and behaviors to make them more flexible, which enhances their employees' commitment to their institutions and links them to their personal goals.

Memari, et al (2013) mentions that despite the great agreement on the mediating role of organizational commitment, a number of studies have attempted to explore the reality of this role, and define it as a multidimensional concept. Therefore, until now, the nature of the relationships between the components of organizational commitment on the one hand, and its causes and results on the other hand, is still unclear. Despite the existence of some studies that have addressed organizational commitment as an intervening variable, it also affects many aspects related to individuals or organization.

There are many aspects and areas that still need more research and analysis, due to the lack of studies that have addressed the concept as a multidimensional intervening variable. Therefore, the current study addresses the topic of organizational commitment as it does not represent an independent or separate phenomenon, but rather as a variable that is affected by many factors or variables, as it also affects many other aspects. The current study also

addresses the relationship between talent management as an independent variable, and emotional intelligence and talent management as dependent variable; and the effect of organizational commitment as an intermediary variable on this relationship, by applying it to Jordanian bank industries, whose experience in talent management allows the results to be generalized to similar organizations and other organizations in the private sector, and constantly seeks to develop human talents and create a deep organizational commitment for the best talents to enhance the development of human capital and encourage work behaviors, as talent management is a vital element, which in turn leads to achieving high performance.

### **Research Problem**

The researcher conducts an exploratory study with the aim of understanding the topic of the study from the theoretical and applied aspects, as well as accurately defining the research problem and formulating it in a set of questions. The researcher discovers that there is a scarcity of studies that deal with the relationship between the three variables - emotional intelligence, talent management and organizational commitment, and to the best of the researcher's knowledge, there is no study that dealt with the impact of organizational commitment on the relationship between emotional intelligence and talent management practices.

The researcher found through the survey a set of preliminary results that there was no clear and correct concept among the respondents of the concept and dimensions of talent management, the concept and dimensions of organizational commitment, the concept and dimensions of emotional intelligence, the lack of clarity of the relationship between talent management and organizational commitment, the lack of clarity of the relationship between organizational commitment and emotional intelligence, the lack of clarity of the relationship between talent management and job performance, and the lack of clarity of the mediating role that organizational commitment can play in its multiple dimensions, in strengthening the relationship between talent management practices and improving organizational commitment.

The researcher observes that the existence of several organizational and behavioral problems, the manifestations of which are weak mechanisms used by the management of the bank to attract and retain distinguished talents; the absence of a special unit for emotional intelligence and talent management in many banks; the absence of awareness of the role of talented workers and their lack of appreciation; and the absence of interest in continuous training in order to develop the skills, abilities and knowledge of workers and develop their talents. The lack of organizational commitment is due to the presence of many negative phenomena such as bullying and sarcasm. Hence, it is necessary to try to shed light on the role that emotional intelligence and talent management dimensions could play in the level of organizational commitment of employees, and the impact of both talent management dimensions and organizational commitment in improving the level of job performance in Jordanian banks.

### **Research Questions**

The study shall provide answers to the following questions:

1. How does emotional intelligence and talent management dimensions affect organizational commitment among bank employees in Jordan?
2. What is the impact of organizational commitment on emotional intelligence and talent management among bank employees in Jordan?
3. How does the relationship between emotional intelligence and talent management change with the presence of organizational commitment as an intervening variable?

### **Research Objectives**

The study sets to attend to the following objectives:

- 1) To what extent do employees understand the concept and dimensions of talent management in relation to attracting talent, retaining talent, and developing talent.
- 2) To what extent do staff in Jordanian bank industries feel committed to establishing emotional intelligence and talent management practices, especially in times of achieving organizational goals.
- 3) To what extent do staff in Jordanian bank industries feel organizational commitment.

### *Emotional Intelligence*

Emotional intelligence refers to an individual's emotional connection to the organization and its goals. This concept emphasizes that an individual's emotional commitment is his belief in the organization, acceptance of its goals and values, his strong desire to remain a member of the organization, and his willingness to exert more effort for the organization. It can also be defined as an integration into an organization's activities, taking into account the costs that an individual will bear if he leaves the organization. This type of loyalty increases when the individual believes that he has no alternative job opportunities, or when the personal costs of leaving the job in the organization are high, or the returns he gets from leaving the organization and joining another organization are low. Emotional intelligence expresses the feeling of a perceived obligation on the part of the individual to remain in the organization as it results from the development of individual's experiences and cultural accumulations before and after joining the organization, which results in a moral obligation towards it.

### *Talent Management*

The concept of Talent Management appeared in 1997 in a research published by the McKinsey consulting group, which was later developed in a book entitled "Talent For War" in 2001, a clear indication confirming the emergence of a new field of knowledge called "Talent Management" (Abdel Aali, 2013). The need to pay attention to talent and activate its role in attracting, developing, directing, and retaining a clear indication dictated the need for the emergence of this concept.

In a study conducted by the British Institute of Personnel and Development in 2005, more than 90% of respondents believe that talent management activities can have a positive impact on the organization as a whole, and more than half of them have started in the application of talent management activities. In a survey conducted by the United States Institute of Organization and Management, nearly three-quarters of the respondents acknowledged that talent management was at the top of the list of important human resources issues (Andersen, 2013). Since then, interest has increased in the concept of talent as "the group of employees

who have ideas, knowledge, and skills that give them the ability to provide value to the organization greater than the value expected to be provided using competing human resources" (Gabriel, 2020). They were also defined as "those with high potential and expected performance that the organization can rely on to fill pivotal job positions that contribute to creating a sustainable competitive advantage for the organization" (Mohammed, 2016).

Talent constitutes a distinctive strength for the organization's management that gives it the characteristic of superiority and leadership in dealing with the opportunities, risks, current and future challenges of its environment. Although talent relates to human resources from leaders and followers, it is reflected in within the fabric of organization's culture and its cognitive structure (Tatoglu, 2016), where "talent management" refers to identifying, developing, attracting, and retaining the capabilities of talented individuals, exploiting and disseminating them to others for the purpose of achieving common use (Ayyubi, 2020). Gabriel (2020) supports that talent management is the use of a set of interconnected and interrelated activities through which the organization attracts, sustains and develops the talented individuals that the organization needs at the present time and in the future to achieve a competitive advantage, while Andersen (2013) sees talent management as an administrative system based on identifying the most important and sensitive jobs in the organization that contribute to achieving a sustainable competitive advantage by providing it with the appropriate workforce to perform it effectively and efficiently.

Kehinde (2012) believes that "the importance of talent management" lies in its ability to select leaders, managers and talented employees at all organizational levels. Talent management also works to develop the quality of human resources needed to achieve high achievements. Mohammed (2016) adds that talent management contributes effectively to solving the strategic problems facing the organization in a good way. Al-Zayadi (2019) believes that talent management makes the organization an attractive location for skilled and highly efficient workers, and that it has an effective role in ensuring successful succession planning that contributes to bridging the gap in vacant jobs by relying on the organization's internal resources. Blass (2007) adds to its importance that it contributes to achieving permanent growth in knowledge and creativity, as well as achieving flexibility for the organization through the performance of training programs. Talent management is also considered one of the basic determinants of the organization's success. Therefore, this escalation has led to the emergence of talent management as a basic strategic topic, and realistic analysis has recently focused on the link between talent management and its support for visionary leaders and managers. The models cited by researchers in their studies on "dimensions of talent management" are numerous, as Brown (2008) model includes six dimensions of talent management, which are "developing a talent strategy, selecting and appointing talent, retaining talent, motivating and developing talent, organizing and managing talent, communicating and empowering talent, succession and sustainability of talent". Al-Ayyoubi (2020) model also includes six dimensions, which are "development and improvement, employee retention, performance management, communications, appreciation and reward or motivation". Equally, Bersin's (2013) model is limited to four dimensions, which are "recruitment and employment, training and development, performance management, skills gap analysis". Similarly, the model of Hilal (2010) includes "preparing talents, attracting talents, recruiting and appointing talents, holding job positions, career development, talent motivation systems, working conditions and environment, performance management and

career path". Finally, the model of Kollsrud (2008) includes an integrated model for talent management in organizations through three main dimensions: "attracting talents, retaining talents, developing talents". The study prefers the dimensions included in this model because they are compatible with the research objectives on the one hand, and on the other hand because it formed the highest percentage of agreement among researchers in its application, so in fact Kumar (2022); Abdul Hadi (2020); Abdullah (2020); and Al-Zayadi (2019) for example are explanation of these dimensions:

#### *Talent Attraction*

It is considered the first step in talent management, by identifying the characteristics of the talented in terms of experience and practical skills that are compatible with the duties of the job. This can be achieved by developing a clear job description that combines the duties of the job and the specifications of its occupant, thus enabling management to select distinguished individuals with the required skills that are appropriate for the burdens and duties of the job. Talent is attracted through the name and reputation of the organization, a stimulating and encouraging work environment for creativity, providing a system of wages and rewards linked to performance, providing material and moral incentives related to providing social and health aspects, training the selection committees on how to select the talented, and studying the talent possessed by the talented individuals.

***Talent Retention:*** Talents are retained in contemporary organizations by spreading an organizational culture that supports talents and emphasizes the importance of talent in achieving excellence and competitiveness for the organization, as well as the compatibility of the salary and reward system paid by the organization with the salaries of competitors and the market, in addition to using non-material rewards as a means of retaining talents in the organization and enhancing feelings of belonging, such as thanks, appreciation and recognition of talents' efforts. The provision of opportunities for professional and personal growth, represented in prospects for advancement and opportunities for career growth and personal growth within the organization, works to keep talents in the organization, in addition to providing the appropriate environment for talents to provide innovations and creativity without traditional restrictions. It gives the talent a sense of achievement and distinction, and the challenges of difficult and exciting work are considered among the main factors for retaining talents regardless of economic conditions and other factors.

***Talent Development:*** Talents are developed by encouraging employees to perform new tasks to acquire new skills, as assigning a talent with new tasks that they have never performed before gives them new skills, which gives them the opportunity to learn and not feel bored, as well as developing their talents by giving this talent the management of a complete project so that they develop their talent for time management and problem solving. Also, providing opportunities to participate in training programs leads to an increase in relevant individual work skills, with the need to ensure compatibility between the training provided to talented individuals and the strategic needs of the organization, in addition to providing guidance and counseling that seeks to help talents in the field of development in general, whether on a personal or professional level, for the skills that need development to develop the basic, technical, personal, and leadership skills of talents. The skills that need development must be identified, and not focus on weaknesses only, but rather the need to pay attention to strengths to ensure their growth in the right direction.

**Organizational Commitment**

Interest in the topic of organizational commitment began from the beginning of the second half of the twentieth century until the present time, as the concept of commitment emerged in organizational behavior in the early 1950s, where most studies and research focused on explaining the nature and relationship of individual with the organization to agree on the values and goals between the two parties (Syazwani, et al., 2020). Therefore, the concept of organizational commitment has received great attention from researchers over the past decades.

It was defined by Mowday, et al (1982) as a strong belief and acceptance by individuals of the goals and values of the organization and their desire to make the greatest possible contribution or effort for the benefit of the organization in which the individual works, with a strong desire to continue its membership. Robert et al (1993) sees it as a behavioral trend that links individuals to organization and works to achieve its objectives. Rahman, et al (2016) believes that organizational commitment is the binding force that pushes the individual to a certain course of action with the aim of achieving certain goals, as a whole. Jisuvei (2019) finally adds that organizational commitment is the position and strength of the individual's participation and identification in the organization and is the force that links the individual to the path of different forms, desire, and the obligation to work, as this force represents a psychological and mental state that can ensure work continuity.

Many studies have confirmed the "importance of organizational commitment" and its impact on the individual or organizational level. The study of Rahman, et al (2016) confirmed the results of the high cost of absenteeism and lateness from work, the leakage of workers from the organization, and the low levels of job satisfaction. The same results also highlighted the importance of searching for the reasons that lead to the creation of such phenomena, which drain the effort and capabilities of organizations. In a similar vein, the study of Wolowska (2014) confirmed the clear importance of organizational commitment, especially with regard to the positive impact of organizational commitment on a group of negative phenomena and reducing their effects. These studies showed that the high level of organizational commitment in the work environment results in a decrease in the levels of a group of negative phenomena, most notably the phenomena of absence and evasion from performing work. The study of Al-Misry (2017) also confirmed the importance of organizational commitment as one of the important variables that can be relied upon, and which is an indicator to predict levels of turnover and absenteeism.

Eliyana, et al (2019) linked organizational commitment to productivity, where researchers confirmed that the high levels of commitment among Japanese workers attached to their culture is the main reason for the superiority of Japanese factories and organizations over their American counterparts. Harris (2019) emphasized the importance of the organizational commitment variable through the association of this variable with a set of important outputs, most notably job performance, social behavior within the job, and positive attitudes towards work in addition to initiative and creativity. Jisuvei (2019) emphasized that the importance and results of organizational commitment have exceeded the limits of the job. The researcher found a decrease in the turnover rate and the work environment to serve the interests of society as a whole, as he saw a decline in the movement of labor, an increase in the quality and effectiveness of work, and perhaps an increase in national productivity as a result of

commitment, all of which are factors that serve the ultimate interest of society.

As a matter of fact, these points are presented in the following form:

<b>The importance of organizational commitment</b>	<b>At the individual level:</b> -Organizational commitment; -Turnover rate; -Level of absenteeism; -Job stability.	<b>At organizational level:</b> -Level of belonging to the organization; -Productivity; -Cost resulting from absence and turnover.	<b>On social level:</b> -Social cohesion and relationships between workers.	<b>At the national level:</b> GDP
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Figure No. 1: An illustration of the results of organizational commitment

**Source:** Prepared by the researcher.

It is clear from the above figure that organizational commitment has a multi-level impact. **At the individual level**, it contributes to raising the level of organizational commitment, which is reflected in a decrease in their turnover rate and levels of absence, and a sense of job stability.

**At the organizational level**, we find that it increases the level of belonging to the institution, increases productivity, and reduces the cost resulting from the absence of employees and their failure to perform the tasks assigned to them efficiently and effectively.

**At the social level**, organizational commitment leads to creating an atmosphere of cohesion and social relations among employees in the institution.

**As for the national level**, organizational commitment leads to an increase in the national product in the final outcome of commitment by increasing the efficiency and effectiveness of the performance of individuals working in the organization.

As for the studies and research related to organizational commitment, they have provided a number of dimensions at the level of organizational commitment, Porter et al, (1976) identified two dimensions of organizational commitment, namely "identification and belonging to the organization", while Mowday, et al (1974) identified three dimensions of organizational commitment, which are "strong belief, individual's acceptance of organization's goals and values, and the desire to exert more effort to remain in the organization's membership for the benefit of the organization".

Organizational commitment is known as the "Tripartite Model of Organizational Commitment" because it presented a model that is based in its view of commitment on three components, and many researchers such as (Jisuvei, 2019; Rahman et al., 2016; Wolowska, 2014; Antony, 2013) used it in their studies.



### **The Relationship between the Study Variables**

The researcher presents below a number of previous studies related to the research variables:

#### **(a) The relationship between talent management and organizational commitment:**

It was shown by reviewing previous studies that dealt with the nature of the relationship between talent management (Kumar, 2022; Kinange, 2020, Pillai, 2019; and Harris, 2019) that there is a positive relationship between the two variables - and that the talent retention variable is the most influential variable on the organizational commitment of employees, followed by talent training and development, then career succession comes in last place in terms of influence. The study of Mahjoub, et al (2018) identifies the role of strategic talent management in project success through the mediating role of organizational commitment, job satisfaction and motivation in Iranian organizations based on projects in the field of oil and gas, and they reached a positive relationship between talent management and project success, and the strength of the relationship increased by introducing organizational commitment, job satisfaction and motivation as mediators. The results reveal a significant effect of the talent management system variable on organizational commitment, and the relationship strength increased by introducing wage satisfaction as an intervening variable.

Park (2018) in his study pointed out that attracting and retaining talents are related to the extent of organization's awareness of the culture of change and quality based on technology, and the relationship strength increased by introducing the organizational commitment variable. Setiawan (2021) investigated the effect of human talent management strategies in achieving positive organizational commitment among employees of the Isfahan Municipality in Iran, and the study concluded that there is a significant effect of talent management strategies in achieving organizational commitment. Sheikh (2022) analyzed the impact of talent management in its dimensions "attraction, selection, development, and sustainability" in achieving organizational commitment in government organizations, and concluded that all dimensions of talent management have a positive impact and an important relationship with organizational commitment. The study recommended paying attention to implementing talent management programs and dimensions, due to their positive impact on raising the level of organizational commitment in the work environment.

#### **(b) The relationship between emotional intelligence and organizational commitment**

The role of emotional intelligence in improving organizational commitment could be realized at the workplace such as ensuring that employees are emotionally and completely satisfied with the working environments, structure and work values. Emotional intelligence helps employees to control work fears, emotions and manage stress. It influences organizational commitment through controlling employees' frustration and all sorts of negative feelings at the workplace.

Figure 2 shows the proposed model for analyzing the research variables (talent management, organizational commitment, emotional intelligence).

**Proposed model for the relationships between the study variables**

<b>Independent variable</b>	<b>Mediator variable</b>	<b>Dependent variable</b>
<b>Talent Management:</b> 1. Attracting Talent. 2. Retaining Talent. 3. Developing Talent.	<b>Organizational Commitment:</b> 1. Affective Commitment. 2. Continuous Commitment. 3. Normative Commitment.	<b>Emotional Intelligence:</b> 1. Controlling Stress. 2. Managing Frustrations and All Sorts of Negative Feelings. 3. Manage Emotions.

**Conclusion and Discussion of the Research Results**

The researcher reached a set of results, which includes that talent management has a moral and positive impact on the level of organizational commitment, and there is a positive correlation between the two variables, which means that the more talent management is applied by obtaining talented individuals with high capabilities and superior skills, the more organizational commitment increases among employees, and vice versa. The researcher explains that the more the organization maintains a policy of attracting and selecting talented individuals, according to their capabilities, and applying the principle of training, development and advancement, and placing them in appropriate positions according to the competencies, this leads to enhancing and encouraging emotional intelligence and continuous work behaviors. This attraction and selection of talents or competencies should be from the organization's internal or external environment, i.e. by focusing on talented individuals present in the labor market outside the organization in the field of work.

There is a significant effect of the organizational commitment variable on emotional intelligence, and there is a positive correlation between the two variables, which means that the higher the organizational commitment, the higher the quality of emotional intelligence, as performance is the final result of all activities carried out by employees within the organization. The researcher attributes this result to the fact that the employee's efficiency contributes to achieving his commitment to his job duties. The employee's discipline facilitates the process of his commitment to his duties, and the motivation of employees achieves commitment to job duties, meaning that organizational commitment contributes to achieving the organization's goals and completing work efficiently "with less time, effort and cost".

As most studies that have delved into studying organizational commitment and performance indicate, the more the worker enjoys a commitment that links him to his work, the more he excels in performing the tasks assigned to him, which is consistent with what was reached by Syazwani et al., 2020; Jisuvei, 2019; and Eliyana et al., 2019.

There is a moral effect between the two variables, that is, the more talent management practices increase through preserving and developing human talents and caring for them, the more developments in technologies and scientific methods increase in performing jobs and raising employee performance, and increasing the effectiveness of organizations.

The researcher explains that when talented individuals perform their assigned tasks, it is accompanied by enjoying voluntary behaviors and supporting others in completing their work, which contributes to reducing errors and working faster, which makes it a comprehensive performance, which in turn, allows management to enhance the spirit of innovation and creativity, that contributes to improving performance. The results of the current research confirm the existence of a relationship between both talent management practices and emotional intelligence to organizational commitment, which gives an indication that ways to improve the level of organizational commitment are achieved by establishing the concept of organizational commitment among employees and emphasizing the application of talent management in all its dimensions, as by applying talent management based on competencies and establishing organizational commitment, the level of organizational commitment increases.

The researcher extracted a set of recommendations through which the level of organizational commitment can be improved such as focusing on spreading the culture and practices of emotional intelligence and talent management, and establishing work with the concept of organizational commitment.

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