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BİNGÖL UNIVERSITY

GRADUATE SCHOOL OF SOCIAL SCIENCE

BUSINESS ADMINISTRATION DEPARTMENT

THE ROLE OF TALENT MANAGEMENT PROCESS IN ACHIEVING ORGANIZATIONAL INNOVATION OF NORTH IRAQ: AN ANALYTICAL STUDY IN THE TELECOMMUNICATION COMPANIES

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Master's Thesis

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BINGOL 2018

T.C

BİNGÖL ÜNİVERSİTESİ

SOSYAL BİLİMLER ENSTİTÜSÜ

İŞLETME BÖLÜMÜ

KUZEY IRAK'TA ÖRGÜTSEL YENİLİKÇİLİĞE ULAŞMADA YETENEK YÖNETİMİ SÜRECİNİN ROLÜ: İLETİŞİM ŞİRKETLERİNDE ANALİTİK BİR ÇALİŞMA

Hazırlayan

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BİNGÖL 2018

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Yüksek Lisans tezi olarak hazırladığım "**Kuzey Irak'ta Örgütsel Yenilikçiliğe Ulaşmada Yetenek Yönetimi Sürecinin Rolü: İletişim Şirketlerinde Analitik Bir Çalışma**" adlı çalışmanın öneri aşamasından sonuçlanmasına kadar geçen süreçte bilimsel etiğe ve akademik kurallara özenle uyduğumu, tez içindeki tüm bilgileri bilimsel ahlak ve gelenek çerçevesinde elde ettiğimi, tez yazım kurallarına uygun olarak hazırladığım bu çalışmamda doğrudan veya dolaylı olarak yaptığım her alıntıya kaynak gösterdiğimi ve yararlandığım eserlerin kaynakçada gösterilenlerden oluştuğunu beyan ederim.

16/01 /2018

İmza

Ako Khalid MOHAMMED

SCIENTIFIC ETHICAL NOTICE

I have met with the scientific ethics and academic principles carefully until the conclusion of the proposal of the graduate work (**The role of Talent Management Process in Achieving Organizational Innovation in Telecommunication Companies in North of Iraq**) I declare that the works I have used and used as a source of each and every quotation I have made directly or indirectly in this work which I have prepared in accordance with the rules of thesis writing in the context of scientific ethics and tradition.

16/01/2018

Signature

Ako Khalid Mohammad

THESIS ACCEPTANCE AND APPROVAL

BİNGÖL UNIVERSITY

SOCIAL SCIENCES INSTITUTE DIRECTORATE

This thesis entitled "**The role of Talent Management Process in Achieving Organizational Innovation of North Iraq: An analytical study in the telecommunıcation companies**" prepared by Ako Khalid MOHAMMED was found to be successful as a result of the thesis defense examination held on the date of [16/ 01 /2018] and accepted by our juror as the Master Degree in the department of Business Administration.

THESIS JURY MEMBERS:

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CONFIRMATION

This thesis has been accepted by the jury determined in the, 16/01/ 2018 Session of the Board of the Board of the Directors of the Institute of Sciences of Bingöl University.

Director of the Institute

Doç. Dr. Yaşar BAŞ

ÖZET

Yetenek yönetimi, çağdaş düşüncelerde idareyle ilgili gelişmelerden biridir; iş organizasyonlarında karşılaşılan zorluklar ve rekabetlerden dolayı bazı örgütlerin odak noktası olmaya başlamıştır. Yetenek yönetimi, günümüzde örgütlerin rekabetini desteklemek için gerekli bir zorunluluk haline gelmiştir ve iş dünyasındaki hızlı değişimlere cevap vermek için çok hızlı biçimde değişmektedir. Bu kavram, bilhassa şirketlerin çıkarlarını korumak için bireylerin yetenek ve kabiliyetlerine güvenilmesi gerektiği farkedildikten ve nihayetinde yenilikler şirketleri güçlendireceğinden dolayı daha önemli hale gelmiştir.

Bu araştırmanın amacı, bağımsız bir değişken olarak yetenek yönetiminin rolünü şu hususlarda görüldüğü gibi boyutlarıyla. Bu, örgütsel yenilikte, bağımsız değişkenleri güvenilir olan şu boyutları elde araştırma örneklemi olarak Irak'ın kuzeyinde faaliyet gösteren (Asia Cell, Korek Telecom ve Zain) telekomünikasyon örgütlerini seçiyor ve yetenek yönetiminin nasıl uygulanacağını bilmektedir ve araştırma bu tür yönetimin örgütsel yeniliklere ulaşmada rolü üzerine yoğunlaşmakta ve genel müdürlerin, yöneticilerin, müdür yardımcılarının, ve çalışanların bakış açısına bağlı olarak bu tür yönetimim rolüne odaklanmaktadır.

Araştırmacı, veri toplama amacıyla katılımcılar arasında rastgele dağıtılan verileri ve şemaları toplamak için bir anket formu hazırlamıştır; genel müdürler, yöneticiler, müdür yardımcısı ve çalışanlar olmak üzere üç şirketin toplam çalışan sayısı (1922) dir, araştırmacı toplamda (470) form dağıtmış ve doldurulduktan sonra gönderilen formların (394) ünü sunmuştur. Bu araştırmada, faktör çözümlemesi, korelasyon katsayısı ve gerileme gibi farklı istatistiksel yöntemler kullanılmış ve sonunda sonuçlar analiz edilerek ve (SPSS, Version 23) istatistik programına göre hesaplanmıştır.

Sonuçlar, değişkenler ile değişken oranlar arasındaki ilişki arasında pozitif bir ilişki olduğunu ortaya koymuştur. Sonuçlara dayanarak, öğretim elemanları tarafından örgütsel yenilik elde etmek için yetenek yönetimi boyutlarını takip eden yöneticilerin ve liderlerin gerekliliğine ilişkin bir takım öneriler sunulmuştur. Diğer şirketler için de birçok sonuç ve öneriye de yer verilmiş ve ileride yapılacak çalışmalara yönelik öneriler de yer almıştır. Örneğin, yetenek yönetimi kavramı modern zamanlarda örgütlerin başarı ve ilerlemesinin anahtarı ve yatırım biçimi olarak görülüyor; bireyler yenilik, gelişme ve mükemmellik için ana kaynak ve şirketlerin departmanı olarak görülüyor bilgi ve becerilerini geliştirmek için şirket içindeki ve dışındaki fikirlerini, görüşlerini ve bilgilerini paylaşmak için personel arasında iletişim ve işbirliğini genişletmelidirler.

Anahtar sözcükler: Yetenek Yönetimi, Yetenek Yönetimi Süreci, Örgütsel Yenilik.

ABSTRACT

Talent management is one of the developments of the contemporary thoughts in administration, this came to be the point of focus by some of the organizations, because of the challenges and competitions in front of the business organizations. Nowadays, talent management has become a necessary requirement to support the organizations' competition and has changed very quickly to correspond to the rapid changes in the business world. this notion became more crucial especially after they realized that to gain the interests of the competitions, one should depend on the talents and skills of the individuals, and eventually it can empowers innovations.

The aim of this research is explaining the role of talent management as an independent variable with all dimensions in the process of achieving an organizational innovation as the reliable variable. The researcher chooses telecommunication organizations of (Asia Cell, Korek Telecom and Zain) in the north of Iraq as the research samples and knowing how to implement the talent management, and the research focuses on the role of this type of management in achieving organizational innovations, and depending on the point of views of general managers, managers, deputy managers and the employees.

In the purpose of data collection, the researcher has designed a questionnaire form to collect the data and diagrams, which have been arbitrarily distributed among the participants, the total number of the three companies is (1922) employees, thus, the researcher distributed (470) forms and the number of the submitted forms after filling them is (394) forms. In this research different statistic methods have been used, such as: (factor analysis, correlation coefficient and regression) and in the end, the resulted analyzed and figured out according to the (SPSS, Version 24) program.

The results showed the existence of a positive relationship between the variables and the effect of varying proportions. Based on the results ،a number of recommendations were presented which are related to the necessity of managers and leaders following the talent management dimensions in order to achieving organizational innovation by the teaching staffs. Many conclusions and recommendations were also offered to the other companies and suggestions for the future study also inserted in this field. Such as, the concept of talent management is seen the key to the success and progress of organizations in modern times and as a form of investment, individuals are seen as the main source of innovation, development and excellence, and the department of the companies should expand the communication and collaboration between the staff members in order to share their knowledge and exchanging their ideas, opinions and information inside and outside the company to develop their abilities and talents.

KEYWORDS: Talent Management, Talent Management Process, Organizational Innovation.

DEDICATION

To my father soul………………

To my beloved mother, my wife and my kids (Adan and Elian) for their support and sacrifices………..

To those people that desire to study a line about management………

ACKNOWLEDGMENT

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ACRONYMS

TM   : Talent Management

TMP   : Talent Management Process

HRM   : Human Resource Management

HR   : Human Resource

SAQ   : Self-Administered Questionnaire

CME   : Coordinated Market Economies

LME   : Liberal Market Economies

US   : United Stated

UK   : United Kingdom

R&D   : Research and development

HC   : Human Capital

PR   : Public Relation

ID   : Identification

INTRODUCTION

Technological, economic and financial developments with those challenges that appear in the world were the main factor that led the institutions to compete with each other, and this makes survival and succeed the strategic goal for those institutions, and then investment in human resources was become an essential part in the strategy of institutions for competition and exception. Thus, talent management as a new subject in administration was paid attention by the contemporary institutions, and it is described as one of the sources of power that is difficult to replace and it has a role in the growth process and sustainable development. War for talents was very severe in the 90s of the past century amongst the institutions in major countries once they realized that talent is a vital source for innovation, competition and sustainability in the contemporary environment of work. The institutions try to employ those workers with high talent and skills. It is becoming a norm for institutions to look for talents and find them in human resources management during holding the main tasks in (Polarization, Choose and training of employees with high possibilities) in order to strength the new talents. The institutions realized that the best mechanism to guarantee their survival is to keep the continuity of innovation through talents and skills of workers.

This study will focus on the continuity of information communication with the world through understanding of the concept of talent management and considering it in the institutions, especially in the institutions of Northern Iraq. It tries to find the impacts of the dimensions of talent management in achieving organizational innovation through showing new notion and dealing with the problems and solving them. Thus, institutions need the design of the system and new discovery to support the ability of workers motivate them to achieve them, rather than coping and following that does not give them ability to fight challenges that facing them.

This research is an attempt to show the roles, relations and impacts between the independent variable talent management and its dimensions including (Develop Strategy, Attract and Retain, Deploy and Manage, Communication and Empowerment) with reliable variable Organizational innovation. This research

depends on Questionnaire forms to collect information that distributed to 394 employees of three telecommunication companies (Asia Cell, Korek Telecom and Zain).

This dissertation will be divided into three chapters: The first part will look at the concept, the importance and the dimensions of talent management. The second part discusses the organizational innovation and its relationship with the previous variable. The third chapter will concentrate on research problem, the importance of the research and data analysis. Finally, the research will look at results and offer some recommendations.

CHAPTER ONE: TALENT MANAGEMENT

1.1. TALENT

The talent has become one of the hot topics in the human resources management and get the attention of many researchers and authors about this concept, and what brought this interest is "McKinsey Company" which produced in 1997 a study has the term "War for Talents" to rethink about the procedures which will be taken to polarizes the talented individuals and retain them. In spite of the branching of the concept "The Talent", but there is not any clear definition for "Talent", and many studies which deal with this subject "talent and talented people" have tried to give a clear meaning for the term "Talent and talented people", but there are clear differences between the specialists and the researchers in this field (Ready and Conger, 2007: 3).

Theoretically, there are a group of researchers and experts who see that some people are considered as talented people because of their having exceptional abilities and potentials through which they can effect in the efficient and potency of the organization that they work in (Vladescu, 2012: 351). While others see, scientifically, it is possible for everyone able to effect in achieving the organization for its goals can be called a talented person.

And here the management must not only concentrate on a small group of those talented people who have exceptional abilities that others do not have because everyone has potential abilities and capabilities which can be motivated and be patronized to perform the competitive feature for the organization (Horathova, 2011).

The linguistics agree that the linguist concept of talent is the instinctive readiness for human to be proficient in an art, while the psychological specialists and terminologies define the talent in a different way, it is for some of them the ability of affiliation to the high class in the society who are very intelligent, and for others is the ability or the capability to show a high level of performance or achieving high levels of performance. Many of the behavioral and psychological studies in the field of the personal features of talented people have denoted that the difference among the talented people is related to the difference in the ability of thinking, the skills, the features, the abilities, the knowledge, the experiences they have and the level of the

their effect on the work which is performed by every one of them inside the organization according to the special strategy of the organization.

While the talented person is the one who has many characteristics (features) which contribute in the progress of his organization or his country, while terminologically it is the abilities that have potential origin not related to the human intelligence Cappelli (2008: 74). While Goffee and Jones (2007: 72) they defined the talent as "a group of workers who have thoughts, knowledge's and skills and give them the abilities to produce the value from the resources they have".

Organizations face a modern and distant more subtle rivalry for talent, particularly as joblessness falls in a few markets and deliberate turnover rises. Organizations will require new technologies, better approaches for measuring costs, and even another language of talent management (Erickson, et all, 2012: 78).

1.2. HISTORICAL DEVELOPMENT OF TALENT

This concept appeared and emerged in the early seventies when the term "War for Talent" became popular in use, to express the intensive of competition among the organizations to attract talented people to work with. The attention in the talent management has increased in the present time insofar some writers has emerged an importance for this topics through developing the function of human resources in the organizations of business, writers says that the function of the human resources has developed or has passed in three historical stages (Bersin, 2006: 2) as shown in figure (1) as follow:

1. Individual department: It is the period which has extended from the seventies of the past century to the eighties of the same century and its basic features are employing individuals, pays fees for them and making sure that they have received essential profits and the department has become business labors.

2. Strategically human resources management: It is the period which extended from the eighties to the nineties and the organizations has realized that the function of the human resources actually became more important and so it became strategically and developed from business function to partner function.

3. Talent management: It is a period started since the beginning of the twenty first century and still continuing and it includes processes and systems of new human resources and very integral, and it is changed from business partner to reintegrate with business.

Figure 1: Stages of development function of human resources

Talent management
Business integration

Performance management
Successful planning
Competitive management
Integration
Leadership development

Human Resource Management strategy
Business Partner

Polarization
Compensation
Education Management

Department of individuals
Business function

Payment Systems salaries
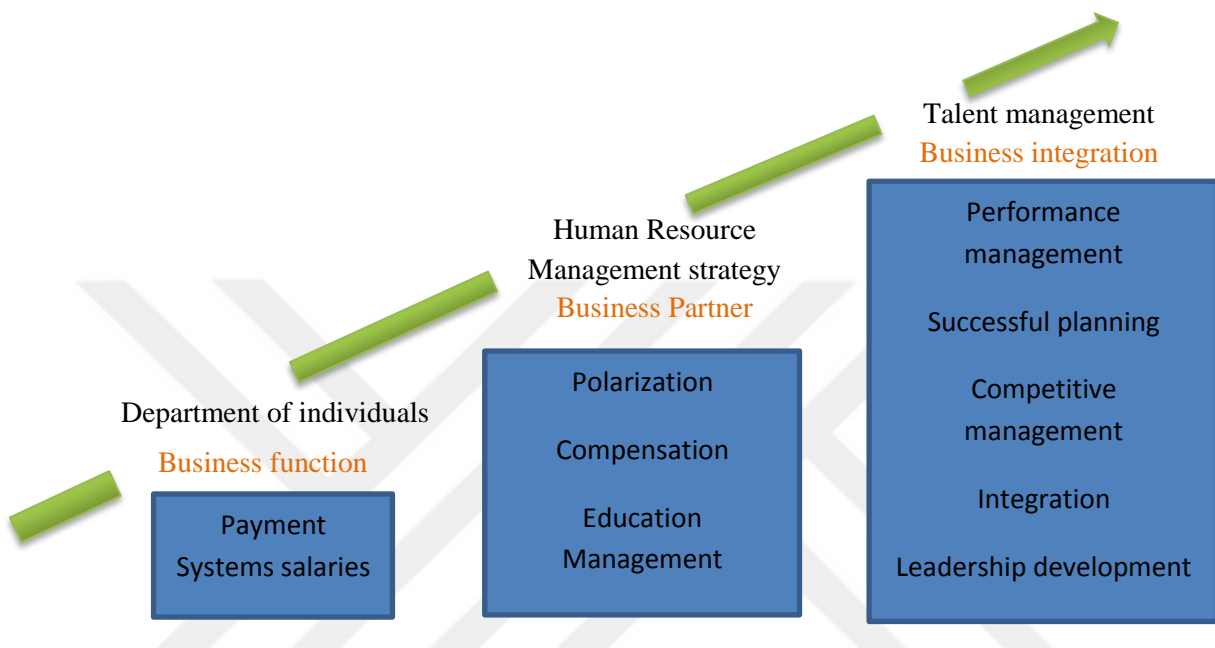
Source: Bersin, J., (2006). *Talent Management, What is it? Why now?* Sinclair Consulting Inc, Morristown, NJ, USA, p. 2.

1.3. TALENT MANAGEMENT CONCEPT

The reason for talent management was the shortage of particular HR that started in the 1980s. In those days, organizations were possessed with attempting to draw in this HR, which required that they could isolate the best people from the rest. The 1980s were described by the organization having control over the profession of the individual, yet this moved in the 1990s since the vocation programs from 1980s were costly and frequently flopped, thus the individual was made in charge of his/her profession. Current patterns in talent management demonstrate a move back to organizations taking more control of the career of the high potential employees (Yarnall, 2011: 510).

Talent management can be seen as a conversion process, where talents are utilized same info, deliberately processed and developed with the suitable human

resource management hones keeping in mind the end goal to achieving the desired yield. Talent management can likewise be portrayed as a positive way to deal with HRM in which the advancement and preparing of the skilled workers are emphasized (Wong, and Sixl-Daniell, 2017: 6).

Lewis and Heckman (2006: 139-140) directed a broad and basic survey of the talent management literature both in the expert and scholarly press and found a "disturbing lack of clarity" concerning its definition. They did, be that as it may, recognize three primary conceptions of the term. The first is that talent management is included "an accumulation of run of the mill human resource department rehearses for example, recruiting, choice, advancement and career and succession management". From this point of view, they argued that talent management might be minimal more than a trendy term or euphemism for human resource management (HRM). Nonetheless, they likewise proposed that talent management may furthermore suggest a frameworks way to deal with doing these capacities; one that includes innovation (e.g. the internet or software) and takes place at the level of the entire endeavor.

The third and final point of view on talent management recognized by Lewis and Heckman (2006) concentrates on sourcing, developing and remunerating worker talent. Numerous human resource management expert distributions advocate the differential treatment of workers recognized as having exceptional talent (i.e. high potential or high performing employees). This point of view was reflected in which talent was defined as "Talent is a current well worker and anyone with the possible to develop further" (Denner, 2013: 42). Advocates of this viewpoint regularly refer to the case study and other anecdotal types of evidence, in which organizations seeking after this approach purportedly acknowledge picks up in deals and productivity. This was the case in work of Handfield-Jones et al. (2001), the efficacy of which was later marked down Lewis and Heckman (2006), when the improvements in primary concern comes about turned out to be transitory, in spite of a continuous sense of duty regarding talent in the organization.

Quit on talent management for bands of works and individual key to business execution isn't a risk chief operating officers are prepared to take at any point in the near future. Be that as it may, there are some fascinating changes to note in who is

viewed as 'key' in this sense and what companies are searching for in them(PwC, 2015; IED, 2014).

And Reilly (2012) thought many overviews outline that human resource pioneer's business administrator's rate talent management as their best individual's problem, believing it has a high effect on business execution.

1.3.1. Talent Management in Research

In the scholastic world, talent management (TM) is a debated concept. Writing audits of talent management frequently raise the fact that there is no agreed upon supply of what talent management is – Lewis and Heckman (2006: 139) even say that "there is a disturbing lack of clarity regarding the definition, scope and overall objectives of talent management". They discovered three repeating thoughts concerning the meaning of talent management: the first idea TM as "a gathering of run of the mill human resource department practices", the second idea is about talent pools, and how to "guarantee a sufficient stream of employees into jobs all through the organization " and in conclusion, the third perspectives TM and talent as a bland decent and asset, which can be figured to high performance (Lewis and Heckman, 2006: 13).

For example of the first thought, Mäkelä, Björkman, and Ehrnrooth (2010: 134) utilize the definition of TM as" the organization's effort to pull in, select, growth and retain talented key employees". The second thought seems to be the most generally spread, which focuses on particular pools of workers that are considered to have "executive talent". The third thought dates back to McKinsey and Company's definition of talent as "the sum of a person's talents… his or her intrinsic endowments, aptitudes, knowledge, experience, intelligence, judgment, attitude, character and drive", which was exhibited in their report from 1997, where they coined the now incredible catchphrase "War for Talent" (Beechler and Woodward, 2009: 274). To McKinsey, talent is about retaining the top or "A" performers and losing the under or "C" performers (Lewis and Heckman, 2006: 141).

Whelan, Collings, and Donnellan (2009) include a fourth stream of thought on talent management, which focuses on recognizing key positions that can impact the competitive advantage of the organization. The thoughts of Boudreau and

Ramstad (2005: 129) have a place with this fourth classification: they battle that the traditional human resource exercises need be extended into a decision science called "talent ship", where they recommend firms to "recognize pivotal talent pools where the quality and availability of human capital (HC) makes the greatest difference to key achievement" – where the talent pools are characterized as works, roles or skills. This interfaces the talent management field with that of competitive advantages of firms. This marks a distinction from the positions lines of individuals, where the people are the point of convergence, since it is currently the positions or roles that turn into the unit of analysis (Collings and Mellahi, 2009: 305).

It has been found that talent management works on having belonging this fourth classification have a statistically higher significant effect on organization engaging quality, the accomplishment of objectives, consumer satisfaction and corporate benefit (Bethke-Langenegger, Mahler and Staffelbach, 2011: 524). Besides, the study by Bethke-Langenegger, Mahler and Staffelbach (2011) showed that organizations that adopt talent management strategies concentrate on progression a higher corporate benefit and a higher trust and performance motivation, which they recommend could be an impact of talents being able to know their future vocation to a higher extent and seeing the respectability of the managers. Talent management strategies concentrating on the development of talents lead to an expanded attractiveness of the workers, since talents often need know their work way possibilities, their chances for development and to have challenging assignments.

Collings and Mellahi (2009: 305) propose the meaning of talent management as: "activities and processes that include the orderly ID of key positions which differentially add to the firm maintainable competitive advantage, the growth of a talent pool of high potential and high performing occupants to fill these impacts, and the development of a separated HR architecture to encourage filling these positions with skilled incumbents and to guarantee their continued commitment the firm".

As indicated by (Cappelli, 2008: 3), talent management is a device for organizations to achieve their general targets – namely to earn cash. Because, he argues, organizations need to comprehend the costs and advantages of talent management choices. The main risks for the business in terms of talent management is to have a jumble between the supply and demand of workers and their aptitudes,

and moreover to risk talent development investments when failing to hold the workers. Over the long run, these risks stand in the path of get money through the business.

Blass (2009: 22) write that talent management "seems to be the intercept between system, succession planning and human resource management , drawing basically on development strategies, recruiting and retention strategies, and reward strategies, supported by great information sources, monitoring and measurement ", and describe this as in Figure 2:

Figure 2: Mapping the talent management territory
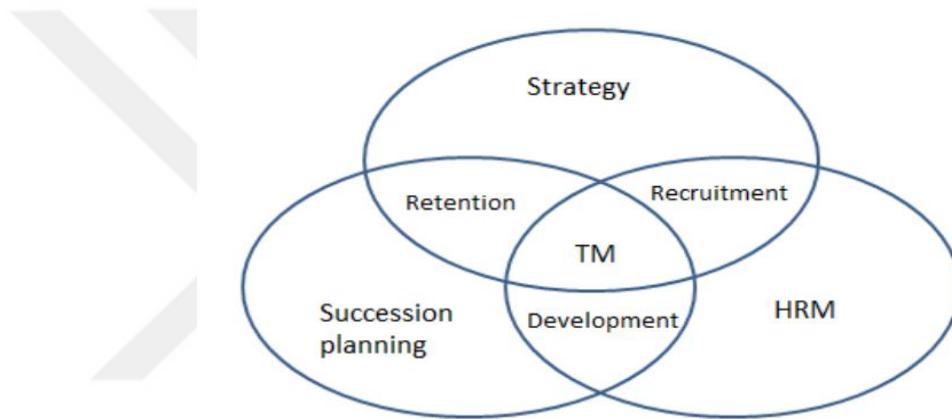
Source: Blass, E. ed., (2009). *Talent management: Cases and commentary*. Springer, p. 22.

Lewis and Heckman (2006) think back to the early proponents of talent management and express that they trust that the great similarity for talent management is that of architecture.

This architecture offers a frameworks level, strategic viewpoint, and could open up to new research potential according to them. Also, they note that different authors have failed in depicting how talent management could be made into architecture.

1.3.2. Talent Management in Organizations

Most business pioneers pay minimal more than lip benefit with comes to talent management. A study on talent management by Bersin by Deloitte found that just a only one-third of employers in the United States said they had distinguished basic parts or ability sections in their organizations based on business objectives.

Further, under 10 percent of respondents said they had achieved a phase where talent management was a piece of their yearly business planning process and that talent management was "genuinely owned by business leaders and line managers," and just 7 percent of respondents said they had a strategic talent management program set up (O'Leonard, 2010).

For some organizations, especially those in a development stage, the absence of a strategic talent management program is exorbitant. Organizations that have a strategic talent management program in place generate more than twice the income per employees than those without programs, have a 40 percent lower worker turnover rate and have a 38 percent higher amount of employee's engagement (Bersin, 2013).

There are any quantities of reasons why business pioneers underestimate talent management. As Edward Lawler noted in an article for Forbes, some business pioneers trust their organizations can survive without top talent. Different business pioneers may recognize that talent management is essential, yet not as vital as different business capacities like back or innovation. In any case, different business pioneers basically neglect to see the connection amongst talent and their organizations business methodology on the grounds that their experiences are not in human resources and talent management (Lawler, 2014). As Lawler notes, it is the human resources and talent management expert's obligation to empowerment business pioneers.

1.4. IMPORTANCE OF TALENT MANAGEMENT

Since the year 1977, the consultant McKinsey company has displayed (War for Talents) as (conclusive stir for the institutional performance) that made the talent management popular and growingly to face the globalization (Chuai, et al., 2008).

The concentration now on the new concept for the talent management which has the aware importance for the undisturbed resources in the gnostic economy, the aggravating decreasing in the administrated talent and the considerable pressure for the severe competition has led to formants the high attention in the talent management (Chuai et al., 2008; 901).

Today in the economy of knowledge the organizations of business became more hanging on the abilities, innovation and the merger or absorption (engagement)

related to the workers in these organizations, and the competitive succeed became as the cluing of the organization's "abilities" and in the shape that enable its rare talents of workers to create opportunities for cooperation, telecommunications and the interaction with other individuals (Maniam, Mathew and Vanitha, 2016: 398).

Hereabout the main role of the talent and its administration protrudes in the whole today organizations, and what verify that is a poll was made by a consultant organization in 2007 about the talent management and the results were that there were more than %78 of the researchers see that the importance of the talent management is increasing especially during the next three years (Hedger, 2007: 43).

The importance of the talent management, we can say it plays a big role in choosing the leaders, directors and the talented employees in all organizational levels, in addition to developing the finesse of needed human resources to achieve the high achievements, and by the organizational use for it is possible to solve many of the strategic states and problems well which face the organization, for instance the difficulty filling the most important jobs inside the organization when there are a few number of   individuals in the business markets. On the other hand the process of acquiring the creative workers can be succeeded inside the organization, but the difficulty is existed in how to retain them, in addition to its role in achieving the continued growing in knowledge and innovation, in addition to achieving the flexibility for the organization through taking the training programmes (Horvathova and Durdova, 2011: 811).

Many scientists and academics have agreed that talent may contribute in assuring the growing of talent inside the organization instead of acquiring it outsiders via developing the performance and assuring the suitable use of workers that help to support the process of learning the directed abilities autonomously inside the organization (Van Dijk, 2008: 387).

When any organization accommodates a request for the needs of talented people and regrows their capacities, the creatively product and the innovation will appear and that will imperatively lead to outlets distinguish of this organization from others. The importance of the talented people management appears whence (Meyer, 2005: 2):

1. The costs: The costs of the need to replace people who have the rare skills and the talents are big, because it is not freely available in the market and this means there is a need for agencies or advisors in order to research to find such talents.

2. Risking: Despite the attempts of practicing to choose the workers effectively, but there is always a danger that the new workers will not perform what is expected from them unless they have talents which give them that.

3. Serving the agents and the costs of alternative opportunities: The customers feel the trust and satisfaction when there are talents inside the organization, because their faith in characterizing the service or the product which they will get, because the decreasing of aptitudes leads to increasing of the organization load, the absence of eventual dates and declining of the kind of work which make the organizations lose its agents, and also lose the ability to keep up the newest practices related to the innovation of talents.

1.5. CLASSIFICATION TALENT WITHIN THE ORGANIZATION

We can classify the talents within any organization into four categories according to the level of responsibility for each category (Osinga, 2009: 5). Look to Figure (3):

1.5.1. Leadership Talent

This category is in the pyramid's top of classification of talent and those are the talented leaders who have the responsibility to put, arrange, connect and execute the strategy according to the level of the organization.

1.5.2. Key Talents

The second kind of the classification of talents is the key talent threat:

*The individuals within this kind are in strong competition and this kind can be can be considered one of the most important talents for the organization because it has abilities and what the individuals have.

*The individuals in this kind of classification have the ability to take responsibility from the first level in a period of time not more than three years.

* In addition to some industries or roles must contain the specialist individuals, the leader of thought or the individuals who have a rate place of skills.

* The key talents usually represent the rate (5-2%) of the individuals of officials who spread in the serial pyramid of classification.

1.5.3. Core Talent

* They are the individuals who practice the essential works.
* Achieve the targets in a period of time between (6-12) months without concentrating on the responsibility.
* The thought of the individual's skills from the talented group isn't very difficult for putting it in a new direction in the teaching circle to avoid the shortage in products.

1.5.4. Supported Talent

- This enables to achieve the activity by the talent which supports the non-essential works.
- There are many administrable activities which enable the people to motivate their subjectively capabilities and from foreign sources.
- It also includes specialist activities as the best foreign source to control individuals who have the foreign abilities.
- The interior skills for the individual's in the group of talent are easily suitable and available for modernization, permuting and `suitability with event quickly within weeks.

Figure 3: Classification Talent
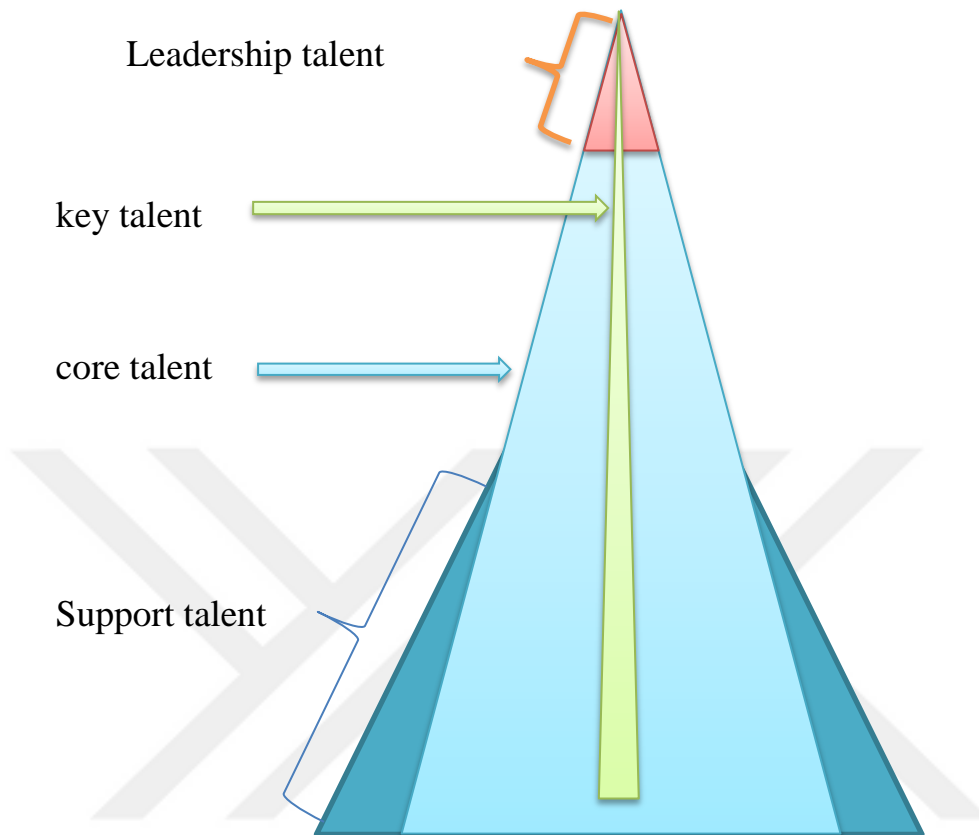
Leadership talent

key talent

core talent

Support talent

1.6. TALENT MANAGEMENT STRATEGY

Talent Management strategy necessitates attempt to identify, keep and train best talent in the job. Talent management strategy supplies a way plan for identifying where high performers are possible to be got and what training and growth is wanted for them. Through progression planning, worker profession way is nurtured to match with an organizational necessary. Recognizing and creating workers with high abilities is important for future progression planning particularly for long-term future or objectives open opportunities, for example, initiative positions and filling workforce hole. (Kelechi and Halida, 2017: 290). Though those new firm know their improvement depends on investing on workers and tries to lead their workers' talent toward conclusive achievement (Sweem, 2009). Presently talent management is considered as one of the most significant firms' strategic subjects.

The presence of talented people is fundamental from each perspective and for the most part is considered as a key strategy in maintaining relative superiority against contenders. Being talented and talent democracy is a view that ought to dominate on all levels of an organization or firm (Davis, 2007). Byham (2001) states that talent management is an set of HR ways including business, work period administration and substitution administration, choice development; though Cappelli (2008) thinks that talent management is a perspective so as to attract, grow and manage talent and inventive workers to achieve the organization's available and future aims . Often generally, talent management is a savvy view to utilize the talents and Competencies of Talent peoples in order to give the firms needs and objectives.

Talent management strategy means to give conditions in which the aptitudes of talented workers would be perceived and utilized in great eras. Due to the absence of right acknowledgment of their workers' capacities, a few firms couldn't achieve the expected outcomes.

Talent management is a company's formal intend to advance its talent pool. It is an arrangement of processes intended to attract, motivate, retain, deploy employees, and develop with an objective to make a culture that will meet the company's current and future business aims. In the current past, talent management endeavors were regularly focused exclusively on workers with strategic value to a company's. All the more lately, also, managers have understood that they ought to broaden talent management to every organizational level to success deeper talent pool. Deeper talent pools can help extend a company's administration stepping stool (Freschi, 2015).

Today talented person's management and safeguarding them from migration is one of the risky subjects that are before business organizations (Copplli, 2008). The solution of this risk is giving a lot consideration to talent management strategy and performing it.

Talent management is an arrangement of outlined processes to ensure that workers properly rotated at the works accessible in a company (Cheloha and Swain, 2005: 5) and reasonable individual in reasonable time is in an appropriate work. An wanted company is an company that gives a few chances to workers so they can develop their potential talents and make their capacities to achieve flawless. In

alternate words, person's talents would be recognized well and an appropriate bed would be made for right use of these talents in a method that persons would become cheerful to remain in the company and the rate of their loyalty would be expanded.

Sweem thinks that we can assess talent management strategy well by the 5 following segments:

1.6.1. Communication

The aim for connection here is human interaction by talking and utilizing body language at the season of making communication (Smith and Rupp, 2002). Connections are human conduct's that make sharing perception simple and cause exchanging data and thoughts in a company (Armstong, 2010). Existing appropriate connection in company let workers know about the right way performing work and distinguish the district which should be making better and repair them. Likewise, they can distinguish company preferences by communicating and obtain of improvement understanding about their boss (Smither and Lodon, 2009).

1.6.2. Employee Development

Employee development is an endeavor to refresh workers' learning, aptitude, and capacity. According to study evidences, the costs would be profoundly diminished by sustaining talented persons in company. One method to manage workers is providing chances so they can learn other aptitudes and grow their skills.

1.6.3. Performance Management

Performance administration is where in the supervisor's tries to achieve the company's present and future points and aims by enhancing the performance quality of groups and people (Armstrong, 2009). Utilizing work experiences, tutoring, and expanding supervisor's possibilities are factors which are essential for achievement in attracting talents.

1.6.4. Open Climate and Culture

An important constituent in managing a company talent is by building up the strategy to build the cultural components of company and workplace. The change of work performance in company is an effect of the labor employee fulfillment dictated

by number of factors included; quality of work life, work relationship, nature of work life and work environment (Ming, Didik, and Siti, 2016: 155).

Talented peoples are the present and future possess. Smart and talent in critical works consider as a key to company victories (Cappelli, 2008). So captivating talent management strategy subject as a healing factor for company's accomplishment to advanced and competitive conditions appears an advantageous and basic subject.

1.6.5. Reward and Recognition

Companies assess their workers' an incentive by strategies, policies and forms, and according to these resolutions, they distinguish and energize those who have coordinated in the method for achieving companies objectives (Armstrong, 2010). Talent management process by depending on performance management process gives a basic to recognize talented workers and reward them (Armstrong, 2009). The best regulation of reward framework can make easy attracting and managing talented workers (Barlett and Ghoshal, 2002: 34).

1.7. TALENT MANAGEMENT DIMENSIONS

As the talent is the source of the thought and the source of development, talent management represents one of the conception and the contemporary development for modern administration whereby performs investing the manned capital and apply it to achieve the sustained competitive trait, and in the present time the works organizations face a lot of challenges that required the existence of talents management in organization. So the concentration in this part is on the dimension of talent management to be considered as the main factors or the effective processing to attract, develop and take care of workers who have the talents and the skills which the research will have as they are considered as the variables for talent management where many researchers deal with as shown in table (1):

Table 1: Talent management dimensions

Names of researchers	1 Ringo, et al, 2008: 3	2 ASTD, 2008: 2	3 Maxwell and maclean, 2008: 3	4 Awamleh, 2009: 24	5 Nase et al., 2009: 4	6 Osinga, 2009: 15	7 Sweem, 2009: 94	8 Behrstock, 2010: 15	9 Vatne, 2015: 69	10 Al krawi, 2010: 69	Total
Develop Strategy	√		√	√	√	√	√	√	√	√	9
Performance		√					√				2
Motivate	√							√			2
Deploy and Manage	√		√					√			3
Communication and Empowerment	√						√	√			3
Transform and Sustain	√							√			2
Evaluation				√							1
Selection				√					√		2
Control and leadership					√						1
Culture		√			√						2
Create a suitable climate					√		√				2
Rewards							√				1
Attract and Retain	√	√	√	√	√	√		√	√	√	9
Polarization		√									1
Preoccupation		√									1
Innovation					√						1
Performance Management										√	1
Administration						√					1

In the course of the presentation of the dimensions of talent management by the views of some of the writers and researchers in Table (1), it was found that there is almost agreement on four dimensions that are complementary to each other and are related to the success of talent management (Develop strategy, attract and retain, deploy and manage, communication and empowerment). These dimensions will be clarified as follows:

1.7.1. Develop Strategy

In order to achieve high potentials within the organizations, it is required to achieve the talents potentials. The talents potential mean that a process attraction and appointing these talents within the organization accompany with more developments in their abilities, capacities, skills and their knowledge through the continuing teaching plans (courses, conferences and symposia's). To develop the talents, the organizations required like teaching programmes and the official and non-official teaching, in addition to the skills and knowledge's (Areiqat and Al-Tarawneh, 2010: 329).

The developing of talents depends on the changes in performance, perceptive and behavior (Moeller, eat all, 2016: 1002). It is necessary to depend on a strategy to develop the talent constantly to achieve high levels of performance suit the potentials of the job wanted to be done, and knowing the gaps in knowledge's they have, and execute initiatives to enhance their effectiveness and retains them. Although the programs of development, training and evaluation adopted by the organization, most talented individuals are still unknown or not be unearths within the organizations, consequently, the organizations need to execute strategies of an active development and evaluation which can lead to identify the opportunities as they are considered the main element in talents management to achieve its target (Williamson, 2011: 33).

Michaels, Handfield-Jones, and Axelrod (2001) express that although everybody can't become organizational geniuses they can push the limits of what they can finish. Consequently, companies that implant development into their more cores can draw in more talent hold it longer and have better performance over the long run. There is, however, a divergence from this academic truth. Most organizations convey poor development potential, but new methodologies on development will easy this by utilizing already accessible instruments i.e. work experience, training and mentoring. Table (2) will show the difference of mindset regarding development.

Table 2: Comparison of Development Approaches

New approach to development.	Old approach to development.
Mentors are allocated to each high-potential individual.	A few fortunate individuals discover mentors.
Everyone has development needs and gets coaching.	Only poor performers have development needs.
The organization owns the talent; individuals move easily around the organization.	The unit owns the talent; individuals don't move across units.
Development essentially means challenging experiences, training, feedback, and mentoring.	Development means exercise.
Development is woven into the fabric of the association.	Development only happens.

Source: Michaels, E., Handfield-Jones, H. and Axelrod, B., (2001). *The war for talent*, Harvard Business Press, p. 141.

1.7.2. Attract and Retain

The moving of the world from the industry age to the information age and the technology of the new communications made the human resources one of the most important things of the organizational assets. The individuals are the only organizational element capable to assimilate the new concepts and thoughts that help to exploit the opportunities and face the challenges imposed by the new environmental circumstances (Al-Salem, 2016: 26).

The accelerated technological development that accrued in the past few decades, leads to the increasing of the demands of the organizations to work on convoying those developments to introduce the newest techniques and services to their customers, and they often needs the complicated organized structures, and the ability for innovation and that cannot happen but through their having the knowledge and the talent as an initial sources to compete with organization, and to realize the success they must have the best talents to achieve the high performance and the continuing improvement (Edward, 2008: 5).

When the administration of the organization wants to improve its performance through the use of the human recourses, the administration must first

look at the individuals within the organization and then evaluates their works and skills.

It is noticeable that the local and the international markets have a lot of challenges represented by attraction of individuals who have the talent and the high specialize in the technical scope or the ability of leadership or the other problems which belong to the employment states in general (CIPD, 2006: 10).

Also, this fact in connection with the talent lifecycle, where he has included a stage named recovery. Recovery is the point at which the organization focus is to "recover lost ability later on" (Schiemannm 2014: 285), or attract new talents through system and cooperations with previous workers.

Chuai, et al (2008: 907) has underlined that the organizations has stated gradually to realize that talented people play a vital role to earn the competitive feature for the organization and its success and achieving its goals, and that lead to enhance the roles and the responsibilities for the petitioner's in the human resources management, and through the talent management, the function of the human resources will become valuable and a strategic partner to work with senior administrators. So the activities of the human resources will be lined up with the goals of the organization business.

The culture of the organization and the equivalences system have a big role to attract the talented individuals, as that will reflect suitable airs encourage people to work with, and so they will have the ability to improve themselves and grow their careers to achieve the targets that are connected with the organization and the aspired results, so it has to keep the system that achieves the benefits for the talented individuals (Aruna, and Anitha, 2015: 94).

And Armstrong (2006: 215) see that what engages the organizations today is the thinking about what they have to do to achieve a high and constant level of the levels of the performance through the individuals and that will make them give the high attention for those individuals in order to be impelled in a better way by using specific means like motivating, the equivalences that make them do and achieve the work within the concept of the organization and making more optional effort that may be a main component in the regulative performance.

Fang and Devos (2008: 53) underline that after the attract of talented people the basic challenge that face the organization is how to keep them and develop their other skills and their abilities, and one of these skills and abilities is solving the problems, the ability of innovation, how to deal with the change and the work teams, and practicing the basic administrative skills for the modern organizations, whereby the organizations always and constantly seeking to apply the newest technologies, the modern symbols for growing trading works and the new strategies for markets and the human capitals. So they have to take a constant approach to keep individuals who are talented and knowledgeable. The organization toddies are in need to think of how to keep the talent within the organization.

Concerning this indicates that there is one of the best modalities to keep the talented individuals and it is the confirmation firstly on their participation consummately in the work they are doing, and then permitting them eruditeness and know the materialized results from this participation (Prokesch, 2017: 55).

The closing of the talented individuals is a very costly process especially for the organizations that participates internationally and usually invests the individuals who have the skills and the high abilities, thus the organization must keep the innovation of its workers, and this mostly requires making a special effort to maintain a conclusive talent in the organization. In addition to that it have to look for the reasons which make the workers leave their work, and one of those reasons or factors may be that they found a more attractive alternative in another place. In this case the organization that wish the talented individuals must know its competitors and what the seductive they may produce, consequently it works on how it a quires a competitive feature on those competitors when the matter concerns keeping the talent (Edward, 2008: 21).

Real image to keep the talented individuals includes measuring the following results (Lubitsh and Smith, 2007: 2).

1. The competitive feature.

2. The results of work.

3. The organizational abilities.

4. Executing of the strategy.

5. Incorporeal spirit.

7. Attractiveness.

8. Absorption of work.

Armstrong (2006: 397) see that the used strategies by the organization to keep talent and the talented individuals must depend on understanding the factors that effect on keeping the talents that include the following:

1. The image of the company and its fame.

2. The employment measures, test and publishing.

3. Leading the organization.

4. Teaching opportunities.

5. Equivalences based on performance.

Retention processes are important organizational goals, as they affect benefits and thus hierarchical objectives and goals. This is because maintenance offers the chance to diminish costs for further recruitment and preparing processes. (Johennesse, and Chou, 2017: 48).

1.7.3. Deploy and Manage

The developments today give a new meaning and an urgent necessity to adopt the opinion of talent management, whereby the ability of the companies for competing actively concerning the cost, choiceness and service or innovation depends on having enough suitable individuals who have skills and they are diffusing in the suitable locations and in the suitable time (Perrin, 2005: 2).

The deployment is an important property from the characteristics of talent management, the functional alternation and functional enrich are necessary features for the experimental learning and building the leaders, so the new staff who have the high ability and are working in the organization who are expected to be needed for business administration and moving in every part of the parts of the organization to meet the need of organization (CIPD, 2006: 14).

Fang and Devos (2008: 64) see that the good performance waylays by putting the suitable individuals in the suitable place, and every individual is able to do many

things, but the individuals are more desired to do their best in the roles they liked and not in the roles they are asked to do, because of the congruency of the workers with the attitudes that greatly are suitable with their skills and their abilities.

There are many of the major organizations provides the support and the training to help the workers to move among the jobs, and there work to give the workers the flexibility to practice the different roles, and it is a continued process reflects the benefit for all the workers and the organizations.

The institute (CIPD, 2006: 15) has indicated to a specific state describes with it developing and deploying the skillful leaders whereby one of the managers of the human resources was one of the great businessmen in Europe (Martin, 2012) and he has international trading companies for liquidating the corn or the wheat and converting them to another goods and products across many countries including Britain, Poland, Germany, France, Italy, Spain, Scandinavia and Belgium, and also in some of the United States of America. And there are about (3200) workers practices trading works and have more responsibilities. "Martin" says "we are working on the local, European and international level, and the developed policy of our work requires transferring the individuals who have the ability and the possibility easily to practice the trading works and the beneficial from their talents completely. For instance, we had a state regards one of the factory managers in Holland and he is Dutch had the ability and the high talent for development within the organization, and according to the work requirements for these talents he has been moved to Poland to run the works there.

1.7.4. Communication and Empowerment

The connect and the empowerment are considered one of the urgent necessities for any organization, because without the connect it is difficult for the workers knowing the inclinations of their administration the organizational targets that the organization aspires to reach them, and it is also difficult for the administrations to understand the inclinations of the workers and containing them. From other hand the effective connect leads to exalt the level of the workers performance and increasing the level of satisfaction for them about the work.

Also Al Manji, (2004: 141) defines the connect as it is the process outpouring of information, instructions, inclinations, orders and the decisions from the administration to the subordinates and find the information and the necessary data from them by reports, researches, memoirs, suggestions and complaints to take a specific decision. Through the contacting it is possible for the worker to understand the reality of his work in a better way and feels a big value and also lead to understand the roles of others, and that encourage the workers and the administrations to cooperation and coordination, thus that motivates the workers to do their best of performance and detonate their creative energies.

Whereas Buchanan and Andrzej (2004: 181) see the contacting is a process to move and exchange the information that has a meaning between at least two person. Under the rapid changes in the ambiance of works and the attendant pressures for the global competition, the attention wasn't only by the organizations in the field of communications, but they strove to have individuals have high abilities and skills empowerment them to exist from the familiar in thinking and getting what is new and modern, in order to be described as a creative organizations.

And Perrewe and Nelson (2004: 367) indicated to the individuals who have the ability and the skill as they have the ability to deal with the events that occurred in the work environment in a high flexibility and the ability to adapt what suit with the different attitudes of work.

And Loganthan and Krishnan (2010: 59) underline on the necessity to create a work climate suitable to the workers urges them to stay in the organization and treat them with respect and enhance their abilities by using the training and development in a way that arouses their feeling in pride and cherish that creates an atmosphere of dedication and loyalty in doing the work inside the organization.

Whereas Berberawi (2011: 50) see that the balance in putting a clear system for rewards and motivations contributes in arising the level of performance of workers and their skills within the establishment. And the organizations that work to develop and enable the workers can achieve a lot of the following benefits (Melhem, 2017: 19).

First: Benefits concern the workers, they includes the following:

1. Increasing the affiliation for the tasks and for the organization.

2. Elevating the level of the workers doing.

3. Acquiring the knowledge and the skill.

4. Keeping the skillful workers from leaving the work or emigrate.

5. The feeling of the employee the sense of the job thus achieving the functional satisfaction.

Second: Benefits belong to the organization, represented by:

1. Increasing the opportunity of innovation and invention.

2. Increasing the loyalty of the workers to the organization.

3. Improving the level of production.

4. Helping the organization with the programmes of development and reconditioning.

5. Achieving best results of performance whence the quality of performance.

6. Improving and developing the relationship among the workers.

Thirdly: Benefits concerning the customers, represented by:

1. The rapidity in achieving the moduli of workers and customers and achieving their requirements.

2. Earning the loyalty the customer and the fame of the works.

3. The workers aim to give more practical thoughts to improve the service well by the managers who have less deal with the customers.

4. The direct openness and the trust between the workers and the customers through the beneficial from the directives of the customers and their opinions about the level of the quality of the good or the introduced service.

The currents study see that the provident of the active contacting and developing the ability of workers who have the skills and the talents and involving them with the work result from them a lot of the tangible benefits for them in particular, generally for the organization, and one of the most important benefits is increasing the production, as the employees have a big influence on the reality of the work and the production, so they are considered the most knowledgeable about the

problems that encompass the work and the most knowledgeable in finding the alternative solutions, and also giving the talented workers the opportunity to participate with the others especially with the administration levels is considering a source of the sources of incorporeal support for them, that make them feel their value and their humanity that help them on assiduousness more in performance and give the opinions that improve the work methods and limit the functional problems and conflicts, as well as raising the morale for the workers and developing the functional affiliation and satisfaction for them towards the organization they work within (Jalab, 2013: 534.).

1.8. TALENT MANAGEMENT V/S TRADITIONAL HR APPROACH

Some researchers as mentioned before define the talents management as a different group of practices for the administration department of human resources and its functions and its activities or the disciplines of competences, like appointment, test, development and career router (Mercer, 2005: 17), and the talent management for them requires what the human resources performs, but quickly or through the organizations departments instead of being within one department or one job.

Olsen (2000: 4) shows a distinctive opinion that the process of making the resources of the traditional departments within the organizations and the process of appointment need to be changed on attracting the human talent expansively within it. And regardless the abounding of those researchers, they replace the old term "human resources management" with the term "human talents management".

Many of people still confuse between the human resources management and the human talents management and it is very necessary for the human talents management to be merged with all the sides of the human resources management, and there is a clear overlapping among the talent management and the appointment, development, assorting, conserving and the paths of planning the functional progression, but there is one important difference that is the arising of the difference between the tactical human resources management and the strategic talents management, the activities of the human resources management is a general

management, while the talents management is an incessant process reaches the ideal human resources to actual workplace (Snell, 2007: 1531).

"Cheese" make-clear the difference between the human resources management and the talents management, and he said that the human resources management is not the talents management only, and the talents management is not the human resources management only, but the human resources management is a motivator for many processes, while the talents management requires participating the whole organization with concentrating on the talent.

The human resources management concentrates more on the development of the workers and without the performance management it is just compensations, rewards and punishments. And the learning concentrates more on developing the performance and determining the processes, but these processes are not unified and are not performed constantly. Therefore the relationship cannot be understood exhaustively, and the mangers cannot recognize it and it is not clear for the workers and there is no real meaning or concept for the intermixture between the capabilities and the skills strategically (Cheese, 2007: 83).

The talent management is considered as a strategic value and a completed ingredient for the work strategy. This entrance starts to concentrate on the talent and a culture is put by the general administration, an understanding to support the strategy of human capital for the work strategy and an understanding for the copula of the value. And the basic needs of the talents are identified by the level of the mental ability, and this enhance the rapprochement between both the discovering the talent and the processes of development and the employment. And the assumption of the work value is connected by a clear understanding for the needs of different sectors in the work (Eva, 2013: 66).

Finally, as was indicated by (Cappelli, 2008; Iles et. al., 2010: 179) that the running of the talents and the running of human resources are connected with each other theoretically but they are different in analyze as follows:

● Talent management essentially does not differ from the human resources management, it includes all the activities of the human resources management, consequently it is possible to say that running the talents expresses a new term through it is rebranding the human resources management, and this new

denominating for the human resources management has concentrated on how to run the talents strategically.

● Talent management includes more of the strategies(jobs) of the human resources management with concentrating in particular on how to run the talents and on the talented people, and according to this viewpoint, running the talents is considered an essential point for the internal and external habitat of the organization.

● Talent management concentrates on developing the efficiency through the continuity management, maintaining and developing the new talents that originally exist within the organization.

1.9. TALENT MANAGEMENT PERSPECTIVES

As a concept in itself, talent management is very hard to explain. It can be seen from point of perspectives, all of which award a dissimilar explanation to similar activities within dissimilar companies (Anthony, eat all, 2017: 106). The implications of every perspective on the development of the future boss could be very stark.

1.9.1. Human Resource Planning Perspective

There is the more public human resource planning perspective which demands talent management is around having the right individuals matched to the right works at the opportune time, and doing the opportune things (Mucha, 2004: 96). This is some time specified with organizations right now experiencing quick development which to some area is driving the talent management system, and once they become more stable as far as size of operations their perspective may change. Progression planning has a tendency to be more unmistakable in companies taking this strategy.

1.9.2. Cultural Perspective

There is the cultural perspective that trusts talent management is an mentality and that you should trust that talent is required for hit (Michaels, Handfield and Axelrod, 2001: 549). This can be seen where each individual is reliant on their talent for progress due to the nature of the market in which they work and is typical of firms where there is a 'free' inside lab our market, with assignments being allotted by

how well they performed on their last task. Then again, this can be a firm where the improvement of each individual's talent is foremost and assess, and letting individuals to investigate and evolve their talent becomes a piece of the job routine.

1.9.3. Process Perspective

There is the process perspective which suggests that it incorporates all processes necessary to optimize individuals inside a company (Farley, 2005: 55). This perspective would up every the frameworks in place to empower a talented individual to cut out their profession and succeed in their selection company. If they meet the competency necessities and performance necessities that the process requires, they will advance. This could be one method of achieving the 'talent market' idea newly espoused by McKinsey (Bryan, Joyce, and Weiss, 2006: 98) where people are foreseeable to find the good chances for themselves, inside the company. This is upheld by an Information Technology IT framework to open up a non-cost based rivalry across a scope of candidates and work alternatives that silo mentality would before have kept covered.

1.9.4. Change Management Perspective

There is the change management perspective which utilizes the talent management process as a driver of change in the company, utilizing the talent management framework as portion of the wider key human resource activity for an organizational change. This can either be methods for embedding the talent management system in the company as a portion of a more extensive change process, or it can put extra weight on the talent management process if there is general resistance from the change Process (Wilcox, 2005: 94).

1.9.5. Competitive Perspective

Where talent management is worried about distinguishing talented individuals, discovering what they need, and offering it to them – if not, your rivals will. This is the perspective ordinarily held by the vast consultancy works or Public Relations PR/ announcement works. In industries, for example, PR, where intellectual innovation is each thing and computations move when individuals do, discovering a method to keep the most talented is each thing. This approach would

tend to appeal to maybe the most aspirant, or the individuals who have option to job inside industries where rewards are viewed as the best measure of one's accomplishment (Woodruffe, 2003: 20).

1.10. TALENT MANAGEMENT PROCESS (TMP)

The organizations seek to learn how to design and apply the programs, the standards and the processes of running the talent to attract, develop, publish and retaining the needed talent to achieve the recent and the futuristic strategic targets of the work, so the talent management is a group of integrated processes start with the strategy of the work and is considered a part of the practices of the human resources to attract the talented individuals to work in the organization (Armstrong, 2009: 582). And in order the organizations can confront the challenges and creating the lasting success they have to work to make their processes a part of their works' strategies.

Bersin (2006: 3) looks at the processes of the talent management whence the organizations are consisted of the individuals who work to create their value through their performance for processes and activities which are represented by the innovation, serving the customers, the sales and many of the other important activities, consequently in order to achieve its targets, the organization have to be certain that it has an integrated process to employ, train, management, support and requiting those people. And the figure (4) reflects these processes:

Figure 4: Talent Management Process
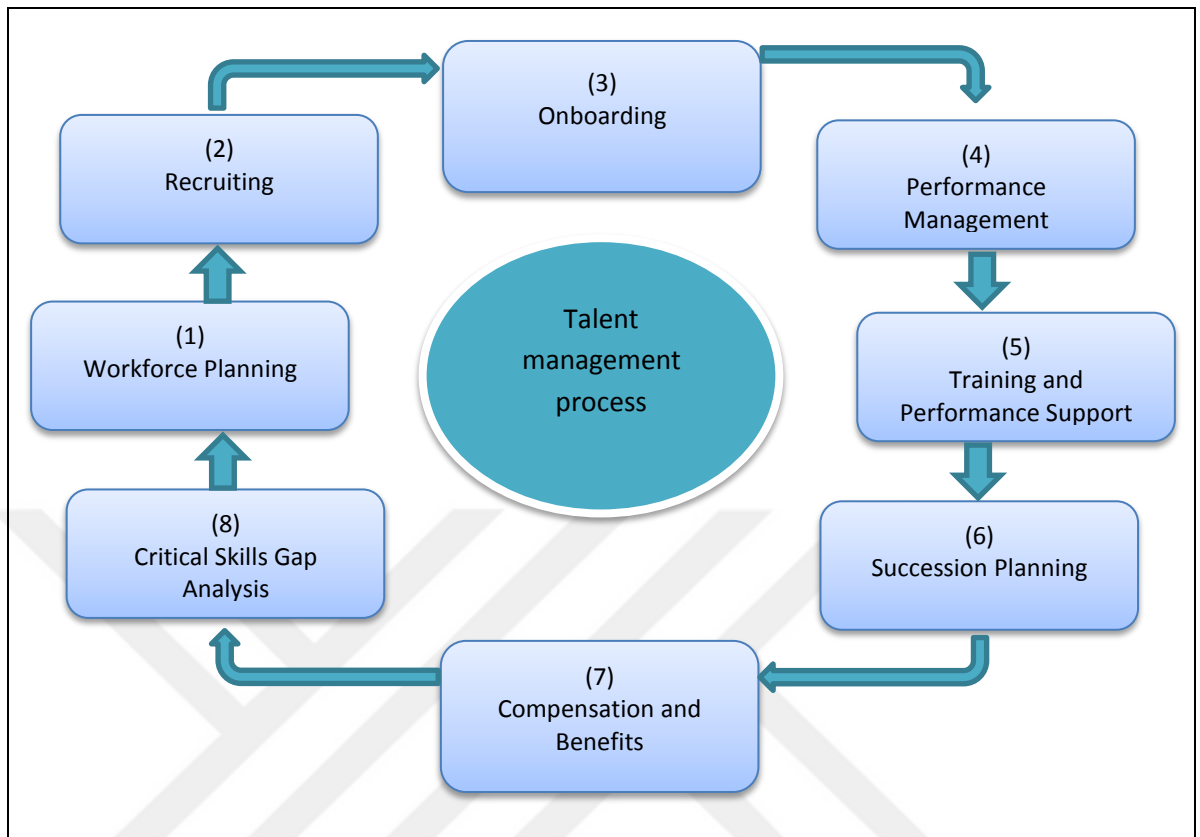
1. **Workforce Planning:** Integrated with the business plan, this process establishes workforce plans, hiring plans, compensation budgets, and hiring targets for the year.

2. **Recruiting:** Through an integrated process of recruiting, assessment, evaluation, and hiring the business brings people into the organization.

3. **Onboarding:** The organization must train and enable employees to become productive and integrated into the company more quickly.

4. **Performance Management:** by using the business plan, the organization establishes processes to measure and manage employees. This is a complex process in itself.

5. **Training and Performance Support:** of course this is a critically important function. Here we provide learning and development programs to all levels of the organization, this function itself is evolving into a continuous support function.

6. **Succession Planning:** as the organization evolves and changes, there is a continuous need to move people into new positions. Succession planning, a very

important function, enables managers and individuals to identify the right candidates for a position. This function also must be aligned with the business plan to understand and meet requirements for key positions 3-5 years out. While this is often a process reserved for managers and executives, it is more commonly applied across the organization.

7. **Compensation and Benefits:** clearly this is an integral part of people management. Here organizations try to tie the compensation plan directly to performance management so that compensation, incentives, and benefits align with business goals and business execution.

8. **Critical Skills Gap Analysis:** this is a process we identify as an important, often overlooked function in many industries and organizations. While often done on a project basis, it can be "business-critical." For example, today industries like the Federal Government, Utilities, communications, and Energy are facing large populations which are retiring. How do you identify the roles, individuals, and competencies which are leaving? What should you do to fill these gaps? We call this "critical talent management" and many organizations are going through this now.

And when the organization wants to improve its performing through the human resources the administration first have to look at the individuals within the organization and evaluating their work and skills, and working to help them changing the unfavorable workplace, and the moving to another place through it, it is possible to apply their skills and talents completely (Thompson, 2008: 14).

Meanwhile the directors in the organizations have to familiarize every individual inside the organization, and working on communicating with them continually.

The process of the talent management largely concentrates on the centers of the talent and on a special category of the individuals, and works on satisfying their needs to mix their talents and apply them within the recent and futuristic strategies, so the organization does not only use to hire the best person for a certain location now, but about hiring the qualified individuals for main locations even in the future (Webster, 2008: 2).

Also Armstrong (2006: 391) identified the processes of running the talent, as follows:

1. Programmes and the policies of attracting and keeping.

2. Checking the talent.

3. Developing the houses.

4. The relationships of the talent management.

5. Performance management.

6. Holistic equivalences.

7. Learning and the development.

8. Profession management.

And through what was mentioned it is possible to display some viewpoints of authors and researchers regarding the processes of running the talent as table (3) explicates it:

Table 3: Talent management process

S	Researchers	Processes of the talent management
1	(Wiley and Canada, 2004: 21	The delimitation, polarizing, keeping, development, republishing.
2	(Bexell and Olofsson, 2005: 36)	The attracting, polarizing, keeping, development.
3	(Glen, 2006: 44)	Analyzing the futuristic skills, analyzing the gap and evaluating the capabilities, training and developing, keeping and motivating
4	(Amstrong, 2009: 582)	The programmes and the policies of attracting and keeping, checking the talent, designing the houses, the relations of the talent management, the performance management, the learning and the development, planning the progression, the talent management.
5	(Silzer and Church, 2010: 213)	The attracting and casting, evaluating, display, development and publishing, partaking and keeping

Source: prepared by the researcher

And from the researcher's point of view the processes of running the talent includes the attracting, the keeping, the publishing, the training, developing, the evaluating and the equivalences.

1.11. CHALLENGES IN TALENT MANAGEMENT

It is the principal mission of this exposition to achieve the challenges confronting talent management in general section organizations. This part will therefore peruse literature in such manner.

Organizational or business achievement depends on effective talent management. In the case of the general favor, it can be finished here that viable favor conveyance of fundamental favors to the native populace hinges altogether on effective talent management (TM). For example, if municipality (Y) can't discover talented workers, a municipal leader can't create and attract his or her heads of offices, or a native government Director-General can't retain and experienced staff, they will have difficulty meeting their organization's vital jobs aims and the general service that of giving quality service conveyance. The challenges of discovering, retaining, creating, and motivating individuals in key positions are exactly what innovation human resource (HR) professionals ought to concentrating on. These leaders face on-going talent management challenges that are basic to their achieving jobs aims. The fundamental challenges are as shown in Figure (5) beneath.

Figure 5: Challenges in Talent Management
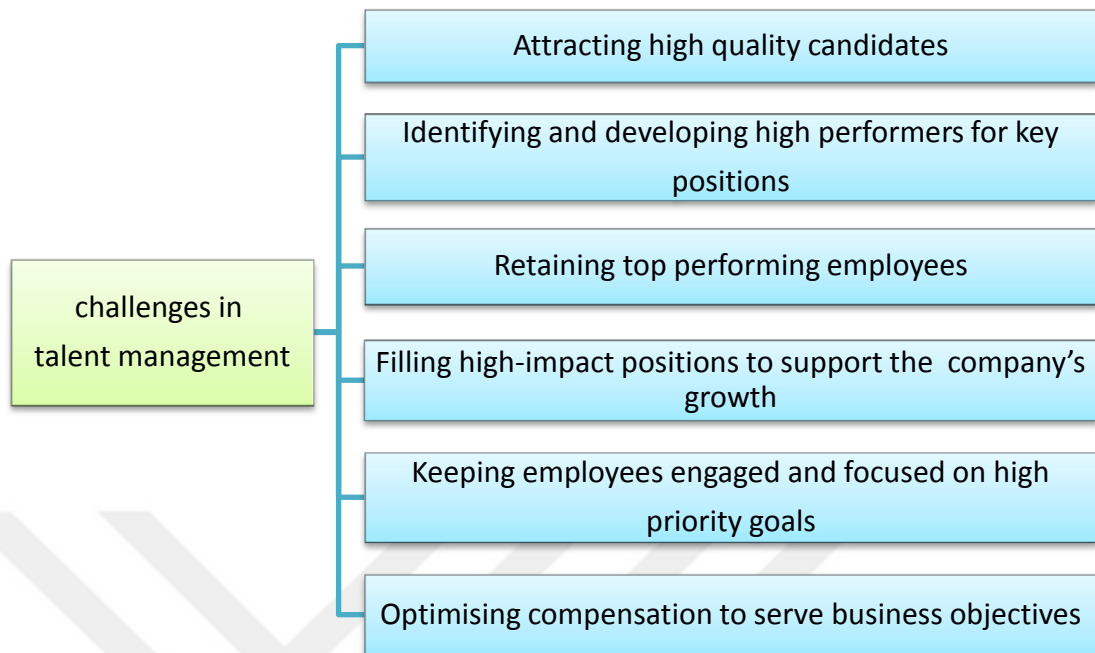
Source: vidyeswari, v., and Nair, J.G. 2009 Talent Management Strategies and challenges.

Soundly apparent from the above figure are the issues of the fascination of best talent; recognition and development of key talent, keep of best talent as far as sufficient remuneration and matching talent with organizational objectives in organizations and especially general strip ones.

It is necessary for each organization to find distinct skills and abilities within its individuals help it convoying the rapid developments and facing the challenges of the time which are represented by many aspects, as (Higgins, 2001: 20) showed them.

1. The constant change in every part of the work.

2. Increasing the intensity of the competition.

3. Globalization.

4. The appearance of the advanced technology.

5. The change in the needs and the desires of the consumers.

6. The increased shortage in the resources.

7. The changeover of the economy from the dependence on industry to the entire dependence on the knowledge and the information.

8. Unstableness within the economic circumstances and the international marketplaces.

9. The complex work environment.

Whereas Watson (2010: 2) indicated that the companies confront a number of additional challenges and are required to:

1. Developing the efficient of the new leadership and its executor administrators.

2. Accommodate the increasing requests by the workers which are represented by security, stability, satisfaction and providing the opportunities.

3. Facing the acquired complications because of the lack of the opportunities to develop the high talent and the workers who have the conclusive skills.

And the challenge of running the talent has two appearances:

1. How to find the new individuals.

2. How can keep the currents working vires.

All the challenges above must be treated in more than an efficient way in order the organizations can achieve their targets.

CHAPTER TWO: ORGANIZATIONAL INNOVATION

2.1. INNOVATION

Innovation is an operation through which another produce, system or helpful service is gotten from the generation of new thoughts and their growth (Gee, 1981; Jordá Borrell, 2007: 205), which in time gives new answers for issues and ends up plainly helpful for individuals, organizations or society (Lyons et al., 2007: 174). Accordingly, innovation begins with the proposition and age of new thoughts and completions with the utilization and business exploitation of the results (Tonnessen, 2005: 195).

An innovation operation is public partitioned into different steps, for example, study of current situation, definition of a problem, decision making, proposal of new ideas, data collection; execution of a test or examine of the chose proposal; the looking up of expected results and the execution of results with the required changes.

The concept of Innovation may incorporate various dimensions as, such as: the ability to solve problems, risk consent, innovation encouragement, changes in the providers or even creative plans of action for the organizations or firm (Ismail, and Abdmajid, 2017: 39).

Also, innovation might considered as something that includes either an incremental or a radical change (Bessant, 2005: 35; Boer and Gertsen, 2003: 805; Lok et al., 2005: 1357; Tonnessen, 2005). These two perspectives would offer elevation to a categorization relying on the grade or level of innovation achieved. In the most minimal band, we would have the no- innovation dimension. Next, we would have the incremental innovation dimension, up to the high band where we would have the essential innovation dimension (Goffin and Mitchell, 2010).

Incremental innovation is a methodical process which has been very much planned and orderly and it causes a few changes in the production processes and furthermore in job practices, which thusly cause enhancements in the growth of the pointers of growth (Rich and Bateman, 2003: 185; Dabhilkar and Bengtsson, 2007: 272; Hyland et al., 2007: 237). Incremental innovation needs no great investments

and the two administrators and specialists in the organizations are completely included (Terziovski and Sohal, 2000: 539).

Al-gabbaa (2015: 41) emphasizes that the relationship between leadership and creativity is the leadership needed to support creativity in organizations and communities around the world. Leadership must focus on performance and results and then reveal the path to success.

As a rule, two distinct dimensions are stressed in the public definitions, which are a curiosity or the seeing of originality by the substance receiving the innovation and the embracing of an idea for the first by a given association. A number of examinations also contain the two components, which affirms that innovations can both a procedure, often focused on the reception and dissemination, and particular qualities of the innovation same its newness (De Vries, eat all, 2016:12).

2.2. HISTORICAL DEVELOPMENT OF ORGANIZATIONAL INNOVATION

The beginning of the interest for the innovation in business administration refluxes to conference that was held in the United States of America in 1958 which was discussed in it the innovation and its effects in the field of works, and the tests for the innovators individuals, and some of its important applications (Al-Obeidi, 2010: 83).

Also asserting to that both (Salim and Zayd, 2016: 27) didn't identify a specific period of time for the innovation and the inventive, but they identify five historical ages for the development of innovation and creative through the human being:

1. **Early Age:** It is the age that the base of wealth is the ability of hunting.

2. **Agricultural Age:** It is the age which has the base of wealth in the society is the land, agriculture and its tool is the agricultural plough.

3. **Commercial Age:** It is the age which has the base of earth is the bargains and exchanging of goods or the trade that are controlled by the commercial companies.

4. **Industrial Age:** It is the age which has the base of wealth which is represented by earth ant the capital and its symbol is the steam engine.

5. Information Age: It is the age which has the base of wealth and power is represented by the information, the knowledge, the talent and the ability to a formation and its backlog, sharing and using it in a highly efficiency and its symbol is the information handling by the computerized and knowledgeable companies.

Knight and Macbe (2008: 169) have referred to the innovation if it has the boomerangs of choiceness in the eighties, but he disagrees with the programs of adsorbing the resources about reengineering the processes and comprehensive choiceness management in the nineties.

And the middle of the nineties it is followed by another initiative was called trio dimensions computer-aided, contributed in solving the early problems, and it is followed by a third stage represented by using the geometrical company computer-aided to identify the functional problems in the development processes early.

Whereas Birkinshaw and Hood (2001: 134) see that the innovation in the multiple branches organizations arisen by three stages:

-The first stage (Paternalism): This stage appeared in the first half of the twentieth century, where the innovation within this stage is monopolistic by main company then the innovation move from the main company to the branches.

-The second stage (Expansionism): This stage appeared in the seventies and the nineties, and established in the big organizations modules to monitor the thoughts in the branches, and a research and develop modules in the branches too.

-The third stages (Liberalism): It is a modern stage depends on two points:

1. The thoughts, it is appear some more in the branches that has more contacting with the customers and the providers.

2. The expectation of appearing the real innovation thoughts from the branches more than a Centre of the organizations, and through that it is appeared that the development of innovation arose as an outcome for the progress of sciences and technics and its development synchronously with the change and variety of the need and desires of customers.

2.3. ORGANIZATIONAL INNOVATION CONCEPT

There are multiple concepts for the subject innovation and organizational innovation which retaliated within many entries for the researchers in the administrational manners. The innovation is defined as it is a group of the new useful thoughts which connected with the solution of the problems and decomposition of the known styles of knowledge, the innovation doesn't contain on the technical side because it is contain the development of goods and the processes related to it and the numbers of markets only, but encroach to include the machines, equipment's, the industrial modalities, the improvements itself in the organizing and the results of training and satisfaction about the work and the increasing of product (Al-Saran, 2017: 6).

Scott and Bruce (1994: 560) referred that the organizational innovation is adopting and applying the new and the useful thoughts and these thoughts include adaptation for the processes results outside the organization. Also Hassan (2000: 331) careered from the idea that the innovational individual has extra skills for innovation like the ability to afford the ambiguity and non-judging early on things in addition to the personal skills, the various experience, the risky spirit, the ability to change and solving the problems.

This research will depend according to its goals on the innovative abilities as a behavior for the human resources who express the ability to solve the problems and take the decisions, their abilities and the ability to change and encourage the innovation, in addition to the radically artistic and administrational innovation. Some of the administration scientists (Taylor) divided the innovation into different levels for example: expressionist innovation, production, creative and emanative, Many of the international organizations and the companies' managers put a number of the pioneered thoughts in the field of innovation, and in order to be a developing, creative and innovative organizations in their field some basic principles must be noticed whether they are a decision makers or managers for these companies.

Given the significance of innovation in organization successful, various researches have endeavored to identify its primary determinants. In public, they can be assembled into organizational level, and environmental level, individual level (Naranjo, eat all, 2016: 32).

One of the studies described the innovation as the ability of the organizations to offer an acceptable and creative administrational styles and entries for the worked individuals to motivate them to invest their skills and their talents to achieve the organizational targets (Vossen, 1998: 88).

The innovators individuals are those who have the ability to find new methods to serve their customers and not only find new things according to new designs (Cortese, 2001: 158). The innovator is the person who made something unprecedented, and according to point of view the innovation indicates the human behavior that leads to the change in output of the used resources in the organization and this change is described with seriousness, originality and valuable (the sociable benefit).

And Najm (2003: 22) defined it as the ability of the companies to get what is new which adds more and quick value of the competitors in the market.

This concept refers to that the organization which owns an innovation thought is the first to reach out to broaches the new thought and the new product and reach out to the market comparing with the competitors and the figure (6) explain that:

Figure 6: The concept of innovation first to idea, product, and market

Closeness to the market	Engineering-production proficiency	Seriousness – Major improvement	Influential factor
Marketing experience. Customers inclination channels of distribution. Promotion and advertising.	Engineering experience. Flexibility of practical technology. Managing proficient operations. Managing the cost of proficient.	Self-expertise of the inventor. Studies. Resources. Competitors, Customers.	Means of assistance

Source: Najm A., (2003). "Innovation Management: Concepts, Characteristics and Modern Experiences", First Edition, Dar Wael Publishing and Distribution, Amman, Jordan, p. 23.

And through the definition and the figure (6) the innovation evidenced as:

1. A new improvement for what is existed or a new and unprecedented uncover.

2. The quick reach out to of the competitors to the market.

3. Broach what is new of thoughts and products.

Fadel (2007: 50) referred to the existence of two main elements to generate the innovation possibility for the individual, they are the acquire and the endeavoring of the proper innateness and the talent meanwhile, and when this possibility is formed it is required to be expressed as the ability to innovator performance and its administration and its wish, whereupon the process of benevolentness is achieved, the figure (7) shows that:

Figure 7: Components of the potential innovation ability of the individual
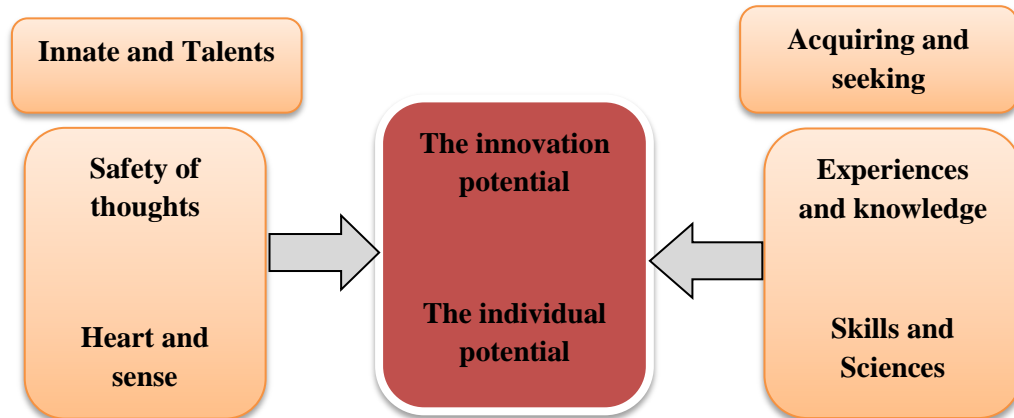
2.4. ORGANIZATIONAL INNOVATION IMPORTANCE

The innovation is needed by all the industrial and commercial organization and even the service, as it is being worked under a changed and complicated circumstances impose on it a various and big challenged not witnessed before, so it a must for these organizations to face such challenges quickly, efficient and active, that is required a high and innovative abilities.

Al-Qahtani (2007: 13) indicates that the importance of the innovation for the organization related to be a means for development and renew and invents methods and new solution for the standing problems in an invented method that provides the time, the effort and the cost, the outcome of innovation express what the human machinery reach out to from civilian cultures, without the innovation and creative the life is still on its primal picture.

Lampikoski and Emden (1996: 160) underlined that the best organization are those that own the ability on the innovation and the best executive managers those who can provide the suitable organizational atmosphere to help the member of the organization in using their innovation talents consummately to achieve the goals and the aims for the organization explaining that the administration itself which takes the important decisions that identify lifework through their acquaintance with the

resources of the organization and the competitive standard and the developments in the external environment.

The importance of innovation is not only include the workers, so that the innovation is very important for the organization existence for a long time and achieve the competitive feature in a rapid change environment and considered an important resource for the organization, it must be running in a new shape and even growing and developing it, it provides the opportunity for the organization to develop introduce new goods and services that meets the needs for the consumers thus increasing its sales and then increasing profitability (Schermerhorn et al, 1997: 410).

Whereas Hage (1999: 599) see that the organizations and their administration have adopted the innovation as a style and an approach for its big role to help these organizations in facing the challenges and the pressures of the strident competition, and the technology of information and the effect of Globalization, whereby that leads to increase the opportunity of choice and the variety in the products and the services in front of the consumers.

And Mc Adam et al (1998: 140) show that the organizations must give a big caring for innovation works through the interest in the new thoughts formatting successful work plans to make the change especially when there are clear measures of work eventually lead to achieve the progress and the success for the organization.

And Patterson (1996: 11) adds that the innovation leads to the limit of the costs in the processes of the product and improve the quality and increasing the sales and then increasing the achieved profits that enhance the competitive situation for the organization in the markets. And Mc Daniel (2000: 5) see that the innovation which is applied through the advanced technology helps the organizations to achieve the following benefits:

1. Increasing the profits.

2. Improving the products and the speeds of delivering the product and discount the prices and increase the marketing ration by increasing the sales.

3. Reducing the processes of censorship.

4. Depreciate the costs of stockpile.

Al-Samarai (1999: 215) presented a model shows the importance of innovation and its role in impregnation the needs and solving the problems of the society, and because the quick economic, political, social and technical changes in the society, needs and complex problems were generated, and through the innovation it is possible to satiate those needs and find the solutions for the problems, as the innovation is a connection between the rapid changes in the society and satiate the changed needs and solving the problems, the following figure (8) explain that:

Figure 8: Invention as a solution to problems and gratification needs

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                    ┌───────────────────────────────┐
                    │  Political  [Organization]  Economy  │
                    └───────────────┬───────────────┘
                                    │
                            ┌───────────────┐
                            │  Desires and  │
                            │   problems    │
                            └───────┬───────┘
        ┌───────────────────────────┼───────────────────────────┐
┌───────────────────┐      ┌─────────────────┐        ┌───────────────────┐
│   The available   │      │    Imperfect    │        │    Unidentified   │
│Recognized solutions│      │    Solutions    │        │     solutions     │
└───────────────────┘      └─────────────────┘        └───────────────────┘
         │                          │                           │
┌────────────────┐         ┌─────────────────┐                 │
│ Decision Making│────────▶│   Innovation    │◀────────────────┘
└────────────────┘         └─────────────────┘
         │                          │
         │         ┌──────────────────────────────────────────────┐
         └────────▶│ Gratification needs and resolving problems   │
                   └──────────────────────────────────────────────┘
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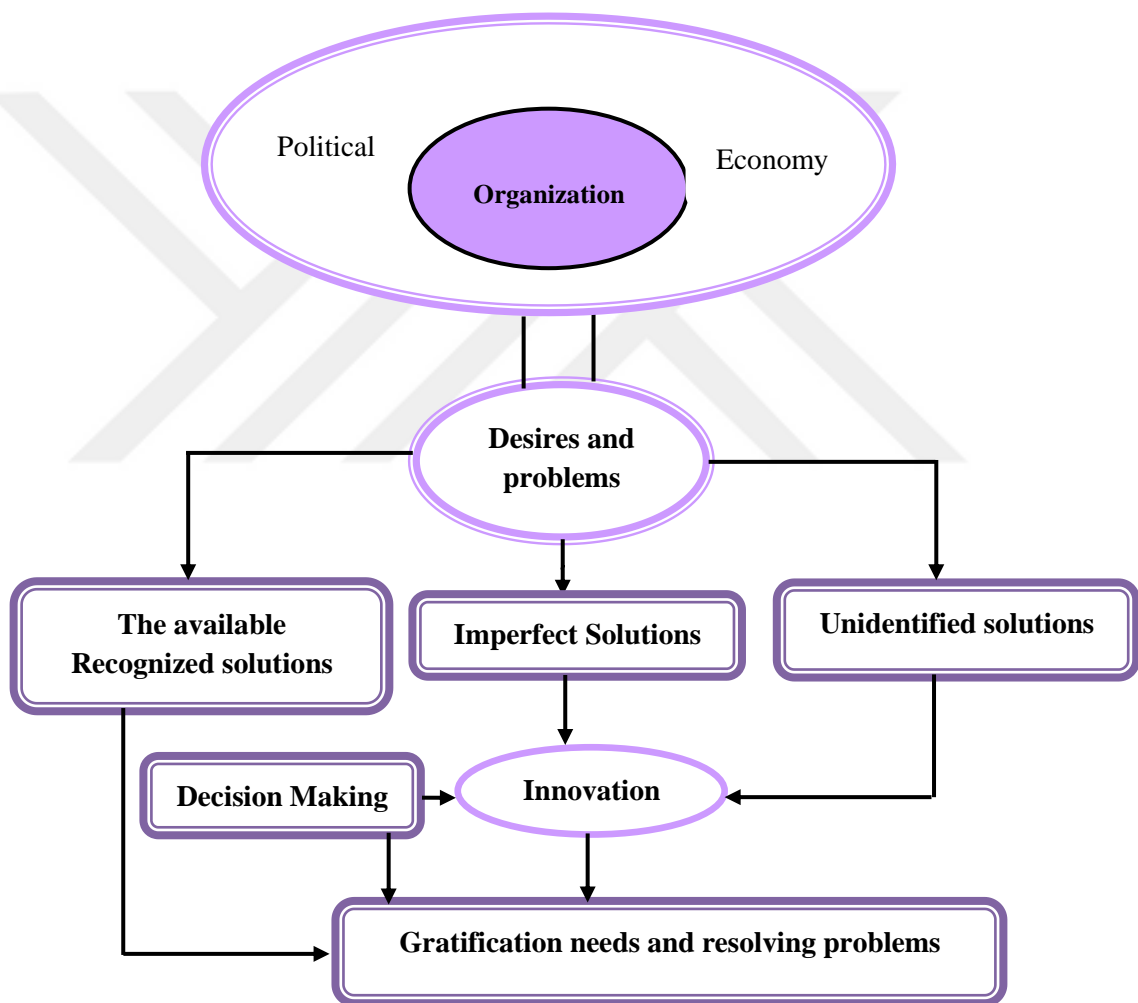
Source: Samarai, S., (1999). Technical innovation and some factors affecting it: a field study of the views of a sample of directors of the industrial sector, unpublished doctoral thesis, Faculty of Management and Economics, University - Baghdad, p. 215.

2.5. ORGANIZATIONAL LEARNING AND INNOVATION

2.5.1. Organizational Learning and Knowledge Creation: shared context and collective learning

Innovation can be define as a process of learning and knowledge creation through which new problems are discovered and new knowledge is established to solve them. The main idea of organizational learning and knowledge creation is the question of how organizations transfer individual ideas and knowledge into mass knowledge and organizational capability. In addition; some researchers realized that learning is the basic of individual activity (Simon, 1991: 125), most opinion of organizational learning obliges significantly of collective knowledge as a head of organizational capability.

Collective knowledge is the cumulative knowledge of the organization stocked in its principles, procedures, routines and shared standard which lead the problem-solving activities and style of interaction among its staffs. Collective knowledge likes the' memory' or 'collective mind' of the organization. It can either be a 'stored' of knowledge stored as difficult information; or appear knowledge in a state of 'flow' emerging from interaction. Collective knowledge exists between rather than within individuals. It can be less than or more the sum of the individuals' knowledge, depending on the technique that transfer individual into collective knowledge (Glynn, 1996: 1081).

All organizations and individuals are teaching entities. Most of learning activities, nevertheless, take site in a social context, and it is the limit and nature of the context that create a difference to learning outputs.

Much of the previous study on organizational learning concerned to the significant of social interaction, context and shared cognitive program for learning and knowledge creation. This constructs on Polanyi's (1966) thought that a great part of human knowledge is tacit and subjective, and its difficult transmitted independent and codified of the knowing subject. Hence its' convey requires public interaction and the growth of shared comprehension and common interpretive schemas.

Nonaka's theory of organizational knowledge creation is rooted in the thought that collective learning shape and common cognition the basis of organizational

knowledge creation (Nonaka, 1994: 14). At the concept of the theory is the thought that implicit knowing constitutes the origin of all people knowledge, and organizational knowledge creation is a procedure of mobilizing individual implicit knowledge and promotes its interaction with the clear knowledge rule of the corporation. Nonaka argues that knowledge requires a context to be created. He utilizes the Japanese word (ba), which exactly means (place), to portray such a unique situation. 'Ba' provides a common social and intellectual space for the translation of information, interaction and emerging relationships that avails as a basis for knowledge creation. Participating in a 'ba' means override one's restricted social boundary or cognitive perspective to engage in a dynamic process of knowledge creation and sharing.

In the same context, the concept of 'community of practice' advanced, that organizational staffs build their participated identities and perspectives idea 'practice', that is shared job expertise. Practice gives a social activity in which participated perspectives and cognitive repertoires grow to smooth knowledge sharing and convey. Hence, working as a team provides a significant site where strong learning and knowledge creation may develop. The team, find at the intersection of vertical and horizontal flows of knowledge within the organization, serves as an viaduct between the organization and person in the knowledge creation process. Nonaka's theory pressures the high role of the semiautonomous venture groups in knowledge creation. A lot of the modern literature on new and innovative shapes of organization as well concentrates on utilize of decentralized, team based framework as a key organizing norm.

Numerous administration researchers' and organizational status the company as a crucial social context where collective knowledge and learning creation takes place. (Organizational knowledge) basically refers to the shared cognitive distributed and plans common learning within the company that facilitates knowledge sharing and convey. It is same to Nelson and Winter's (1982) notion of 'organizational routines': Type of collective knowledge rooted in shared faiths and standards that helps capable and issue solving of supporting compound patterns of become in the absence of written rules. Some authors have analyzed how collective understanding in technology relies on companies' accumulative efficiency and evolves along

particular path. So, the shared social identity and context linked with powerful team-level understanding and knowledge cumulating processes may constrain the development of collective knowledge. Companies may find it hard to unlearn past pursuit and search alternative methods of doing things. Those organizations regularly hurt from 'learning myopia', and tend to manage their present concentration and complement their special ability, what they call falling into a 'competency trap'.

An inherent hardness in organizational learning is the requirement to keep an outer limit and identity while at the same time maintain the limit sufficiently open to give the flow of new knowledge and opinion from external. That an essential tensely in organizational learning is balancing the competing objectives of 'the exploitation of old certainties' and the 'exploration of new possibilities'. while knowledge creation is often a output of an organization's ability to reintegrate existing knowledge and generate new implementation from its existing knowledge base, radically modern learning tends to emerge from connects with those outside the organization that are in a superior situation to challenge existing perspectives and paradigms. Experimental research has offered that sources of innovation often lie outside an organization. External business pact and network relationships, as well as using new personnel to graft new knowledge onto the existing learning systems, are significant technique for organizational learning and knowledge renovation in an environment characterized by quick technological development and disruptive changes.

The 'dynamic ability' view argues that the long-range competitive execution of the company lies in its skill to build and grow company-particular simultaneously and, ability, to renovate and re-configure its competences in reply to an territory marked by 'creative ruin' (Teece and Pisano, 1994: 537). Consequently, a basic organizational challenge in innovation is hard to retain a static balance between exploration and imposition, or change and stability, but a continuous require to balance and assortment the two dynamically over the organization.

2.5.2. The Cognitive Foundations of Organizational Innovation

Dealing with innovation as an output of main structural characteristics it's depending on structural perspective, some investigators defined innovation as new process, solve problem and opinion to use. Argue that innovation is 'important, non-routine and discontinuous organizational alteration that creates a new idea and it is

not regular with the current concept of the organization's business. This path defines innovation as one that is smart and creative, capable of learning strongly, and creating new information. This previous cumulating of information of innovators to digest and achievement new knowledge is forming innovation outputs as perfect.

The perspective oriented literature in organization and administrative research is rooted in knowledge psychology and analyses the different intervening rational processes that intermediate responses to the environment. The terms 'cognition' or 'cognitive' refer to the thought that individuals improve mental models, faith systems and knowledge body that they use to perceive, build and produce feeling of their worlds and to make decisions about what business to take (Walsh, 1995: 280).

Individuals are restricted in their power to process the congregation variety of stimuli contained in the external environment (Simon's 'bounded rationality' problem), and hence they develop 'mental performance' to filter, explain and rebuild incoming knowledge which, under confirmed circumstances may form foundation of creative opinion and new insights, but may also drive to alignment and inertia. The psychological literature has concentrate largely on the information processing consequences of mental models.

Organization and management researchers have expanded the analysis to the group and organizational levels. Their analysis offers that organizations improve collective mental models and illustrative schemas which have influence on managerial decision making and organizational activity. Organizational knowledge differs from person knowledge because it includes a social distance. Thus much of the research has concentrated on the socio cognitive connectedness, and request to account for the public processes in the forming of collective cognition and knowledge constructing. The idea that organizations can think and act collectively, and serve as a repository of organized knowledge has stimulated much research on organizational learning and knowledge creation. This work has discuss to grasp how social interaction and group drive within organizations form collective cleverness, learning and knowledge obstetric, and yields significance insights into the micro-dynamics to leading the innovative ability of organizations. It has also studied how shared rational models or explicatory schemas influence organizational addictiveness. On the positive part, several discuss that shared interpretive schemas

facilitate an organization's capability to process and explain information in a purposeful method, encourage organizational learning and collective problem solving and thus enhancing its adaptive potential. Other studies indicate that organizational interpretive schemas can make 'blind spots' in organizational decision-making and prevent organizational change (Shrivasta and Schneider, 1984: 280). The paradox seems to be that organizational cognition can be at once creative and obstruction, like two sides of the same coin.

2.5.3. The Social Embeddedness of Organizations and their Innovative Capabilities

Most of organizations in the advanced economies are feeling the competitive pressures, growth and structure of new organizational model are influenced by their special institutional contexts. A huge previous study contrasts type of innovation and technological change in several countries; it means theses variation to national institutional area and the approaches in which they frame organizational pattern and innovation competency. The set of capitalism frame for example, create stylized contrast between coordinated (CME) and liberal market economies (LME), and shows the differences in laboratory market organization, coaching and training system (Soskice, 1999: 101).

Much of the work argues that 'coordinated market economies' such as Japan and Germany have developed institutions that encourage long-term employment and business relationships, facilitating the development of distinctive organizational competences conducive to continuous but incremental innovation. The J-form organization is facilitated by this type of institutional context. Conversely, 'liberal market economies' like the US and UK are better able to foster adhocracies in rapidly emerging new industries through radical innovation. The more permissive institutional environment associated with the U.S. and U.K. facilitates high lab our mobility between firms, and reconfiguration of new knowledge and skills within flexible forms of organization to support risky entrepreneurial activities. In addition to lab our markets, other institutional features such as education systems and financial markets also shape the development of skills and innovative competences of firms (Lam, 2000: 487). The linkages among institutions, organizations and

innovation are more complex than the simplified stylized contrast between J-form and adhocracy suggests.

What the polar form disparity suggests is that the capacity of corporation to expand different style of learning and innovative competences is conditional upon the broad social context, and that institutional frame impact how companies develop and organize their innovative action in different culture and society. Societal institutions make chains on and possibilities for firms to create different sort of organizations and innovative competences, giving rise to special national innovative path.

2.5.4. Two Alternative Models of Learning and Innovative Organizations

Learning and creating knowledge is the right of any organization; they use different method for innovation learning process. In the past, some of researchers have discussed new organizational styles and concepts designed to help organizational learning and innovation. These styles like high performance work system or lean production. Japanese firms are pioneering for these style and use in the car industry and N-form corporation (Hedlund, 1994: 73) and modular forms (Galunic and Eisenhardt, 2001: 1229) and 'project-based networks' (DeFillipi, 2002: 7) reflect the development of flexible and adaptive forms of organization with planning focused on entrepreneurship and radical innovation in knowledge intensive sides of the economy. These studies focused the variety methods in which companies seek to make learning organizations capable of solving problem continuously and innovation. A little study discuss the nature of learning process supporting these structural style, the kinds of innovative competences made and the great institutional context with the certain learning process in the organization.

Recently, some researchers provide new forms in various models of innovative organizations, and generally it's classified into two types (J-form and adhocracy). The first one refers an organization in good at cumulative learning and derives its innovative abilities from the creation of organization particular collective competences and routines in solve problem. the second one (Adhocracy), its depend on individual specialist experience organized in flexible market based venture staff ability of quick responses to changes in knowledge and skills, and connecting new types of expertise to create new products and processes. Mintezberg's idiom is used

to grasp the dynamic, entrepreneurial and adaptive feature of the type of organization picture by Silicon Valley type companies (Bahrami and Evans, 2000: 166). Both model J-form and Adhocracy are learning organizations with powerful innovative ability, but have some differences in structural shapes, learning style and type of innovative competences created.

J-form organization depends on knowledge that is established in its operating routines, staff relationships and mutual culture. learning and knowledge establishing inside the J-form takes place in organizations' community that it helps solve problem by skills, and heavy interaction and knowledge distributing across different functional units. the presence of organizational function is stable rooted in internal laboratory market provide a stimulant for companies staff commitment for organizational objectives and growth firm-specific problem solving information for constant products and process improvement. New knowledge can generate from fusion, synthesis and combination of the existing knowledge base. J-form try to create powerful orientation to develop innovative strategy and doing well in relatively grown technological sides featured by high quality possibilities of improvements and combinations of existing components and products (e.g. machine based industries, electronics components and automobiles).

2.6. INNOVATION IN TELECOMMUNICATION COMPANIES

Innovations are key for a public implementation and progress. The information and telecommunication of new ideas, progressions, things, and organizations accept a basic part. For the Publishing of progress, it is basic to make them renowned both between the major collection and inside broad parts of society.

So as to make innovations general, master reporting is required. Accordingly, Innovation Journalism covers specialized, business, legitimate, and political parts of innovations. Besides, it assesses them and presents them to general in a comprehensible method. In the meantime, those accountable of telecommunication in organizations and research establishments assume a definitive part for communicating innovations. It is they who critically analyze inside their establishments innovations declared accordingly by innovative marketing or research. Their truthfulness towards journalists for the most part relies on whether

the idea of innovation is utilized rightfully. In the meantime, corporate telecommunication specialists are the initial ones to shape the picture of innovations. So, research in Innovation ought to likewise consider and analyze Innovation telecommunication as an essential piece of the innovation process. News coverage and advertising are accomplices in a few ways when communicating innovations to choose stakeholders, they have to face same challenges and have to orient themselves at same achievement criteria while considering their group of onlookers (Nordfors, 2004: 5).

Katz and Tushman found that the models of telecommunication and data stream in inventive firms or organizations were subject on the data needs of the unit and were identified with fruitful innovation. For instance, given extremely complex issues to solve, the more powerful innovation was related with boundless face to face telecommunication between individuals in the research group additionally with others outside of the gathering. Interestingly, given less unpredictable issues, viable innovation was related with the nearness of a couple of key limits crossing telecommunication joins (Katz and Tushman, 1979: 139).

In the two cases access to relevant information sources was imperative; also, the examples of access gave by telecommunication links were basic. The elements of information partaking in relational telecommunication in both lab center and field settings. In the exploratory study of small group exchanges, looked at the impact of helpful versus helpful group conditions. As hypothesized, helpful group circumstances resulted in super reciprocity of information and thoughts and led to higher quality solutions for a theoretical organizational issue. (Tjosvold and McNeely 1988: 568) affirmed the experimental outcomes in a field setting. They studied innovation in an educational administration through a progression of individual meetings. Results displayed that just under conditions of competitive was there viable information sharing that positively influenced the quality of innovation.

Kanter (1982: 95) detailed a field study of (165) "effective" middle level administrators in 5 unique organizations. The analysis of individual meeting information from each of the 165 administrators displayed that: First, the greater the influx of data across company units, the greater the innovation. Second, the greater the administrative overlap of an area and contact across works in the company, the

greater the innovation. Implied in the second finding is that given the greater overlap of an area and contact, there is greater information about the suggestions and outcomes of possible innovations.

Without, due to the quick changes in the world, and expanding world rivalry, telecommunication organizations need to try generous endeavors to restore their processes and services. In this manner, to achieve upper hand organizations should put knowledge and information in the correct to enable suitable activity (Hajir, eat all, 2015: 314).

2.7. DIMENSIONS OF ORGANIZATIONAL INNOVATION

This part was allocated to discuss and explain the basic dimensions for the organizational innovation which will be depended by the study as changes which are were taken up by many of the researchers and thinkers in this field as shown in the following table (4):

Table 4: Dimensions of organizational innovation

Names of researchers / N	1 Ettlie and okeefe, 1982: 179	2 Isaksen and Treffinger, 1991	3 Spence, 1994: 32	4 Damanpour, 1996: 695	5 Anthony, 2000: 97	6 Al-Harbi, 2002: 4	7 Al-Morshedi, S., 2013: 99	8 Mrezaah, 2006: 1	9 MacCurtain, et al; 2008: 10	10 Chen, et al, 2010: 226	11 Crossan and Apaydin, 2010: 1167	12 Jabar, 2010: 66	Total
Personal characteristics of inventers		√											1
Invention as a process		√									√		2
Invention as way of thinking		√											1
Invention as results		√									√		2
Communications Extended	√					√	√	√				√	5
Risk consent	√		√			√	√	√	√			√	7
Ability to solve problems	√		√	√	√	√	√	√				√	8
Ability to change	√					√		√					3
Innovation encouragement	√				√	√	√	√		√		√	7
Researches			√										1
Inventions			√										1
Performance improvement				√									1
Value addition				√									1
Competitive feature creation				√									1
Idea creation					√								1
Decision making						√		√					2
Knowledge share									√				1
Learn ability									√				1
Behaviors learning										√			1
Administrative innovation										√			1

And through the results which are appeared in table (3) regarding the opinions of some researchers and thinkers it is clear that there is semi-agreement on four dimensions of the organizational innovation (Ability to solve problems, Risk consent, Innovation encouragement and Communications Extended) and they named it the dimensions for the organizational innovation and these dimensions will be shown as follows:

2.7.1. Ability to Solve Problems

The environment of the organizations with its two sectors, the general and the special sectors, face more problems, and that requires the existence of new methods to deal with the attitudes that requires making improvement or change concerning the activities of the organizations, and the innovation is only a vision of the individual for a phenomenon in a new style and so the innovation requires the ability sense the existence of a problem needs handling, and then the ability to think in a different way and innovator to find the suitable solution (Salim,and Zaid, 2016: 21).

As the world today witnesses a big development and a rapid growing, the need for a strategy for innovation has become pressing suit with the occurred changes in the field of technology, the market and facing the problems, dealing with the interior and foreign changes and uncertainty (Warren et al, 2002: 184).

Davis and Rimm (2004: 211) have indicated that feeling the problems is a group of the connected tasks which are done by the individual and contain the following:

1. Determine difficulties.

2. Gathering information.

3. Determine problem.

4. Streamlines problems.

5. Finding solutions.

There are many organizations which search about the innovators people who are considered nowadays rare, so we find that if the organization is capable to get a innovational and distinct employee, it will keep him and regards him from its steady origins that it is impossible to be left, whereas the innovational employee is

characterized by fluency, persevering, self-confidence, originality, distinct, the ability on adaptation and discovering the problems and find the solution for them, having an employee who has these characteristics is considered something not existed in this life, but these characteristics may be distributed on the organization's staff and it forms a innovation team leads the organization to the success and this is the aim of the developed and advanced organizations.

And the correctness study see that ability to solve problems is represented in the ability of the individual to see the problems and diagnose it, and identify the decreasing aspects within it.

2.7.2. Risk Consent

The risk is considered a basic and necessary element to achieve the innovation, It is a mixture of the professional and scientific imagination to develop old thoughts and product new thoughts results from it a product can be applied.

Diliman (2011: 76) see that accepting the risk is meant taking the initiative in adopting the thoughts and the new styles and search for solutions for them at the same time that the individual is being able to afford the results that resulted from the works that the individual do and has the readiness to face the resulted responsibilities.

And Al-Nuiami (2014: 114) describes risk consent as "the willingness of the organization to take bold and responsible decision-making both at the individual and group level and to cope with the environmental changes that occur, and in uncertain circumstances."

The environment where the organizations work with all their kinds is a rapid change and dynamic environment so it is a must for the organizations resorting to the innovation and afford the risk in order to keep the market's stake and earning the competition, one of the most important reasons that made the organizations compete in achieving the resulted risk are (Pereira and Foster, 1985: 10):

1. The Strident competition in the markets.

2. The scientific and technological revolution.

3. The production with big amounts.

4. The governmental facilities or aids.

And Blyes et al (1991: 521) has identified many of factors effect on the weakness and the strength of the organization including the level of affording the risk, the equivalences, the organizational structure, the encouragement and the independence of the individual, and these factors effect on the performance of the organization and its innovation.

2.7.3. Innovation Encouragement

The achieving of the goal to satiate the humanity needs requires the existence of a motive or an external influence for the individual impels him to move, consequently it is necessary for organization management to care about the using of the motives to support the individuals and encourage them for more products.

In order to individuals could produce and broach new thoughts they must have feeling of existence of the help and the support of the managers in the organization and the other members of workgroup.

One of the important methods of innovation encouragement is the organization's making – out giving the equivalences, the permissions for the workers and for the connected departments to improve the innovative thoughts and the beneficial from the wide range of thoughts produced by them.

Concerning this (Nixon, 1994: 16) refers to the encouragement of working individuals and urge them to exploit their special skills and experiences in a better way, that may be through giving them more power and more freedom in doing their works in addition to the other prerogatives that produced to them to be capable and innovators to achieve the aims and the goals of the organization.

It is an obligation for the managers of the organizations to show full trust of the workers and make them feel they are trusted and providing the necessary resources for them and accepting their new thoughts (Melham, 2004: 589).

There are groups of factors that have an impact in an encouraging way for innovation (Fadel, 2007: 74):

1. Using the training achieving continually the progress of the workers' abilities in their performing for their organizations or their surrounding atmosphere.

2. Adopting the open relationships with the other organizations and entering partners ships and dealing forms to achieve activities regard the innovation.

3. Improving the communication and give a sense with a trusted atmosphere and human relationships among the individuals of the organization and adopting the diaphanousness and frankness.

4. adopting active and efficient machinery motivate to develop the workers' abilities and satiate their personal feelings.

5. Adopting the concept of thinking "outside the box" by adding social dimensions for the organization's responsibility, to extend a thinking horizon for the workers working within it.

6. Adopting the concept "Giving the Validities" with a machinery to activate it in a way provocation the innovation workers abilities.

Dunn and Baker (2012: 62) has underlined that creating an environment to encourage the innovation, creativity and the social culture makes the workers give a loyalty to the organization and that achieve a sort of obligation with the organization's tasks and the challenge in achieving the work.

Through what were shown above the researcher see that the encouragement procession if it is done successfully it will achieve two important goals:

A. The increasing in the organization profits through increasing the products, and providing the best products and services.

B. Increasing the sense for the workers with stability and the organization's loyalty.

2.7.4. Communications Extended

The communication performs a vital role in the life of nations in general and the organizations of work in particular. Many researchers has taken up with this concept in the modern administrational thought, a number of them consider the process of the communication between the president and the employee as the exchanges that concern the information and the influences among the members of the organization, whereby for everybody there is an authority to direct the activities of the other members and evaluate it.

Quick and Nelson, (2009: 67) see that the communication is the participation of the meaning with another person. In order the organization to be effective and active it have to use different kinds of communication as follows:

A. Downwards communication: This kind of communication flows from the presidents to the subordinates and it includes (The functional instructions, the official memoranda, the measures and the organizational publications) and this kind of communication is more effective, the individual who has an administrable propriety can give the order to be executed.

B. Horizontal Communication: It is the communication which occurred among the different jobs in the organization, For example between the manager of the accounting department and the manager of the marketing department, and this kind of communication contributes in coordinating the activities among the different departments and publishing the information and taking part in it.

C. Ascended Communication: It helps to convey the reports, the thoughts, the suggestions and the complaints from the individuals in the minimum levels within the organizational structure reaching the maximum levels.

D. External Communications: The organizations need to achieve the External communication with another organization when it wants to serve the products and the services, polarize the workers who have the skills and the high abilities, getting the information, the gnostic participation and popularizing a positive and shining picture of the organization. The success of the organization depends on its abilities to reach to the suitable information rapidly and accurately in time, consequently the ability to reach the information requires the available of wide communication systems by the organization with the other organizations.

Quoting (Melham, 2004: 340) the open communication is considered very important for the organization to reduce the pressure in the work and removing the ambiguity as long as the communication is like the training, and is inclined to make the organization as splay whereas the organization loses its hierarchical form. Though, the open communication has a connection and a strong relationship to enable the worker.

2.8. RELATIONSHIP BETWEEN TALENT MANAGEMENT PROCESS AND ORGANIZATIONAL INNOVATION

Relationships between organizational phenomena don't happen in confinement. There are various factors that may decide, moderate or mediate relationships between develops in organizational studies. The connection between organizational and talent management isn't a special case in this regard. According to diverse examinations, there are various contingents or contextual factors that effect, decide or impact the nature of the above-mentioned relationship (Ingram, 2016: 198).

Under the developments in the gnostic economy which witnessed by the organization of works in the world will be the main key for the competitive feature and achieving the high gaining's in the industry, is how could the organizations attract the talent and keeping them, whereby the innovations regarded a tool for the organization to convoy those developments and other matters surrounding it. And it helps it to comfort the contemporary problems and the future challenges through providing it solutions to deal with these problems in the systems and the relationships, whereby the organizations became in need to mused, talented and innovative minds to find origin and new solutions to reduce what human being suffers from in the modern age.

Al-Awamleh (2009: 29) see that the running of the talent may be the best way to create the competitive and the sustained feature, which may result from the resources owned by the company and cannot be imitated by the competitors.

Al-Krawi (2010: 134) has declined that the talent is the main factor for the organization success in the market, and also owning the talent is also still important but awkward for the competitiveness and continuity, whereby the results of a survey of (13000) executive managers in the biggest (112) American companies have declined the following facts:

1. The talent is the most important axis for the success in the markets.

2. Attract of talent and keeping it become one of the most difficult targets in front of the leaders of the organizations.

3**.** The converting from the industrial age to the information age make the value of the material inventories backwaters in front of the value of undisturbed inventories like the talent and the mental capital and the innovative thoughts.

4. The innovation is the barrier that separates the successful organization from the other organizations.

5. Owning the distinctive talent leads to create essential improvements in the high performance.

And Al-Anzi and Saleh (2009: 439) for the main reason for the beggaring of the organization and the variety of the products in standard periods of time and achieving the competitive feature sustained to the available talent in these organizations which represents a knowable existence has the ability to transform the technology from the searching to the industry in an extinguish success, thus makes the organization innovative and proponent on its competitors in increasing the available value for the customers and achieving the competitive feature and keeping up the local and the international success.

And from the point of view of (Al-Ardhi, 2001: 23) that the organization may be a competitive organization through having the human resources who have abilities, a high mental skills and high materials, and also from investing a progressive technology or inserting new inventions enable the organization from investing the opportunities for its benefit, as well as the informative resources to know the conditions of the market and the demand of the products and the wishes of the customers.

Lockwood (2006: 17) has indicated that the active talent management required from leadership management show a strong abidance in the human capital management and the work to participate the workers as that contributes in achieving the high performance, because the successful and strong leadership has the ability for interring the renew through up breeding the excellent workers and reducing the change resistance in the organization.

The researchers in the administrational thought declined that the Excellent Performance comes automatically from the competitive feature which connected with the ability of the organization to exploit the owned resources and the skills and

adding a value to its products exceed what the competitors can produce (Sparrow, 2014).

From his point of view (Daft, 2001: 260) see that the success of the organization is represented by its ability to have the individuals who have the thoughts, the knowledge, the expertise's and also the eruditeness on the expertise's of the successful organizations and their history.

Many researchers have come up to a conclusion that talent management is the most important source to create the strength inside the organization, and the organization has to allocate (% 80) of its efforts to develop the inner talents and allocate (% 20) of its efforts to search for new workers (Al-Abadi, 2011: 129).

As well as the arising of competition and the variety of markets and the changed needs and the increasing requirements for the consumers, anteing the modern organizations turn to the innovation and the competitive and the reason for this turning towards the innovation and the creative organizations belongs to having these organizations for the resources, the skills, the talents, the experiences and the high technics which have the ability to deal with the innovation for reaching out to the best products and creating the markets, and discovering new styles through it the organization achieves a competitive feature.

So Mohammed (2006: 105) see that the competitive feature considerably depends on the talent and the skill in running the technology and creating the technological innovation and turning the organizations from using the technology to creating the technology, that it is considered a more developed step in the strategy of economic development, so the organization must realize the importance of innovation and its role in achieving the competitive feature if it still want to be existed and be continued in the today work of the world.

Johnson and Scholes (1999: 107) refers to the competition of the organizations which depend on its abilities in investing the thoughts, skills and the resources efficiently in order to provide the goods and the services to the market, for achieving the in demand goals to find products and services encroach the customer's requirements and ambitions.

Hill and Jones (2001: 130) add that innovative abilities are a main factor to get the competitive feature. And that the competition is a derived process from innovation, that is mean the innovation is a main source for the competitive feature because it gives the organization the uniqueness that the other competitive organization wanted.

The need for innovation in the organizations may appear in the responsive of the gap existence between the level of the real performance of the organization and the desirable level of the performance, whenever the gap between the level of the real performance and the level of the desirable performance is increased, the directors try to fill this gap by generating anew thoughts to find new products, that show the necessary need to innovation in order to narrow this gap in performance, here the role of the process of innovation management appears from the exploit of the base of knowledge, skills, talents and the available abilities in different jobs inside the organization and employing them for process of innovation and achieve the goals of the organization (Dalia, 2016: 15).

And through what has been produced the researcher see that any organization want to stay for a long period of time in the world competitive environment must have the ability to put the talent in its right place as soon as possible, because talent is the most important source for innovation and competitive, as well as the relationship between talent management and organizational innovation when there are run in a good way it enables the organization to put competitive strategies reintegrates with the innovation products and the new technological developments to face its competitors.

CHAPTER THREE: THE ROLE OF TALENT MANAGEMENT PROCESS IN ACHIEVING ORGANIZATIONAL INNOVATION OF NORTH IRAQ/ AN ANALYTICAL STUDY IN THE TELECOMMUNICATION COMPANIES

3.1. PROBLEM STATEMENT

Organizations still have to creatively innovate their product to fit customers' current demand even if the product had achieved a great target in the past. Consequently, organizations might face difficulties in the innovation process or worse, failure in innovations which would affect the organization's profit. Therefore, management should encourage their teams to work on innovations and show their talents even when they have already faced failures.

Challenges and development facing business organizations and the conditions of intense competition as well as the quick changes and events taking place in the competitive environment. Organizations require great philosophy and a broader vision to adopt and take on relatively new managerial concepts such as talent management to solve the problems and challenges they face. With the aim of finding effective and positive methods that enable organizational manager to select and retain employees to perform work. In addition, creativity is an important and important entry point for problem solving. Enhanced factors for creativity are one of the important steps in the treatment of some of the problems facing organizations and thus upgrading their performance.

High-tech companies' stress supply of new products, services and technologies; thus, corporations participate in areas of industrial agglomeration to compete for significant resources and become market leaders by promoting new products or technologies. Such resources include knowledge agents, skilled labor, mobile information, and the establishment of cooperative partnerships to gain market advantage. Notably, firm location significantly influences knowledge acquisition (Christensen and Drejer, 2005). Similarly, within the pool of skilled human resources, formed by industrial clustering, knowledge agents compete to find corporations that improve own value and specialized personnel strive to access improved work opportunities. In searching for value, specialized personnel

occasionally leave their jobs to create new companies, resulting in spin-offs. Recently established corporations have cultivated high-tech talent through two main ways, namely high-level educational institutions and well-established enterprises in relevant industries. Consequently, the geographical concentration of rivals, universities, research institutes and existing corporations increases competitiveness and stimulates innovation and firm entry. Besides the central elements, such as attempting to use geographic proximity to maintain competitiveness, additional considerations include technology transfer, spin-offs and R&D hardware, and technological infrastructure. Empirically, clustering is important for innovation. Conversely, firms in traditional industries have not effectively promoted innovation.

The need to employ and manage talented employees appropriately is especially important in case of innovation in organization, which are directed on continual creating of innovation on the basis of their employees' knowledge and skills. The problem is talent employed in innovative organization is frequent lack of overall management of talents in organization. Unfortunately, human resource management (HRM) usually does not consider specific needs of talented employees.

Unfortunately, most of the advanced talent management systems have not translated meaningfully towards organizational innovation due to the way firms design and manage their organizational structure. Heimen et al, (2004) argue that the way organization attracts, develops, retains, motivates, manages and reward its employees determines the duration or extent they will stay on the job. For instant, employees who get better job offer and good working condition with another employer quit than staying on the job. To remain focused and competitive in business environment, some firms should developed attractive package, bonus, fringe benefits and flexible working hours to accommodate everyone to be able to increase organizational innovations and employees' value.

In addition, James (2012) also noted that talent management system have failed in most organizations today due to lack of planning and implementation of management policies, processes and programs which have positive impact on the process of acquiring, developing, retaining talents and innovations to sustain organizational competitive advantage. The need for business organizations to continually search for new and better means of achieving competitive advantage

requires that the capacity of every functional areas in the organization requires improvement to align with organizational innovation.

3.2. SIGNIFICANCE OF STUDY

According to the objectives the use of this study are well describe because it offers input to the organizations employees to provide a clear picture towards innovation as well as identifying the influencing factors in telecommunication companies. However, by providing a better understanding of how talented employees perceive innovation process is critical for telecommunication companies in order to adopt policies that can help the companies in enhancing innovation. Therefore, current study desires to investigate the role of talent management of employees with their organizational innovation in telecommunication companies (Asia Cell, Korek Telekom and Zain). The findings of the study will help increase the body of knowledge on the personal talent that influence innovation particularly in telecommunications companies (Asia Cell, Korek Telekom and Zain) in north of Iraq and generally in Iraq as there are no specific studies that take into account talent management of employees and its influence on employees innovations.

Furthermore, the empirical findings of the study will provide suggestions to the HRM of the companies that would help in motivating the talented person towards innovation activities. The finding and suggestions of this study will contribute to the existing knowledge which will be useful to organizational innovation process and other reader to further development on the factors that affect the innovation of telecommunications companies (Asia Cell, Korek Telekom and Zain).

3.3. RESEARCH OBJECTIVES

The objectives of this research are as follows:

1. To identify the talented person among employees and talent management process in telecommunication companies (Asia Cell, Korek Telekom and Zain).

2. To identify the innovation level in the organization among telecommunication companies (Asia Cell, Korek Telekom and Zain).

3. To study the role of talent management process in achieving organizational innovation in Telecommunication Company.

3.4. RESEARCH QUESTIONS

1. To what extent do talent management processes apply in these companies (Asia Cell, Korek Telekom and Zain)?

2. To what level are organizational innovation practices achieved in these companies (Asia Cell, Korek Telekom and Zain)?

3. At what level can these companies (Asia Cell, Korek Telekom and Zain) achieve organizational innovations through talent management?

3.5. RESEARCH METHODOLOGY

The main intention of this research is to find the role of talent management in achieving organizational innovations of research in telecommunications companies in North of Iraq. The methodology adopt for this study is discussion in the proceeding sections. The present study is descriptive in nature employing hypothesis testing. Hypotheses will be formulated on the role exhibited in the model of the study. Data will collect through survey instrument adopting cross sectional. The use of survey method is the most convenient method of collecting the information from a population in a short time and with the least budget. The present study will investigate the role of talent management process in achieving organizational innovation in telecommunications companies (Asia Cell, Korek Telekom and Zain). To analyze the role, research questions will be formulated based on the objectives of the study. More ever, data analysis has been analyzed by using (frequency distribution, mean, standard deviation, sample factor analysis, correlation coefficient and regression).

3.5.1. Population

Population is all the people that we are interested to generalize the results of the research to or it is also defined as a collection of people or elements that have a common characteristic. A common characteristic is a characteristic that is common between all the elements of the population and differentiates that population with other population. The population for this research consists of the talented person at telecommunications companies (Asia Cell, Korek Telekom and Zain). The number of employees that working in those companies show in this table below:

Table 5: Number of company's employees and sample of employees

No	Companies	No. of Employees	Sample of employees/(%)	Percent (%)
1	Asia Cell	1150	200/50.8	17.4
2	Korek Telekom	685	150/38.1	21.9
3	Zain	87	44/11.1	50.6
	Total	1,922 employees	394/100,0	20.5

3.5.2. Sampling Methods

Sample of a study consists of all possible units of a population on which data can be collected and generalization of results can be made. Sample is a limited number of populations that has the main characteristics of the population. For the purpose of this research, the sample consists of the talented employees in the telecommunication companies. These companies are involved in service telecommunication. The present study employs probability sampling technique by using random sampling.

Hair et al. (2006) provided to select appropriate number of sample for the study is 5 observations per parameter of estimation. Thus, study consists of two major construct and in total with 5 dimensions of the construct. So the study will estimate total of 18 parameters and minimum sample size was 90. Thus, for the present study targeted a sample of more than 90 respondents. Has been distributed to the talented staff of telecommunications companies. The number of sample for each company is based on the number employment of the companies.

3.5.3. Data Collection

The present studies adopt the questionnaire method for collecting data necessary for the study. The questionnaire has been distributed to the respondents selected through random sampling. Researcher also-ran distributed the self-administered questionnaires (SAQ) through personal visitation for greater response rate and care will be taken that the data collect remain confidential and use for academic analysis purposes only. There was (470) questionnaires distributed then, (425) form were collected. However, interim of analysis data, there was (31) form

that not appropriated of the analysis due to some missing information. Thus, (394) questionnaires appropriated of analysis. The complete questionnaire will be collect and data will be entree into SPSS version 24 for the purpose of analysis.

Table 6: Number of form were distributed

	Frequency	Percent
Not collected	45	9.7%
Reject	31	6.5%
Accept	394	83.8%
Total	470	100%

3.6. CONCEPTUAL FRAMEWORK OF THE RESEARCH

Figure 9: Conceptual Framework of the Research
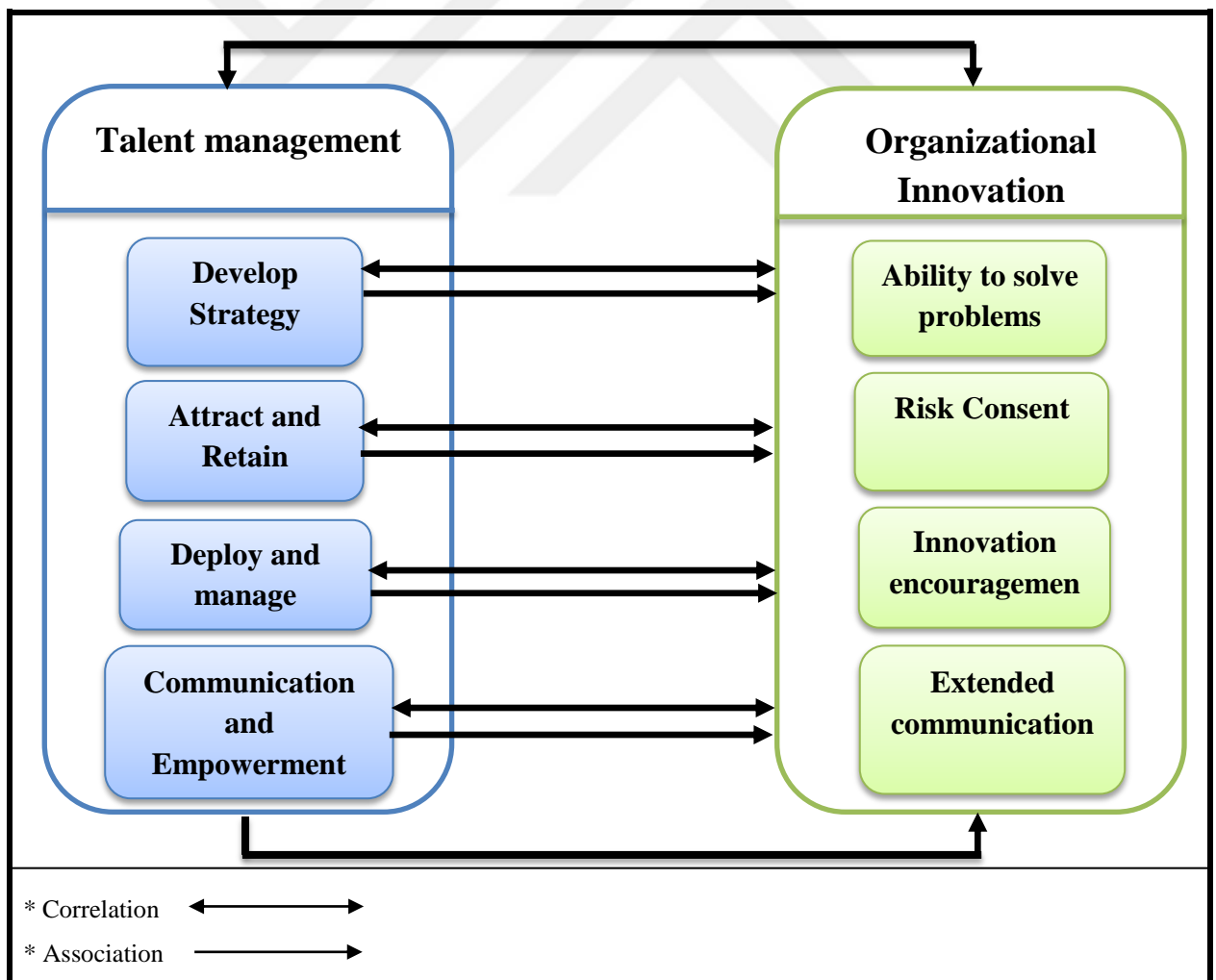
Source: prepared by the researcher.

3.7. HYPOTHESIS

Main Hypothesis 1

H_1: *There is a positive correlation between Talent management and Organizational Innovation in telecommunication companies.*

Sub- hypothesis 1

H_{11}: *There is a positive correlation between Develop Strategy and Organizational Innovation in telecommunication companies.*

H_{12}: *There is a positive correlation between Attract and Retain and Organizational Innovation in telecommunication companies.*

H_{13}: *There is a positive correlation between Deploy and manage and Organizational Innovation in telecommunication companies.*

H_{14}: *There is a positive correlation between Communication and Empowerment and Organizational Innovation in telecommunication companies.*

Main Hypothesis 2

H_2: *There is an association of Talent management on Organizational Innovation in telecommunication companies.*

Sub- hypothesis 2

H_{21}: *There is an association of Develop Strategy on Organizational Innovation in telecommunication companies.*

H_{22}: *There is an association of Attract and Retain on Organizational Innovation in telecommunication companies.*

H_{23}: *There is an association of Deploy and manage on Organizational Innovation in telecommunication companies.*

H_{24}: *There is an association of Communication and Empowerment on Organizational Innovation in telecommunication companies.*

3.8. RESULTS AND ANALYSIS DISCUSSION

3.8.1. Reliability and Validity

As shown in the Table (7) that the result of reliability of the participations is founded by using alpha cronbach. Thus, the value of alpha cronbach and validity is 0.792 and 0.745 respectively and also the result of these illustrates the highly reliable of the questionnaire.

Table 7: Reliability and Validity

Methods	Result
Alpha Cronbach (Reliability)	0.792
Validity	0.745

3.8.2 Sample of the Research

It can be seen in the Table (8) that the total sample of the research is (394) participation which is taken in three companies, 38.1% were taken in Korak Telecom; 50.7% were taken in Asia Cell and 11.2% were taken in Zain.

Table 8: Sample of the research

Companies	Frequency	Percent
Korak Telecom	150	38.1%
Asia Ceel	200	50.8%
Zain	44	11.1%
Total	394	100.0%

3.8.3. Biography Analysis

(A) Gender

It can be seen in the Table (9) that 63.4% of the total participations were male and 36.6% of them were female.

Table 9: Distribution of the sample according to Gender

Gender	Frequency	Percent
Male	250	63.4%
Female	144	36.6%
Total	394	100.0%

(B) Age

It is clear in the Table (10) that the majority of the samples were age of 26 to 30 years that is 44.7% of the total participation. Then, 22.3% of them were age of 31 to 35 years old; 13.2% of the total samples were age between 20 to 25 years old. In addition, 11.1% of the total sample was age between 36 and 40 years old and merely 5.1% of them were age between 41 and 45 years old. However, the minority of participations were age between 46 to 50 years old that were 3.6% of the total participations.

Table 10: Distribution of the sample according to Age

Age	Frequency	Percent
20- 25 Years	52	13.2%
26- 30 Years	176	44.7%
31-35 Years	88	22.3%
36-40 Years	44	11.1%
41-45 Years	20	5.1%
46-50 Years	14	3.6%
Total	394	100.0%

(C) Marital Status

As shown in the Table (11) that of the total participation: 65.5% were married; 32.9% were single; 1.1% is widow and merely 0.5% were widower.

Table 11: Distribution of the sample according to Marital Status

Marital Status	Frequency	Percent
Married	258	65.5%
Single	130	32.9%
Widow	4	1.1%
Widower	2	0.5%
Total	394	100.0%

(D) Education Level

Table (12) shows the distribution of education level which were divided into six kind of degree. As a result, 68.1% of the total responds had university degree. Then, 16.2% of them had institute degree. Next, 8.6% had high school degree and 4.1% of them had high education degree. Finally, merely 1.5% had primary and other degree.

Table 12: Distribution of the sample according to Education level

Education level	Frequency	Percent
High education	16	4.1%
University	268	68.1%
Institute	64	16.2%
High school	34	8.6%
Primary	6	1.5%
Other	6	1.5%
Total	394	100.0%

(E) Income Status of Month

It can be seen in the Table (13) that the majority of the sample were income in month between 500000 dinar to 1000000 dinar that is 58.4% of the total participations. This means that the majority of the participations were in middle level of economic. Then, 22.3% of the total responds had 1000000 to 1500000 dinar per

month. Finally, the minority of the total responds had 1500000 to 2000000 dinar per month that is 5.5% of the total respondents.

Table 13: Distribution of the sample according to Income status of month

Income Status of Month	Frequency	Percent
Less than 500000 dinar	24	6.3%
500000- 1000000 dinar	230	58.4%
1000000- 1500000 dinar	88	22.3%
1500000- 2000000 dinar	22	5.5%
2000000 dinar and more	30	7.5%
Total	**394**	**100.0%**

(F) Rank

It is clear in the Table (14) that of the total responds: 87.7% were employee in the companies which were the majority of the sample; 3.1% were deputy manager; 7.1% have been working as a manager in the company and only 2.1% have been working as Top level Manager.

Table 14: Distribution of the sample according to Rank

Rank	Frequency	Percent
Top Level Manager	8	2.1%
Manager	28	7.1%
Deputy Manager	12	3.1%
Employee	346	87.7%
Total	**394**	**100.0%**

(G) Work Experience

It is indicated in the Table (15) that 54.8% of the total participation had 0 to 5years work experience in the companies. Then, 28.4% of them had 6 to 10 years

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work experience. Next, 13.2% of them had 11 to 15 years of work experience. Moreover, only 2.1% of the total participations had 16 to 20 years of work experience. Finally, the minority of the sample had 20 years and more of work experience.

Table 15: Distribution of the sample according to work experience

Work Experience	Frequency	Percent
0- 5 Years	216	54.8%
6- 10 Years	112	28.4%
11-15 Years	52	13.2%
16-20 Years	8	2.1%
20 Years and more	6	1.5%
Total	394	100.0%

3.8.4. Analysis of Items

(A) Develop Strategy

Table (16) illustrates Develop Strategy, which used five-point Likert scale 1 to five (strongly disagree to strongly agree) in order to find the higher frequency of Develop Strategy which "The company director has influence on work force, especially in matters which are important for enhancing the level of production". following by the item "The department that I work in has a special strategy for administrating work force that agrees with the company's strategy in general". However, the less frequency of Develop Strategy is "My Company accurately presupposes the work force demands in terms of volume, skills and abilities in different times". merely 3.6% of the total sample were strongly disagree with Develop Strategy; 2.3% were disagree with Develop Strategy; 22.6% of them were neither characteristic with Develop Strategy and also 71.5% of the total participations were agree and strongly agree with Develop Strategy. In regard to severity, the highest means of items are "The company director has influence on work force, especially in matters which are important for enhancing the level of production" (M=4.23) and the least mean of items are "My company accurately presupposes the work force demands in terms of volume, skills and abilities in

different times" (M= 3.63). Finally, the total mean and standard deviation were (3.92, 0.94) respectively.

Table 16: Develop Strategy

Develop Strategy	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
The company director has influence on work force, especially in matters which are important for enhancing the level of production.	4	2	50	180	158	4.23	0.76
	1.0	0.5	12.7	45.7	40.1		
In my company, there are broad information about the role and skills that are helpful to compare with the other companies.	14	8	86	168	118	3.93	0.95
	3.6	2.0	21.8	42.6	29.9		
The department that I work in has a special strategy for administrating work force that agrees with the company's strategy in general.	14	12	76	172	120	3.94	0.94
	3.6	3.0	19.3	43.7	30.5		
My company has a good enhancing and training program me for gaining skills and information for now and the future.	18	10	106	126	134	3.87	1.05
	4.6	2.5	26.9	32.0	34.0		
My company accurately presupposes the work force demands in terms of volume, skills and abilities in different times.	22	14	128	152	78	3.63	1.01
	5.6	3.6	32.5	38.6	19.8		
Total	72	46	446	798	608	3.92	0.94
	3.6	2.3	22.6	40.5	31.0		

(B) Attract and Retain

It can be seen in the Table (17) that the higher frequency of Attract and Retain which "My company accurately indicates the human resources needs, and has its own agenda for protecting them". Following by the item "My Company is capable

of attracting and employing highly talented people", however, the less frequency of Attract and Retain is "My company has a good rewarding system for attracting/pulling different work forces, protecting them and investing in them" merely 8.3% of the total sample were strongly disagree with Attract and Retain; 8.9% were disagree with Attract and Retain; 33.2% of them were neither characteristic with Attract and Retain and also 51.6% of the total participations were agree and strongly agree with Attract and Retain. In regard to severity, the highest means of items are " My company accurately indicates the human resources needs, and has its own agenda for protecting them" (M=3.60) and the least mean of items are " My company has a good rewarding system for attracting/pulling different work forces, protecting them and investing in them" (M= 3.34). Finally, the total mean and standard deviation were (3.46, 1.11) respectively.

Table 17: Attract and Retain

Attract and Retain	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
My company is capable of attracting and employing highly talented people.	36	16	132	114	96	3.55	1.16
	9.1	4.1	33.5	28.9	24.4		
My company has a good rewarding system for attracting/pulling different work forces, protecting them and investing in them.	42	32	120	150	50	3.34	1.13
	10.7	8.1	30.5	38.1	12.7		
My company follows a good procedure for attracting/pulling the talented people from outside company environment.	40	28	140	122	64	3.36	1.14
	10.2	7.1	35.5	31.0	16.2		
My company accurately indicates the human resources needs, and has its own agenda for protecting them.	14	36	128	130	86	3.60	1.03
	3.6	9.1	32.5	33.0	21.8		
My company's administrative staff members have successful programs for developing the talented administrative leaders.	32	24	134	130	74	3.48	1.11
	8.1	6.1	34.0	33.0	18.8		
Total	164	136	654	646	370	3.46	1.11
	8.3	6.9	33.2	32.7	18.9		

(C) Deploy and Manage

As shown in the Table (18) that the higher frequency of Deploy and manage which "My company has a good ability in filling in the human resources needs through practicing suitable tasks". Following by the item "My Company takes necessary steps to know the level of the work force and the effectiveness of the decisions made by the company". However, the less frequency of Deploy and manage is "The head of the departments and units support the staff works and their deployment in the different departments". Merely 5.8% of the total sample were strongly disagree with Deploy and manage; 5.3% were disagree with Deploy and manage; 32.7% of them were neither characteristic with Deploy and manage and also 56.2% of the total participations were agree and strongly agree with Deploy and manage. In regard to severity, the highest means of items are "My Company has a good ability in filling in the human resources needs through practicing suitable tasks" (M=3.62) and the least mean of items are. "The head of the departments and units support the staff works and their deployment in the different departments" (M= 3.50). Finally, the total mean and standard deviation were (3.50, 1.02) respectively.

Table 18: Deploy and manage

Deploy and manage	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
The head of the departments and units have high capability in indicating the staff in the work agendas in an appropriate way	20	28	134	140	72	3.54	1.03
	5.1	7.1	34.0	35.5	18.3		
My company has a good ability in filling in the human resources needs through practicing suitable tasks.	20	12	130	164	68	3.62	0.97
	5.1	3.0	33.0	41.6	17.3		
The head of the departments and units support the staff works and their deployment in the different departments.	32	14	130	160	58	3.50	1.05
	8.1	3.6	33.0	40.6	14.7		
My company owns good financial and human resources ability for administrating and planning the talented people.	20	28	140	146	60	3.51	1.05
	5.1	7.1	35.5	37.1	15.2		
My company takes necessary steps to know the level of the work force and the effectiveness of the decisions made by the company.	24	22	112	162	74	3.60	1.04
	6.1	5.6	28.4	41.1	18.8		
Total	116	104	646	772	332	3.55	1.02
	5.8	5.3	32.7	39.2	17.0		

(D) Communication and Empowerment

It is clear in the Table (19) that the higher frequency of communication and empowerment which "The staff members exchange information among themselves in a way that contributes in achieving the company's goals and success" following by the item. "The staff members in the company have capacity to show their skills to do their jobs properly in appropriate times". However, the less frequency of communication and empowerment is "The company is helpful to those who encourage information sharing among the departments" merely 9.8% of the total sample were strongly disagree with communication and empowerment; 3.2% were

disagree with communication and empowerment; 24.4% of them were neither characteristic with communication and empowerment and also 62.6% of the total participations were agree and strongly agree with communication and empowerment. In regard to severity, the highest means of items are "The staff members exchange information among themselves in a way that contributes in achieving the company's goals and success" (M=3.94) and the least mean of items are "The company is helpful to those who encourage information sharing among the departments" (M= 3.05). Finally, the total mean and standard deviation were (3.60, 1.08) respectively.

Table 19: Communication and Empowerment

Communication and Empowerment	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
The staff members exchange information among themselves in a way that contributes in achieving the company's goals and success.	20	4	82	158	130	3.94	1.01
	5.1	1.0	20.8	40.1	33.0		
The staff members in the company have capacity to show their skills to do their jobs properly in appropriate times.	10	24	96	194	70	3.73	0.90
	2.5	6.1	24.4	49.2	17.8		
The company is helpful to those who encourage information sharing among the departments.	100	15	93	136	50	3.05	1.38
	25.4	3.8	23.6	34.5	12.7		
The staff members in our company attempt to learn new skills to fill in the needs.	26	8	114	164	82	3.68	1.03
	6.6	2.0	28.9	41.6	20.8		
Total	156	51	385	652	332	3.60	1.08
	9.8	3.2	24.4	41.4	21.2		

(E) Ability to Solve Problems

It is indicated in the Table (20) that the higher frequency of Ability to solve problems which "My company always attempts to identify the problems that are to find solutions for them accordingly" following by the item "My company follows up the problems that the staff members face while on duty". However, the less

frequency of Ability to solve problems is "My company owns a recommended team to solve the complex problems" merely 7.9% of the total sample were strongly disagree with Ability to solve problems; 2.5% were disagree with Ability to solve problems; 26.1% of them were neither characteristic with Ability to solve problems and also 63.5% of the total participations were agree and strongly agree with Ability to solve problems. In regard to severity, the highest means of items are "My Company always attempts to identify the problems that are to find solutions for them accordingly" (M=3.91) and the least mean of items are "My company owns a recommended team to solve the complex problems" (M= 3.46). Finally, the total mean and standard deviation were (3.67, 1.07) respectively.

Table 20: Ability to solve problems

Ability to solve problems	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
My company always attempts to identify the problems that are to find solutions for them accordingly.	18	2	86	178	110	3.91	0.96
	4.6	0.5	21.8	45.2	27.9		
My company follows up the problems that the staff members face while on duty.	28	6	90	184	86	3.76	1.04
	7.1	1.5	22.8	46.7	21.8		
My company follows modern routes and methods to solve the problems that face the staff members while on duty.	32	14	124	142	82	3.57	1.10
	8.1	3.6	31.5	36.0	20.8		
My company owns a recommended team to solve the complex problems.	48	18	110	140	78	3.46	1.21
	12.2	4.6	27.9	35.5	19.8		
Total	126	40	410	644	356	3.67	1.07
	7.9	2.5	26.1	40.8	22.7		

(F) Risk Consent

As illustrated in the Table (21) that the higher frequency of Risk Consent which "My Company devotes specific times to follow up the dangerous issues". Following by the item "My Company encourages and supports those who take

different routes to carry out their job". However, the less frequency of Risk Consent is "My Company has a team that takes adventures and risks". merely 12.4% of the total sample were strongly disagree with Risk Consent; 6.2% were disagree with Risk Consent; 35.3% of them were neither characteristic with Risk Consent and also 46.1% of the total participations were agree and strongly agree with Risk Consent. In regard to severity, the highest means of items are "My company devotes specific times to follow up the dangerous issues" (M=3.39) and the least mean of items are "My company has a team that takes adventures and risks" (M= 3.15). Finally, the total mean and standard deviation were (3.26, 1.17) respectively.

Table 21: Risk Consent

Risk Consent	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
My company has a team that takes adventures and risks.	54	32	144	128	36	3.15	1.14
	13.7	8.1	36.5	32.5	9.1		
My company devotes specific times to follow up the dangerous issues.	44	20	128	142	60	3.39	1.14
	11.2	5.1	32.5	36.0	15.2		
My company has a special unit to monitor the innovators who carry out risky tasks.	46	30	148	132	38	3.21	1.1
	11.7	7.6	37.6	33.5	9.6		
My company encourages and supports those who take different routes to carry out their job.	52	16	136	132	58	3.32	1.17
	13.2	4.1	34.5	33.5	14.7		
Total	196	98	556	534	192	3.26	1.13
	12.4	6.2	35.3	33.8	12.3		

(G) Innovation Encouragement

It can be seen in the Table (22) that the higher frequency of Innovation encouragement which "My company seriously cares about the innovatory ideas that the members of staff show" following by the item "My company relies on the appreciation board for the innovators". However, the less frequency of Innovation

encouragement is "My company encourages those who have their own thinking and ideas outside their fields of specialties" merely 10.0% of the total sample were strongly disagree with Innovation encouragement; 10.2% were disagree with Innovation encouragement; 32.8% of them were neither characteristic with Innovation encouragement and also 47.0% of the total participations were agree and strongly agree with Innovation encouragement. In regard to severity, the highest means of items are "My Company seriously cares about the innovatory ideas that the members of staff show" (M=3.44) and the least mean of items are "My company encourages those who have their own thinking and ideas outside their fields of specialties" (M= 3.19). Finally, the total mean and standard deviation were (3.32, 1.15) respectively.

Table 22: Innovation encouragement

Innovation encouragement	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
My company rewards those who are innovators and keen on continuing in their innovations.	42	42	124	122	64	3.31	1.18
	10.7	10.7	31.5	31.0	16.2		
My company relies on the appreciation board for the innovators.	36	38	130	124	66	3.37	1.14
	9.1	9.6	33.0	31.5	16.8		
My company encourages those who have their own thinking and ideas outside their fields of specialties.	50	46	130	112	56	3.19	1.20
	12.7	11.7	33.0	28.4	14.2		
My company seriously cares about the innovatory ideas that the members of staff show.	30	34	134	124	72	3.44	1.11
	7.6	8.6	34.0	31.5	18.3		
Total	158	160	518	482	258	3.32	1.15
	10.0	10.2	32.8	30.5	16.5		

(H) Extended Communication

It is clear in the Table (23) that the higher frequency of Extended communication which "My company owns an information net for gaining the latest

data and information which are related their job". Following by the item "My Company enhances the relationships among the co-workers vertically and horizontally". However, the less frequency of Extended communication is "The administrative staff members try to broaden the work relationships outside their work place" merely 9.6% of the total sample were strongly disagree with Extended communication; 6.3% were disagree with Extended communication; 33.2% of them were neither characteristic with Extended communication and also 50.9% of the total participations were agree and strongly agree with Extended communication. In regard to severity, the highest means of items are "My company owns an information net for gaining the latest data and information which are related their job" (M=3.79) and the least mean of items are "The administrative staff members try to broaden the work relationships outside their work place" (M= 3.26). Finally, the total mean and standard deviation were (3.41, 1.15) respectively.

Table 23: Extended communication

Extended communication	1	2	3	4	5	Severity	
	Fre.	Fre.	Fre.	Fre.	Fre.	Mean	S.D
	%	%	%	%	%		
The administrative staff members try to broaden the work relationships outside their work place.	50	28	144	112	60	3.26	1.18
	12.7	7.1	36.5	28.4	15.2		
My company enhances the relationships among the co-workers vertically and horizontally.	40	28	136	132	58	3.35	1.30
	10.2	7.1	34.5	33.5	14.7		
My company attempts to broaden the relationships with specialties outside the work place.	46	28	134	148	38	3.27	1.11
	11.7	7.1	34.0	37.6	9.6		
My company owns an information net for gaining the latest data and information which are related their job.	16	16	110	144	108	3.79	1.02
	4.1	4.1	27.9	36.5	27.4		
Total	152	100	524	536	264	3.41	1.15
	9.6	6.3	33.2	34.1	16.8		

3.8.5. Factor Analysis

3.8.5.1. KMO and Bartlet's Test for talent management

It is indicated in the Table (24) that the value of Kaiser-Meyer-Olkin should be between (0) to (1). for these data, the result of Kaiser-Meyer-Olkin is 0.886 which falls into the range of being great and the test of bartlett's is highly significance because the p-value were less than 0.01. As a result, factor analysis is appropriate.

Table 24: KMO and Bartlet's Test for talent management

KMO and Bartlet's Test	
	Talent management
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.886
Bartlett's Test of Sphericity (Approx. Chi-Square)	2.766
Df	171
Sig.	0.000

Table (25) illustrates the rotated component matrix for talent management that is a matrix to determine factor loadings for each factor including other variables. Moreover, "My company has a good rewarding system for attracting/pulling different work forces, protecting them and investing in them" is an important item in talent management because it is in first factor and the value of factor loading in it is more that the value of factor loading in other questions. Following by items, "The head of the departments and units have high capability in indicating the staff in the work agendas in an appropriate way". The first factor is better than other factor because the description of first factor is more than other factors.

Table 25: Rotated Component Matrix for Talent management

Questions	Component		
	1	2	3
Q7	.693		
Q11	.687		
Q8	.638		
Q14	.616		
Q15	.602		
Q12	.598		
Q6	.576		
Q13	.574		
Q9	.542		
Q10	.524		
Q18	.431		
Q1		.717	
Q3		.729	
Q2		.680	
Q5		.635	
Q4		.631	
Q17			.831
Q16			.745
Q19			.566

Table 26: Rotated Factor Matrix for Talent management

Q	1.A. Factor: Attracting, Deployment and Managing Employees	Factor Loads
Q7	My company has a good rewarding system for attracting/pulling different work forces, protecting them and investing in them.	.693
Q11	The head of the departments and units have high capability in indicating the staff in the work agendas in an appropriate way.	.687
Q8	My company follows a good procedure for attracting/pulling the talented people from outside company environment.	.638
Q14	My company owns good financial and human resources ability for managing and planning the talented people.	.616
Q15	My company takes necessary steps to know the level of the work force and the effectiveness of the decisions made by the company.	.602
Q12	My company has a good ability in filling in the human resources needs through practicing suitable tasks.	.598
Q6	My company is capable of attracting and employing highly talented people.	.576
Q13	The head of the departments and units support the staff works and their deployment in the different departments.	.574
Q9	My company accurately indicates the human resources needs, and has its own agenda for protecting them.	.542
Q10	My company's administrative staff members have successful programs for developing the talented administrative leaders.	.524
Q18	The company is helpful to those who encourage information sharing among the departments.	.431
	2.A. Factor: Work force and Skills	
Q1	The company director has influence on work force, especially in matters which are important for enhancing the level of production.	.717
Q3	The department that I work in has a special strategy for administrating work force that agrees with the company's strategy in general.	.729
Q2	In my company, there are broad information about the role and skills that are helpful to compare with the other companies.	.680
Q5	My company accurately presupposes the work force demands in terms of volume, skills and abilities in different times.	.635
Q4	My company has a good enhancing and training program me for gaining skills and information for now and the future.	.631
	3.A. Factor: Empowerment of Employees	
Q17	The staff members in the company have capacity to show their skills to do their jobs properly in appropriate times.	.831
Q16	The staff members exchange information among themselves in a way that contributes in achieving the company's goals and success.	.745
Q19	The staff members in our company attempt to learn new skills to fill in the needs.	.566

Also, it can be seen in the Table (27) that the eigenvalues associated with the component (factor) of each linear before extraction, after rotation and after extraction. All factors can be extracted with eigenvalues greater than 1. Moreover, the three factors were extracted, the first factor is more importance than other factors because explanation of the variance were greater than others, the first factor explained 35.714% of the total variance and the second factor explained 8.280% of the total variance. Finally, the third factor explained merely 6.621% of the total variance.

Table 27: percentage of eigenvalue and variance explanation of the determined factors in Talent management

Factors	Total	% of Variance	Cumulative %
1	6.786	35.714	35.714
2	1.573	8.280	43.994
3	1.258	6.621	50.615

3.8.5.2. KMO and Bartlet's Test for Organizational innovation

It is indicated in the Table (28) that the value of Kaiser-Meyer-Olkin should be between (0) to (1). for these data, the result of Kaiser-Meyer-Olkin is 0.880 which falls into the range of being great and the test of bartlett's is highly significance because the p-value were less than 0.01. As a result, factor analysis is appropriate.

Table 28: KMO and Bartlet's Test for Organizational innovation

KMO and Bartlet's Test	
	Organizational innovation
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.880
Bartlett's Test of Sphericity (Approx. Chi-Square)	2.855
Df	120
Sig.	0.000

Table (29) illustrates the rotated component matrix for Organizational innovation that is a matrix to determine factor loadings for each factor including other variables. Moreover, "My company encourages those who have their own thinking and ideas outside their fields of specialties" is an important item in talent management because it is in first factor and the value of factor loading in it is more that the value of factor loading in other questions. Following by items "My Company seriously cares about the innovatory ideas that the members of staff show".

Table 29: Rotated Component Matrix for Organizational Innovation

Questions	Component			
	1	2	3	4
Q30	.816			
Q31	.763			
Q29	.682			
Q27	.564			
Q28	.438			
Q32		.828		
Q33		.808		
Q34		.752		
Q35		.608		
Q21			.839	
Q22			.814	
Q20			.617	
Q25				.793
Q26				.665
Q24				.664
Q23				.526

Table 30: Rotated Factor Matrix for Organizational Innovation

Q	1.B. Factor: Encourages Innovators	Factor Loads
Q30	My company encourages those who have their own thinking and ideas outside their fields of specialties.	.816
Q31	My company seriously cares about the innovatory ideas that the members of staff show.	.763
Q29	My company relies on the appreciation board for the innovators.	.682
Q27	My company encourages and supports those who take different routes to carry out their job.	.564
Q28	My company rewards those who are innovators and keen on continuing in their innovations.	.438
	2.B. Factor: Work Relationships	
Q32	The administrative staff members try to broaden the work relationships outside their work place.	.828
Q33	My company enhances the relationships among the co-workers vertically and horizontally.	.808
Q34	My company attempts to broaden the relationships with specialties outside the work place.	.752
Q35	My company owns an information net for gaining the latest data and information which are related their job.	.608
	3.B. Factor: Find and Solution Problems	
Q21	My company follows up the problems that the staff members face while on duty.	.839
Q22	My company follows modern routes and methods to solve the problems that face the staff members while on duty.	.814
Q20	My company always attempts to identify the problems that are to find solutions for them accordingly.	.617
	4.B. Factor: Work of Risk	
Q25	My company devotes specific times to follow up the dangerous issues.	.793
Q26	My company has a special unit to monitor the innovators who carry out risky tasks.	.665
Q24	My company has a team that takes adventures and risks.	.664
Q23	My company owns a recommended team to solve the complex problems.	.526

However, as shown in the Table (31) that the eigenvalues associated with the component (factor) of each linear before extraction, after rotation and after extraction. all factors can be extracted with eigenvalues greater than 1. Moreover, the four factors were extracted. the first factor is more importance than other factors because explanation of the variance were greater than others, the first factor explained 39.424% of the total variance, the second factor explained 11.626% of the

total variance and the third factor explained 7.330% of the total variance. Finally, the fourth factor explained merely 6.539% of the total variance.

Table 31: percentage of eigenvalue and variance explanation of the determined factors in Organizational innovation

Factors	Total	% of Variance	Cumulative %
1	6.308	39.424	39.424
2	1.860	11.626	51.050
3	1.173	7.330	58.380
4	1.046	6.539	64.919

3.8.6. Correlation Coefficient and Regression

3.8.6.1. Correlation Coefficient between all Parts of Talent Management with Organizational Innovation

As shown in the Table (32) that there were statistically significant correlations between all parts of Talent management with Organization innovation because the p-value is less than 0.05. As a result, the relationship between Organizational Innovation with Develop Strategy, Attract and Retain and Deploy and manage were strongly positive because the value of correlation coefficient were (0.583, 0.696, 0.683) respectively which are more than 0.50. This means that the null hypothesis for first, second and third sub hypothesis in first main hypothesis can be rejected. As a result, the alternative hypothesis can be accepted (there are a correlation between Develop Strategy, Attract and Retain and Deploy and manage with Organizational Innovation   However, the correlation Organizational Innovation and communication and empowerment between were weekly positive because the value of correlation coefficient were less than 0.50 then the null hypothesis for fourth sub- hypothesis in first main hypothesis be rejected and accepted alternative hypothesis (there were statistically significant correlation between communication and empowerment with Organizational Innovation).

Table 32: Correlation coefficient between all parts of Talent management with Organizational Innovation

Organizational Innovation		Talent management
Sig.	R	
0.000	0.583**	**Develop Strategy**
0.000	0.696**	**Attract and Retain**
0.000	0.683**	**Deploy and manage**
0.000	0.428*	**Communication and Empowerment**
**Correlation significance at 0.01		
* Correlation significance at 0.05		

3.8.6.2. Association of all Parts of Talent Management on Organizational Innovation

It can be seen in the Table (33) that there were statistically significant association of Develop Strategy, Attract and Retain, Deploy and manage and Communication and Empowerment with Organizational Innovation because the p-value of those were less than the common alpha 0.05. Moreover, the coefficients of develop strategy is 0.471. This means that the Organizational Innovation will increase by 47.1% if develop strategy increases by one unit after controlling all other explanatory variables and the Organizational Innovation will increase by 89.9% if Attract and Retain increases by one unit after controlling all other explanatory variables. As a result, the null hypothesis for (first, second, third and fourth) sub hypothesis in the second main hypothesis can be rejected and accepted alternative hypothesis (there were statistically significant relations between Develop Strategy, Attract and Retain, Deploy and manage and Communication and Empowerment with Organizational Innovation).

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Table 33: Association of all parts of Talent Management on Organizational Innovation

Model	Organizational Innovation			
	Beta	Std.Error	T-test	Sig.
Constant	7.799	2.450	3.183	0.002
Develop Strategy	0.471	0.143	3.294	0.001
Attract and Retain	0.899	0.140	6.434	0.000
Deploy and manage	1.010	0.149	6.783	0.000
Communication and Empowerment	0.290	0.145	2.005	0.046

3.8.6.3. Correlation Coefficient between Talent management and Organizational Innovation

It is clear in the Table (34) that there were statistically significant correlation between Talent management with Organization innovations because the p-value was less than 0.05. As a result, the correlations between Organizational Innovation with Talent management were strongly positive because the value of correlation coefficient was (0.748) which are more than 0.50. Moreover, the null hypothesis for first main hypothesis can be reject and accepted the alternative hypothesis (there were statistically significant correlation between Organizational Innovation and Talent management).

Table 34: Correlation coefficient between Talent management and Organizational Innovation

Talent management		
Sig.	R	
0.000	0.748[**]	Organizational Innovation
**Correlation significance at 0.01		
*Correlation significance at 0.05		

3.8.6.4. Association of Talent Management on Organizational Innovation

It is clear in the Table (35) that there were statistically significant association of Talent management on Organizational Innovation because the p-value of it were less than the common alpha 0.05. Moreover, the coefficient of talent management is 0.471. This means that the Organizational Innovation will increase by 47.1% if talent management increases by one unit after controlling all other explanatory variables. As a result, the null hypothesis for second main hypothesis can be rejected and the alternative hypothesis should be accepted (that there were statistically significant relationship between Organizational Innovation and talent management). The result of coefficient of determination shows that 55.9% of the total response variables (Organizational Innovation) were explained by explanatory variable (Talent management).

Table 35: Association of Talent Management on Organizational Innovation

Model	Organizational Innovation				
	Beta	Std.Error	T-test	Sig.	R^2
Constant	7.799	2.450	3.183	0.002	0.559
Talent management	0.471	0.143	3.294	0.001	

3.8.7. Discussion

The data was collected from three telecommunication companies such as (Asia Cell, Korak Telecom and Zain), the sample of this research 394 (n= 394) consisted of 63.4% male and 36.6% female and the majority of the sample were age between 26 to 30 years old which were 44.7%. Moreover, 65.5% of the total sample was married. The following table shows the result of hypothesis:

Table 36: Result of hypothesis

Hypothesis		Result
H₁	There is a positive correlation between Talent management and Organizational Innovation in telecommunication companies.	Accepted
H₁₁	There is a positive correlation between Develop Strategy and Organizational Innovation in telecommunication companies.	Accepted
H₁₂	There is a positive correlation between Attract and Retain and Organizational Innovation in telecommunication companies.	Accepted
H₁₃	There is a positive correlation between Deploy and manage and Organizational Innovation in telecommunication companies.	Accepted
H₁₄	There is an association between Communication and Empowerment and Organizational Innovation in telecommunication companies.	Accepted
H₂	There is an association of Talent management on Organizational Innovation in telecommunication companies.	Accepted
H₂₁	There is an association of Develop Strategy on Organizational Innovation in telecommunication companies.	Accepted
H₂₂	There is an association of Attract and Retain on Organizational Innovation in telecommunication companies.	Accepted
H₂₃	There is an association of Deploy and manage on Organizational Innovation in telecommunication companies.	Accepted
H₂₄	There is an association of Communication and Empowerment on Organizational Innovation in telecommunication companies.	Accepted

CONCLUSION

This study presents the main conclusions as following:

1. The concept of talent management is seen the key to the success and progress of organizations in modern times and as a form of investment, individuals are seen as the main source of innovation, development and excellence.

2. The results of the study showed that there is a significance positive correlation of the between talent management with its dimensions with each dimension of organizational innovation at different levels and different rates.

3. The results of the study and testing of hypotheses showed that the process of development strategy was different in the telecommunication companies, because the value of correlation coefficient was (0.583), which means that some participants from the companies have been interested in the development of talent, but this interest is not necessarily lead to increase the level of innovation, and others did not pay much attention to development strategy.

4. From the testing of hypothesis, it is clear that the correlation between Organizational Innovation and communication and empowerment was weakly positive, which is meant that the process of communication and empowerment between the staff cannot be seen as a process of improving the innovation based on the opinion of the participants. This may be due to the fact that the main activities of the research sample doesn't focused on granting employees the freedom to communicate and establish mutual relations with others and work to expand them.

5. It has been seen from the results of testing the hypotheses that the departments and units which apply the processes and dimensions of talent management in their activities, can overcome many of the difficulties and problems that they are facing because of their positive impact in the promotion of creative ideas in general and the ability to address these problems and identify their causes and indeed developing the appropriate solutions to solving them.

6. The results of the testing the hypotheses of our study showed that the dimension of attraction and retention was the most variables of talent management in connection with organizational innovation, which ranked first, and then following

by the dimension of management and deployment which has achieved a positive correlation and acceptable level with organizational innovation.

7. It has become clear that the respondents have an interested in order the administrations of the companies having the attention for rewarding creative individuals and allowing them to share their knowledge and information and providing them opportunities that empower them to develop themselves to achieve creative ideas.

8. Overall, it can be said the innovational capacities of staff varies depending on the degree and level of talent and experience they possess.

9. This study concludes that the process of talent management has the ability to attract the employees who have the intelligent, knowledge and skills in order to gain competitive advantages through the innovation and creativity.

RECOMMENDATION

Based on the conclusions, some recommendations have been stated which are:

1. It is essential for the organizations in general and telecommunication companies in private to adopt and pay more attentions to the processes of talent management and having a clear vision about this subject and work to share the talent, and create a supportive and encouragement climate for developing the talents of employees that enhance their innovation.

2. The department of the companies should expand the communication and collaboration between the staff members in order to share their knowledge and exchanging their ideas, opinions and information inside and outside the company to develop their abilities and talents.

3. It is necessary for the human resource management strategies of the organizations to focus more on the selection and recruitment the candidate who have the skills, abilities and competencies in order to carry on creating innovative and creative inside the companies and exploiting them in the business processes.

4. Identify the developing plans and procedures of training programs in order to improve the abilities, skills and knowledge with current talents as part of the overall strategy for work.

5. Adopting a system of incentives based on transparency principles to reward innovative people who contribute to improving the performance of functional processes and reducing the knowledge gap.

6. It is essential for leader to focus on the some practices such increasing trust and working as a team and build a good relationship with them in order to encourage the staff and motivation them to behave effectively and invest their mental and mental abilities in line with developments in the age of knowledge.

7. Delivering and creating the a supportive atmosphere from the telecommunication companies to allows freedom of expression and offering proposals to upgrade the level of talent because talent is the source of innovation.

8. Increasing and pay attention of the processes which arising the innovation and creativity in the companies in order to become an entrepreneur organization in the market, and then gaining the sustainable competitive advantage.

9. It is vital of those companies to Make a collaboration with the institution and universities to gain a depth knowledge and experience in term of how to attract talent people and how to encouraging them to gain the innovation.

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APPENDICES

APPENDICE 1: QUESTIONNAIRE FORM

T.C

BINGÖL UNIVERSITY

GRATUATE SCHOOL OF SOCIAL SCINCE

BUSINESS ADMINISTRATION DEPARTMENT

Dear participant....

The following questionnaire is designed to obtain information. As a partial fulfillment of requirements for the degree of master, the researcher conducts a thesis entitled **(The role of Talent Management Process in Achieving Organizational Innovation in Telecommunication Companies in North of Iraq)**. Please, fill in the questionnaire with necessary and accurate information which will play an important role in completing the research. Besides, your answers will be treated with complete confidentiality and used only for academic purposes.

Thank for Your Participation

Researcher	**Supervisor**
Ako Khalid MOHAMMED	ASSOC. DR. Abdulvahap BAYDAS

Part one: Biography

Please draw (×) as the answer into squares:

1. Gender:

(   ) Male   (   ) Female

2. Age:

...….. Years

3. Marital Status:

(   ) Married   (   ) Single   (   ) Widow   (   ) Widower

4. Education Level:

(   ) High education   (   ) University   (   ) Institute

(   ) High school   (   ) Primary   (   ) Other

5. Income Status of month:

(   ) less than 500,000 dinar   (   ) 500,000–1000,000 dinar   (   ) 1000,000–1500,000 dinar

(   ) 1500,000–2000,000 dinar   (   ) more than 2000,000 dinar

6. Rank:

(   ) Top Level Manager   (   ) Manager   (   ) Deputy Manager   (   ) Employee

7. work Experience:

(   ) 0-5 years   (   ) 6-10 years   (   ) 11-15 years   (   ) 16-20 years   (   ) 20+ years.

Part two: Talent Management

N	Fill in the blanks with (√) according to your opinions.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Develop Strategy					
1	The company director has influence on work force, especially in matters which are important for enhancing the level of production.					
2	In my company, there are broad information about the role and skills that are helpful to compare with the other companies.					
3	The department that I work in has a special strategy for administrating work force that agrees with the company's strategy in general.					
4	My company has a good enhancing and training program me for gaining skills and information for now and the future.					
5	My company accurately presupposes the work force demands in terms of volume, skills and abilities in different times.					
	Attract and Retain					
6	My company is capable of attracting and employing highly talented people.					
7	My company has a good rewarding system for attracting/pulling different work forces, protecting them and investing in them.					
8	My company follows a good procedure for attracting/pulling the talented people from outside company environment.					
9	My company accurately indicates the human resources needs, and has its own agenda for protecting them.					
10	My company's administrative staff members have successful programs for developing the talented administrative leaders.					
	Deploy and Manage					
11	The head of the departments and units have high capability in indicating the staff in the work agendas in an appropriate way.					
12	My company has a good ability in filling in the human resources needs through practicing suitable tasks.					
13	The head of the departments and units support the staff works and their deployment in the different departments.					
14	My company owns good financial and human resources ability for managing and planning the talented people.					
15	My company takes necessary steps to know the level of the work force and the effectiveness of the decisions made by the company.					
	Communication and Empowerment					
16	The staff members exchange information among themselves in a way that contributes in achieving the company's goals and success.					
17	The staff members in the company have capacity to show their skills to do their jobs properly in appropriate times.					
18	The company is helpful to those who encourage information sharing among the departments.					
19	The staff members in our company attempt to learn new skills to fill in the needs.					

Part three: Organizational Innovation

N	Fill in the blanks with (√) according to your opinions.	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	Ability to solve problems					
20	My company always attempts to identify the problems that are to find solutions for them accordingly.					
21	My company follows up the problems that the staff members face while on duty.					
22	My company follows modern routes and methods to solve the problems that face the staff members while on duty.					
23	My company owns a recommended team to solve the complex problems.					
	Risk consent					
24	My company has a team that takes adventures and risks.					
25	My company devotes specific times to follow up the dangerous issues.					
26	My company has a special unit to monitor the innovators who carry out risky tasks.					
27	My company encourages and supports those who take different routes to carry out their job.					
	Innovation encouragement					
28	My company rewards those who are innovators and keen on continuing in their innovations.					
29	My company relies on the appreciation board for the innovators.					
30	My company encourages those who have their own thinking and ideas outside their fields of specialties.					
31	My company seriously cares about the innovatory ideas that the members of staff show.					
	Extended communication					
32	The administrative staff members try to broaden the work relationships outside their work place.					
33	My company enhances the relationships among the co-workers vertically and horizontally.					
34	My company attempts to broaden the relationships with specialties outside the work place.					
35	My company owns an information net for gaining the latest data and information which are related their job.					

Appendix 2: List of questionnaire arbitrators

N	Name	Scientific Tile	Experts	Workplace
1	Prof. Dr Khalid Hama-Amin Mirkan	Professor	Strategic Management	Salahaddin University The College of Administration and Economics
2	Kawa Mohammed Faraj Qaradagi	Professor	Marketing management	Komar University
3	Dr. Khaled Haidar Abdullah	Assistant Professor	Economic Depart	University of Sulaimaniya The College of Administration and Economics
4	Atheer Anwar sharif	Assistant Professor	Organizational behavior	Cihan University/ Sulaimani
5	Prshink Salih Muhammad	Assistant Professor	Marketing management	University of Sulaimaniya /The College of Administration and Economics
6	Dr. Wrya Najm Rashid	Lecturer	Leadership and organization	University of Sulaimaniya The College of Administration and Economics
7	Darwn Faridun Abdulla	Lecturer	Strategic Management	University of Sulaimaniya The College of Administration and Economics
8	Mohammed N. Sabir	Assistant Lecturer	Management Technology	Charmo University\ College of Public Administration and Natural Resource Management.

RESUM

ÖZGEÇMİŞ

Personal Information:

Name & Surname: Ako Khalid Mohammed

Date and Place of Birth: 1 may 1987-Sulaymaniyah Iraq.

Nationality: Iraqi, Kurdish**.**

E-mail: ako.khalid@charmouniversity.org.

E-mail: akoshexany87@gmail.com.

Education Level:

- Sixth Literary: 2005, zagros school/ Chamal.

- Bachelor's Degree: 2009, University of Sulaymaniyah- Collage of Business Administration.

- Master's Degree: 2018, Bingol University, Graduate School of Social Science, Business Administration Department.

Language Skills:

- Kurdish: Kurmanji / Sorani (Native)

- English: Good.

- Arabic: Good.

- Turkish: a little.

Work Experience:

- Employee at the University of Charmo.

Soft skills:

(Teamwork, solving problems, making decisions, communication, time management, and leadership)