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THE APPLIED REALITY OF TALENT MANAGEMENT AND GLOBAL
HUMAN RESOURCES MANAGEMENT
ANALYTICAL RESEARCH IN THE OPINIONS OF A SAMPLE OF IRAQI
UNIVERSITY WORKERS

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ABSTRACT:

This paper to reveal the reality of the application of Iraqi universities to manage talent in its subsidiary dimensions (attracting talent, identifying talent, selecting talent, retaining talent, talent development, talent development) as an independent variable in its relationships with global human resources management which is the dependent in its sub-dimensions (global recruitment, global tasks, staff training on global tasks, global compensation, global performance evaluation) in terms of relevance and impact. It seeks to show the philosophy of the variables of applied and determine the level of awareness of Iraqi universities of the content of talent management and the management of electronic human resources, as well as detecting which of its major dimensions affect which and those that do not effected the research can achieve the importance of securing digital indicators inspired by the state of Iraqi universities to guide their leaders to build their human resources within the framework of a global vision contribute sought to enhance their programs to manage their talents attracting, training and evaluation.

This paper has concluded a comprehensive result that there is a decline in the application of universities to strategies (attracting talent, identifying talents, selecting talents), while universities have achieved significant progress in the development of their talent management programs. In (talent development) in the first order and (retention of talent) in the second

order, as well as progress after the evaluation of global performance in relation to talent management.

INTRODUCTION

Organizations today do not derive their competitive advantages from offering the lowest prices, the latest technology or the best products, but from being flexible and innovative. These competitive advantages are their real source of employees and talented workers (Zhang & Bright, 2012: 185). The term talent management emerged when McKinsey Consulting Group launched The War for Talent, and the talent management theme began to gain a high scientific field of research attention, and many organizations began to embrace the application of this concept to realize that the talents of employees Their skills are an engine for the success of their business and the process of attracting and retaining talent is increasingly strategic ally among organizations (Anupam & Upasna, 2012: 20), the concept of talent management is very close to the core human resources management functions used by the organization's strategies (Bhatnagar, 2007:640), and Nafeifeian sees the concept of talent management as activities and processes that include the systematic identification of key positions that contribute to a sustainable competitive advantage (Nafeian,2015: 42). Kehinde stated that it is a human resources management tool and is a systematic and structured process for identifying, attracting, developing, sharing, retaining and deploying highly qualified (talented) individuals to meet business needs. (Kehinde, 2012: 179), the Beamond concept was more comprehensive and in-depth, explaining that activities and processes involving the systematic identification of key positions include the development of talent from potential high positions and the development of a diverse human structure to facilitate the filling of these positions and ensure their continued commitment to the organization. (Beamond & Farndale, 2016: 501)

First: The intellectual framework of Talent Management and Global Human Resources Management

This section presents the intellectual theoretical framework for the research variables, namely talent management and global human resources management as follows:

1: The intellectual framework of Talent Management (TM)

A:Definition of TM

Teubes claims that (2002) talent management has been seen as an ongoing process through which the organization demonstrates the level of performance required to meet its strategic objectives, turn them into individual goals and manage them continuously in order to ensure the achievement of the goals and link them to the overall strategic objectives Noe et al . (2003) defines it is the process by which managers ensured that the activities, activities and outcomes of the employees fit into the organization's objectives . While Dessler (2011: 207) sees TM as a proces of automation from start to finish starting with the process of planning, recruitment, development, and rewarding workers at various levels of the organization. CIPD defines talent management as "systemic attraction, recognition, development, participation, and retention of employees who have special value for an organization, either because of their

high potential for the future or because they are performing critical work roles or operations. (Beardwell & Thompson, 2017: 148). Armstrong & Taylor (2020: 327) have defined talent management as making sure the organization had well-qualified people to achieve its goals. It involves regular attractiveness, retention, identification and development of individuals with special business value.

The aforementioned illustrate that the management of human talent has become one of the most important vital, and effective topics in light of technological developments in the environment and increased competition because it contributes to the provision of appropriate training programs, integration and development of the skills and performance of workers.

B: The importance of talent management

Understanding talent is important for talent management, it shows whether organizations focus on identifying talent, the selection process or on talent development, which may also have important implications for the strategic compatibility of talent management practices with company strategy and business models (Sonnenberg et al., 2014: 272-80). The most valuable resource for companies, and the active talent management strategy is key to competitive success, (McDonnell et al., 2017: 89). Organizations have recognized the importance and need to adopt talent management practices to predict and manage human capital more effectively by aligning business objectives and setting strategic objectives appropriately to prepare for growth and expansion within organizations. Martin (2015: 113) assures that been found to be more useful for companies where more productive employees can choose projects and tasks that are ideal for a particular employee. (Tyskbo, 2019: 5)

C: Talent Analysis:

Talent analysis refers to the active collection of data to identify potential gaps in talent, or the difference between the demand for talent in the organization and the availability of available talent, either the talent supply, is a group of individuals (employees or potential applicants) who identify the information required for job analysis (Bauer et al., 2020: 125). It takes into account several factors such as business trends, associated HR skills needs, internal human resource demographics such as skill sets, work levels, age and retirement eligibility, economic trends, and expected employee life cycles (Rotolo et al., 2018: 751). Understanding potential talent gaps, the role of organizations in their management is to avoid staff shortages in key roles, as in **Figure(1)**

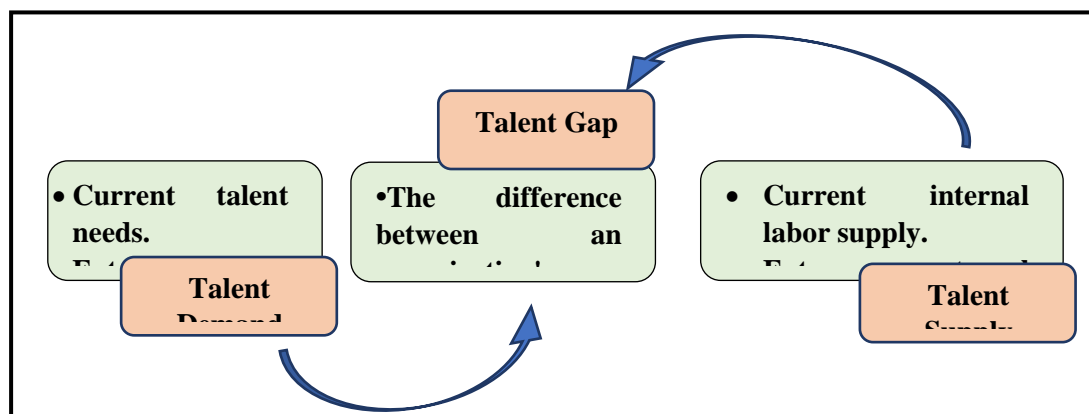


Figure1 Talent transfer course

Source :Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2021). fundamentals Human resource management: People, data, and analytics. SAGE Publications.P:125.

D: Strategic talent management

Talent Management is a strategic process closely aligned with business strategy, In this regard, Armstrong& Taylor(2014: 264) believes that strategic talent management is a full range of activities, and its aim is to ensure the flow of talent in the organization, bearing in mind that talent is a key resource for the company and that a successful talent management strategy is a comprehensive plan that can address and resolve any conflict between supply and demand for talent and that a very large number of companies have more employees than they need for available jobs or lack of talent (Cappelli, 2014: 68). argued that talent management should not be just about employee development or succession planning, as many common definitions suggest, but should focus on helping the company achieve its strategic objectives. His four principles for "talent on demand" were: (Armstrong& Taylor, 2020: 329)

1. Making and buying talent to manage demand-side risks.
2. Reducing uncertainty in the demand for talent.
3. Earning a return on investment in employee development.
4. Employees' interests must be balanced by creating an internal labor market that provides all the advantages of the external labor market to reduce employee turnover and avoid the loss of talent and associated costs.

The presence of the strategy is important in supporting and developing plans that are interested in attracting a sufficient number of high-quality external applicants and making effective use of the internal labor market by retaining, deploying and participating in the existing workforce. (Thompson& Beardwell, 2017: 148) state that Talent Management strategy consists of how to acquire and nurture talent wherever it is needed using a number of interconnected policies and practices, and the strategy must take into account the future talent requirements of the organization as determined by human resources planning. (Armstrong& Taylor, 2020: 327). survey data from CIPD found that strategic talent management activities were more likely to develop high-potential employees (56%) Or increase senior managers (52%) Instead of "enabling the achievement of the organization's strategic objectives (27%)

however, whether talent management is a strategic or interactive process, its main components are to attract, identify, develop and retain talented individuals." (Thompson & Beardwell, 2017: 149).

E: Strategic TM Process

Armstrong & Taylor (2020: 266) defined the talent management process as involving talent discovery, identifying their needs, deploying them to put the right talent in the right positions and at the right time, and developing talent skills. Carter said that the talent management process may not differ from what HR activity does in labels, but it differs clearly in the content of these processes, which include polarization, talent development, talent management and talent retention. (Carter et al., 2009: 70). Anupam noted that it includes a set of procedures and processes that translate the organization's strategy into operational and practical programs to achieve excellence in the organization (Anupam & Upasna, 2012:23).

Creating a "talent pool" through which people can be obtained as needed to fill key roles. This is done by running the "Talent Line", which provides the pool of talent needed to maintain the talent pool through resource processes, identifying and developing talent, starting with a business strategy that reaches workforce plans to identify the range of talent pool and influence workforce plans and who sewage is designed (Armstrong & Taylor, 2020: 327) as in **Figure(2)**

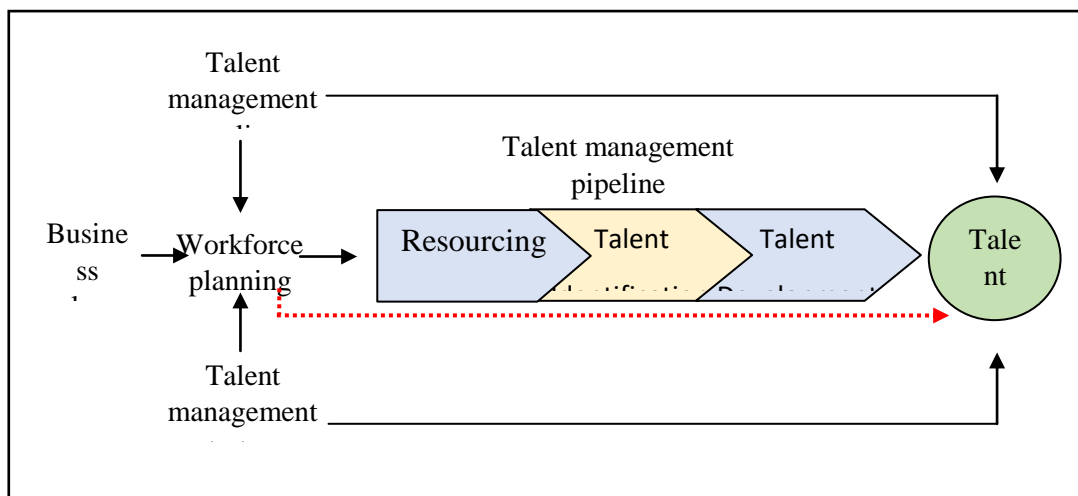


Figure2 talent management process

Source: Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page Publishers.

F:Dimensions of TM :

(Beardwell & Thompson, 2017: 149), (Armstrong & Taylor, 2020)and (Bauer et al., 2020: 125) indicated that there is a number of human talent management processes in modern-day organizations with regard to human talent management processes :

Attracting talent:

This process is initiated to attract the most talented individuals (who are able to achieve the organization's strategy, carry the right competencies and abilities, and are suited to the culture, nature and work of the organization). The organization must therefore invest in resources that can be attracted, employed, maintained and developed because they are considered talented and of a good competitive advantage (Rowland, 2011:38). Polarization aims to define vacancies and thus attract qualified and talented individuals to these jobs, and to be on both types of internal polarization and external polarization, while internal polarization is a great source of the organizations of the pioneers because it contributes to raising the spirit of the workers, increasing their defending, and retaining them, all leading to higher levels of performance (Akdemir, et al., 2005: 15).

Identifying the talent required:

This dimension comprises knowledge of the purpose, duties and responsibilities that will be allocated for the vacant position and its place within the organizational structure and the identification of the person's specifications based on the job description, which determines the personal characteristics required to perform the job appropriately (Beardwell & Thompson, 2017: 152)

Talent selection:

It is the choice of hiring the right people for jobs that requires strategic thinking of human resources and the formulation of special and intelligent conditions for selecting real talent that differ from the normal conditions of employment for ordinary individuals (Pruis, 2011 : 216). The right choice of employees in the organization is important because it leads to continuous performance improvement, and those working with the right skills will actualize their work in the best shape of the organization and with high efficiency and reduce waste of money (Dessler, 2011: 121).

Retaining talent:

There is a number of factors that contribute to the retention of talent, there are preventive factors such as benefits and privileges, direct and indirect compensation, and the location of work that has a direct impact on the success of the organization's career, while career success depends on implicit rewards that indirectly reduce the loss or evasion of talent (James & Cannon, 2011: 162). Providing assistance to the organization's current work groups helps them maintain and increase the amount of benefits they have and to the organization in general, through special support for their tasks and participation in new expertise, thereby ensuring the preservation of talented workers, thus making the organization's effectiveness high and reducing the amount of regulation that enables the organization to receive the benefits of investing in human capital (Hartmann et al., 2010: 2)

Talent Development

The process of evolving or development of talent is the process of acquiring knowledge, skills and behaviors that improve the possibilities of workers to

cope with changes in work requirements and changes in customer demand levels, It refers to formal learning, work experience, relationships and evaluation of the personalities of workers and possibilities that help them prepare for the future (Noe et al., 2008: 400).

Second: The intellectual framework of Global Human Resources Management :

1. The concept of global human resources management

The organization cannot build a good team of working professionals without good international human resources management. The key to the success of organizations is that international human resources management is widely important in the areas identified below, ranging from strategic planning to the company's image. (Michael & Francis, 2018: 3) One of the main challenges faced by international human resources management and multinational companies lies in new markets and these difficulties are the difficulty of hiring, the difficulty of attracting management talent with the skills to work in these environments and convincing talented candidates to work in them (Scullion et al., 2007:310).consequently HRD must work strategically to support and achieve international business strategies. Armstrong & Taylor (2020: 77) Different types of business strategies that influence international human resources management strategies can be identified as follows: (Bartlett & Ghoshal, 2002: 18)

- Multinational strategy: Building a strong local presence through sensitivity and responsiveness to local needs.
- Global Strategy: Building cost advantages by monitoring global operations.
- International Strategy: Exploiting the knowledge and capabilities of the parent company through deployment and adaptation around the world.
- National Strategy: Creating a new organizational model by developing global competitiveness, multinational flexibility and learning ability around the world.

Considerations in global human resources management

International human resources management is a set of politics and practices used by multinational companies to manage local and non-local workers, both in developing and developed countries, and must be formulated carefully as a first step to ensure success. These considerations or policies have been identified by Dessler & Chhinzer (2017:406) as follows :

a. Global Employment Policy :

The work requires the recruitment of employees in a variety of national contexts and the indentation of the appropriate mix of citizens of the home country, citizens of the host country, and citizens of third countries to be employed, and the degree to which the local labor market meets the needs of multinational companies varies by industry and geographical location, and there are costs and benefits associated with a different mix. (Bauer at al., 2020: 360).Multinational companies find that they have to compete with other multinationals to get the best talent (Thite at al., 2012: 251). understanding how local employees expect to find jobs and their expectations for fair compensation will increase the company's competitiveness(Overman, 2016: 47).

b. Defining global tasks :

International managers can be expatriates, local citizens or citizens of a third country, such as a British executive working for a Tokyo subsidiary of the Canadian Multinational Bank of Canada, whose expatriates represent a minority of directors. Most administrative positions are filled by locals rather than expatriates in each of the foreign sub-operations (Cryne, 2004: 13). There are several reasons to rely on local management talent in the host country to fill the ranks of the management of the foreign company. Many people simply prefer not to work in a foreign country, and the cost of employing expatriates is much greater than the cost of using local management talent. (Dessler & Chhinzer, 2017:407).

c. Training staff on global tasks :

The global training strategy focuses on the issue of "most appropriate", between a multinational company's global business strategy and training interventions. In the context of global integration versus the country's response framework

Caligiuri et al. (2005: 71) state that international research indicates a positive relationship between training interventions and organizational outcomes that go beyond building or re-organizational culture, and that staff commitment and competence mediated the relationship between investment in training and organizational outcomes, which was stronger when the human resources function within the organization was strategically oriented and linking training, performance and training across cultures and competency-related leadership (Bratton & Gold, 2017: 545).

d. International compensation

Compensation programs throughout the global company must be integrated and distinct to stimulate and meet the specific needs of different categories of employees on the one hand, there is logic in maintaining the pay scales and policies at the company level, this reduces the risk of perceived inequality and greatly simplifies the function of tracking the varying wage rates of each country (Dessler & Chhinzer, 2017: 408).

e. Global Performance Evaluation :

The local administration must have some input for evaluation, cultural differences may distort the evaluation, and on the other hand, office managers may be so far off of communication that they cannot provide useful assessments, and managers do realize that their presence is valuable to the host country and home producing the best ratings. But, in practice, most of them did. (Dessler, 2017: 573) Three suggestions for improving the evaluation process as are mentioned here:

1. Adapting performance standards to local functionality.
2. The weight of the evaluation is more towards the on-site manager's evaluation than for the site manager's evaluation.
3. If the home office manager conducts the actual written evaluation, ask him to use a former expatriate from the same external location for advice.

3: Managing strategic **talent** and global human resources:

Talent management has emerged in recent years as a key strategic issue for multinational companies (Farndale et al., 2014: 204–14). There is growing recognition of the critical role of global talent in ensuring the success of multinational corporations. Wilkinson et al. (2017: 80) state that

multinational companies increasingly need high-mobility management elites capable of developing new markets and playing extended roles to help build social networks and facilitate the international propensity and innovation to support globalization (Farndale et al., 2010: 161–68). However, the lack of leadership talent has emerged as a major human resource problem for many multinational companies, often a major obstacle to many companies seeking to internationalize their operations (Scullion et al., 2007: 19). Competition between employers on talent has shifted from the local to regional and global levels, and multinational companies increasingly need to manage talent on a regional or global basis to be competitive (Sparrow et al., 2014: 249-63), creating high-potential and global jobs by identifying these selected and recruited employees in regional talent groups or business units, and the role of human resources to create collective talent groups, which she represents outstanding staff with international talent. (Armstrong & Taylor, 2020: 80) Within the framework of this dialectic relationship between the need for talents in building a global orientation to build human resources capable of global performance, universities are an excellent environment for developing the skills of talented workers as organizations with constant communication with sources of science, knowledge and academic and scientific research, and are thus closer to understanding the global roles of science so the following hypotheses can be built for applied research tests:

1. The relationship between talent management and global human resources management is a real relationship arising from the intellectual conflict between the sub dimensions of the two variables.
2. Iraqi universities, through their talent management mechanisms, influence the development of work in the management of global human resources because they feel the need for these talents to understand the global standard nature of knowledge work, which cannot grow in closed local environments.

Second: The study Design

The problem, objectives, importance and hypotheses of the research are to be presented; a description of the research variables, their measures, the academic method followed, a description of its society and the selected sample, and then the research tools are then this part is closed with the limits of the research:

the problem of the study

The university environment deals with science and knowledge and attracts talent from graduates and a lot of talent, so their interest in competencies and talents is the most important of the university leaders, especially that these universities are in constant contact with international universities through conferences, scientific and academic exchanges and publishing in international journals, and this dictates that their staff understand the global orientation of their staff management, so the management of global human resources comes in its sub-dimensions (global recruitment, global tasks, training of staff on global tasks, global compensation, global performance evaluation), to represent a new pattern of management. Human resources in Iraq require scarce machines as there is no problem at the theoretical and intellectual level for research changers, supported by the lack of digital indicators in Iraqi

universities about the levels of work managing talent from the perspective of global human resources management, so the absence of these indicators is a problem in itself that needs research and analysis.

The Aims of the study

The current work aims to reveal the level of awareness of the research sample of the contents of the philosophy of talent management and global human resources management. It also aims to know the levels of application for both variables by revealing the relationships of association and impact between them.

3. The importance of study

The research is expected to provide digital indicators motivated by the situation of Iraqi universities showing top leaders at the levels of application of talent management in the light of global human resources management, and this may be useful by reconsidering the formulation of human resources strategies for these universities in a new understanding based on the world view of the human resource, as well as the research will reveal the strengths and weaknesses of human resources strategies such as attraction, global polarization, global development and evaluation and global compensation.

4. The Research variables and metrics:

The measures are an important technique that rely heavily on the practical theories by adopting them as a preliminary tool for testing and analyzing processes to verify the research hypotheses and to show the researcher's ability to choose his expressive and precise tools that govern the course of the relationship between the research variables and their dimensions (Al-Saidi and Muhammad, 2013: 3). Be searched from two variables and come:

- a) Talent Management of Human Resource: An independent research variable that has consisted of (5) sub-dimensions (attracting talent, identifying talent, selecting talent, retaining talent, talent development, talent development) that are reflected in (30) paragraphs in the research questionnaire, based on measures (Beardwell & Thompson, 2017: 149) (Armstrong & Taylor, 2020) and (Bauer et al., 2021: 125)
- b) Global Human Resources Management: The approved dependent research variable has also been illustrated in (6) sub-dimensions (global recruitment, global tasks, staff training on global tasks, global compensation, global performance evaluation) that are reflected in (16) paragraphs of the questionnaire based on the scale (Dessler & Chhinzer, 2017: 406)

5. Research methodology

The present research (curriculum –current` research and meta analysis), pointing (Bratton and Gold, 2003: 443), adopted this approach as a design through which plans could be developed to collect information that would make the study show its effects in a simplified, coherent and systematic manner, a modern technique that allows researchers to mix the results of research involving different branches and sciences, for example here studies of organization theory and human resources management, as shown in (Hobler &

Johnson, 2004 665-676) It is a comprehensive approach because at the same time it is based on other approaches in reaching its objectives, for example descriptive approach, and the empirical approach is to provide evidence that takes into account cause and effect. (Al- Saidi, 2020: 32-33).

6. The research community and its sample:

Iraqi government universities have been adopted as a research community. A selected sample is chosen comprising of the higher, middle and executive university leaders and university professors, as the sample size is (1785) people surveyed by means of a questionnaire prepared for this purpose. A good authentic response in compliance with the most reliable academic methods that are employed to reflect the largest number of the sample individuals who are involved in responding to the questionnaire that has been provided for the respondents electronically as the response was very good, The sample size is calculated on the basis of the formula below (Glenn, 2003) .

$$n = N \sqrt{1 + Ne^2}$$

As: n= Sample Size N= Community Size e= Questionnaire Level (allowed sin)

7. Data and Information Collection Tools:

1. The Theoretical part: Books and periodicals (Arabic and foreign), letters and frameworks have been : as well as research and studies published on the Internet.

2. the practical part : the practical side of the research Includes:

A. Research questionnaire It is main source of information and data adopted by the researcher. that consists of (46) paragraphs that cover (11) sub dimensions of the research variables (5) of which represent *Talent Management of Human Resource* and (6) represent the *Global Human Resources Management*.

B. The test of consistency and honesty was carried out to identify the research, as the (alpha- kronbach) coefficient is (0.94) to show the consistency of the questionnaire paragraphs, and the method (Split –half) was adopted to test the stability of the questioner by finding the coefficient of association between individual and marital paragraphs, as the coefficient of stability was found to be (0.92), while the statistical honesty factor is (0.959) and thus the questionnaire is valid for its uncles on the research sample.

8. Statistical analysis and processing tools :

1. Median: One of the measures of centrality that is used in doing studies that comes through the order of values upward or descending, where the values are divided into two equal values in number, where the middle position occupies technically so that the number of answers is similar to above and below the average answer, but the average answer is within a large group and the number of values smaller is equal to the number of values larger than it (Al- saidi & Alaa, 2020).

A: Range: The difference between the largest value and the smallest value in the group (Al- Saidi, Jawad & Al- Ghanmi, 2020: 4382-4402).

B: Factor Analysis: A statistical method is aimed at rotating the axes on which the data are located in order to obtain significant factors that do not change from one analysis to another. In the process of analysis, each method of

analysis takes into account the development of the reference axes a different doctrine, and these arguments must be rotated in order to place them in specific places that are easy to interpret and compare (Al-Saidi & Saleh, 2020).

C: Kendal Correlation Coefficient: Kendall's correlation relies on signals if the grades compared with the rank in question are greater, because with the order of the natural numbers, even if the smaller the rank has taken a negative signal, and the grade correlation coefficient is equal to the ratio between the actual total of signals in the total signals when the grades of the ranked values are ascendant or descending (Mashhadani, 1976: 66).

D: Alpha-Cronbach coefficient: The Alpha-Cronbach equation is used to extract alpha-cronbach plants to measure the accuracy of the search questioner, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questioner paragraphs based on (Sekaran and the questioner has achieved a coefficient of (0.95).

9. The Limits of the study :

Generally and behaviorally , work is particularly characterized by a vertical depth and a horizontal scope, and if the theoretical framework of the research covers the vertical depth through its scientific assumptions, the task of the research limits is to cover the scope of horizontal research, as it limits the research to a specific point in itself, although it relates to other points to address a specific problem in its own right only, on the basis of which the research will be determined by the following determinants:

A: Spatial boundaries: The research has been conducted at the Middle Euphrates Technical University in Najaf Province, the most honorable Province of Kufa, that include Iraqi public universities scattered throughout iraq's geographical area.

B: Temporal boundaries: the research has practically done from March 2020 to may 2020.

C: Scientific limits: The research is scientifically determined by its objectives.

THIRD: THE APPLICATION SIDE OF THE WORK

The application side includes the following paragraphs:

1. Testing the adequacy of the sample and the level of its significant The (KMO) testis adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlet's Test of Sphericity), Kaiser's coefficient was more than (50%), with significant level (0.000) so the sample in terms of size is sufficient . and the results were as in the **Table (1)**.

Table1.KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.959
Bartlett's Test of Sphericity	of Approx. Chi-Square Df	7.497E3 1035

Table1.KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.959
Bartlett's Test of Approx. Chi-Square Sphericity	Df	7.497E3 1035
	Sig.	.000

2: Testing Loading Ratios for Questionnaire Paragraphs

This statistical effort is necessary before the start of testing and analyzing the correlation and effect relationships between the research variables in order to verify the strength and weakness of the questioner paragraphs, using factors analysis, so the statistical effort of this axis will be directed to the analysis of principals Component Analysis, in which the process of determining the saturation ratios of 40%) Based on (Field, 2009: 647) and determine the degree of excellence by extracting the Factor Matrix first, and then the Rotated Matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS), the method of analysis (5) factors (roots) of factors that control the direction of the modulation of the questionnaire paragraphs of the component matrix, a good number of factors that give way to the researchers to choose the characteristic paragraphs, which led to the recycling of the data in order to obtain a rotation matrix in order to obtain higher saturation ratios and actually came from the rotation matrix at high saturation ratios for most factors and therefore adopted for the purposes of analysis. Statistical analyses of the overall variation of these factors indicated that they were able to interpret (72.639) percent of the population. One of the factors that controls the paragraphs of the research questionnaire confirms the realism of saturation ratios, as it is noted from the data of the tables below that all the paragraphs of the questionnaire have achieved high saturation rates above the statistically established standard ratio of 40%.

Table2Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulati ve %	Total	% of Variance	Cumulative %
	28.135	61.163	61.163	10.777	23.427	23.427	28.135	61.163	61.163
	1.643	3.571	64.734	7.678	16.690	40.118	1.643	3.571	64.734
	1.453	3.159	67.893	6.813	14.812	54.929	1.453	3.159	67.893
	1.174	2.553	70.446	6.392	13.896	68.826	1.174	2.553	70.446
	1.009	2.193	72.639	1.754	3.813	72.639	1.009	2.193	72.639

Table3. A: Testing Loading Ratios for Talent Management of Human Resource

	A: attracting talent: The content of the paragraph	Loading rate	distinguishes the paragraph
1.	The University provides a suitable work environment for embracing talent.	.706	Saturated
2.	The university has high credibility when recruiting away from favoritism when attracting talented people with academic and professional degrees.	.670	Saturated
3.	The university uses all available means to declare its need for faculty members to attract as many talented people as possible.	.749	Saturated
4.	The university has a salary system that encourages the attraction of talented faculty members.	.624	Saturated
5.	The University takes care of the outstanding and talented faculty members and works to find them.	.774	Saturated
	B: identifying talent: The content of the paragraph		
6.	The university conducts tests that measure the abilities of talented faculty members.	.782	Saturated
7.	The university focuses on determining its faculty needs on quality and efficiency, not just quantity.	.779	Saturated
8.	Talented people reveal their creativity and creativity without the resentment of others.	.862	Saturated
9.	The University has a specific mechanism for discovering the talents of its faculty through their creative contributions.	.860	Saturated
10.	The University constantly seeks to identify and acquire the required talent sought by faculty members.	.843	Saturated
	C: Selecting talent: The content of the paragraph		
11.	The University lays the foundations for the process of selecting talented people based on the requirements of the active implementation of the human resources plan.	.832	Saturated
12.	The university attaches great importance to the means of selection in order to select talented people as a continuing appointment - interviews - selection - reception.	.806	Saturated

13.	In the selection strategy, the University takes into account the diversity of the ability and skill of applicants for positions.	.806	Saturated
14.	The university ensures well the efficiency of the administrative procedures of the talented selection process.	.831	Saturated
15.	The university benefits from the above information to ensure the efficient selection of talented people.	.846	Saturated
	D: retaining talent: The content of the paragraph		
16.	The university uses modern methods to support talented faculty members.	.734	Saturated
17.	The university understands the need to keep talented faculty members.	.831	Saturated
18.	The university maintains a base of pockets of knowledge of talented people adopted in the formation of academic committees and benefit from them as leaders in the interests of scholarship and representation in scientific forums	.810	Saturated
19.	The university harnesses all available resources to enhance creativity and ensure their survival.	.134	Saturated
20.	The university is working on the formation of committees of talented faculty members to solve problems.	.791	Saturated
21.	Some university leaders feel threatened by the presence of talented people.	.820	Saturated
22.	The University uses all available means to retain talented faculty.	.788	Saturated
23.	Priority is given to the leadership positions of the University to talented and competent faculty members.	.822	Saturated
	E:Talent development: The content of the paragraph		
24.	The University is interested in continuing to develop the abilities of talented faculty members.	.863	Saturated
25..	The university uses the stimulation system by speeding up the promotion of talented faculty members.	.811	Saturated
26.	The university distinguishes talented people from others in their compensation, rewards and promotions.	.752	Saturated
27.	The university recognizes the strengths of the faculty members in order to strengthen them.	.807	Saturated

28.	The university recognizes the weaknesses of the faculty members in order to avoid them.	.790	Saturated
29	The university has annual plans to train and develop the human talent of faculty members and raise their level, based on their training needs.	.763	Saturated
30.	The University sets standards to measure the performance of faculty and provides material and moral incentives to talented people based on comparing their performance to those standards.	.733	Saturated

Table 4. A: Testing Loading Ratios for **B:** Global Human Resources Management

	A: global recruitment: The content of the paragraph	Loading rate	distinguishes the paragraph
.1	The university and its faculties conduct clear interviews in order to complete the recruitment process.	.766	Saturated
2.	The University is interested in identifying the required skills with a global culture because it believes that the local environment is part of the global environment.	.685	Saturated
3.	The university hires staff to carry out global operations.	.774	Saturated
4.	The university's practices contribute to the high diversity of stakeholders.	.784	Saturated
	B: global tasks The content of the paragraph		
5.	In the process of job-defining, the University adopts various and multi-context techniques and methods with a global context.	.797	Saturated
6.	International task identification practices contribute positively to the overall effectiveness of the University.	.826	Saturated
7.	The University recognizes the need to identify tasks and functions in accordance with the standard global requirements as the basis for competition.	.775	Saturated
	C: staff training on global tasks The content of the paragraph		
8.	The University trains staff for global adaptation.	.838	Saturated
9.	The University provides effective functional facilities for students in foreign countries.	.829	Saturated

Figure 4 Kendall's tau_b correlation matrix

10.	Training and development programs, development and operation of local human resources.	.858	Saturated
	D: global compensation The content of the paragraph		
11.	The University offers attractive compensation to employees who engage in global behavior such as (overseas scholarships, applying for courses or obtaining higher degrees).	.843	Saturated
12.	The University is engaged in positive and effective practices in terms of appropriate remuneration for international staff.	.700	Saturated
	E: global performance evaluation The content of the paragraph		
13.	The University uses the scholarship of staff to global tasks as a career development for local staff.	.779	Saturated
14.	The University has active practices to motivate employees to perform globally.	.728	Saturated
15.	The University's Global Performance Management is concerned with understanding external risks.	.797	Saturated
16.	The university strives to achieve global performance.	.825	Saturated

3. Testing correlation hypotheses

The first main hypothesis (H_1) states that the relationship between talent management and global human resources management is a real correlation arising from the intellectual debate between the sub dimensions of the two variables. *Talent Management of Human Resource* and the *Global Human Resources Management* at the macro and sub-level, and after linking the paragraphs concerning the two variables, the results of the Kendall correlation matrix have appeared, indicating a correlation between the variables at the macro and sub-level, and therefore, the first main hypothesis is accepted.

		attracting talent	identifying talent	selecting talent	retaining talent	talent development	global recruitment	global tasks	staff training on global tasks	global compensation	global performance evaluation	Talent Management	Management Global Human Resources Management
Kendall's tau b	Attracting talent	1.00	.693**	.560**	.497**	.618**	.554**	.541**	.548**	.481**	.553**	.718**	.573**
	Identifying talent	.693**	1.00	.671**	.632**	.648**	.584**	.595**	.578**	.524**	.661**	.800**	.633**
	Selecting talent	.560**	.671**	1.00	.676**	.638**	.583**	.574**	.629**	.586**	.641**	.765**	.640**
	Retaining talent	.497**	.632**	.676**	1.00	.637**	.593**	.619**	.606**	.560**	.729**	.730**	.672**
	Talent development	.618**	.648**	.638**	.637**	1.00	.672**	.627**	.676**	.588**	.632**	.765**	.690**
	Global recruitment	.554**	.584**	.583**	.593**	.672**	1.00	.661**	.635**	.589**	.591**	.639**	.736**
	Global tasks	.541**	.595**	.574**	.619**	.627**	.661**	1.00	.700**	.608**	.638**	.640**	.792**
	Staff training on global tasks	.548**	.578**	.629**	.606**	.676**	.635**	.700**	1.00	.654**	.609**	.659**	.792**
	Global compensation	.481**	.524**	.586**	.560**	.588**	.589**	.608**	.654**	1.00	.581**	.583**	.742**
	Global performance evaluation	.553**	.661**	.641**	.729**	.632**	.591**	.638**	.609**	.581**	1.00	.704**	.722**
	Talent Management	.718**	.800**	.765**	.730**	.765**	.639**	.640**	.659**	.583**	.704**	1.00	.704**

Management Global Human Resources Management	Corr Coeff	.573 **	.633 **	.640 **	.672 **	.690 **	.736 **	.792 **	.792 **	.742 **	.72 2**	.704 **	1.00 0
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** . Correlation is significant at the 0.01 level (2-tailed).

4. Testing the hypotheses of impact

The second main hypothesis of the study (H₂) states that Iraqi universities, through their talent management mechanisms, affect the development of work in the management of global human resources because they feel the need for these talents to understand the global standard nature of knowledge work, which cannot grow in closed local environments. Thus in the light of this correlation has been formulated a correlation between Talent Management (X) and the *Global Human Resources Management* (Y), and this correlation was represented by the equation of simple regression machines :

This correlation means that the *Global Human Resources Management* (Y) is a real function of Talent Management (X), and the following is the estimated relationship and the value of its statistical indicators calculated at the level of the study sample of (1785), and the slope equation is as follows:

$$\text{Global Human Resources Management} = 0.373 + (0.929) (\text{Talent Management})$$

Table (5) shows the contrast analysis of the relationship between Talent Management and the Global Human Resources Management

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 ^a	.864	.863	.64580

a. Predictors: (Constant), X

Table 6 ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	402.485	1	402.485	965.064	.000 ^a

Residual	63.392	152	.417		
Total	465.878	153			

a. Predictors: (Constant), Talent Management

b. Dependent Variable: Global Human Resources Management

Table 7 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.373	.195		1.911	.058
1 Talent Management	.934	.030	.929	31.065	.000

a. Dependent Variable: Global Human Resources Management

The calculated (F) value is greater than its scheduled value. at significant level (0.000) and degree of freedom (1,152), which indicates that the regression curve is good for describing the correlation between (X) and (Y), and according to the test (t), the value of ($t_x = 31.065$)

In view of the slope equation, the constant indicates ($a = 0.373$), which means that there is a *Global Human Resources Management* of (0.373) even if the value of the *Talent Management* (X) is equal to zero.

The marginal slope angle of ($\beta = 0.929$) associated with X means that a change of (1) in *Talent Management* will result in a change of (0.929) in *Global Human Resources Management*.

The selection coefficient has determined a coefficient of (0.864), which means that (0.864) of the variation in *Global Human Resources Management* (Y) is an indicated variation (X) (0.136) of variance explained by other factors that did not enter the regression model, and on the basis of these indicators the second main hypothesis can be accepted. at the macro level.

At the sub-level, the second main hypothesis is derived from a sub-hypothesis (there is a significant effect relationship to the dimensions of *Talent Management* in the *Global Human Resources Management*).

In the light of this relationship, a functional relationship has been formulated between the dimensions of *Talent Management* (X_1, X_2, X_3, X_4, X_5) and the *Global Human Resources Management* (Y), as the dimensions of *Talent Management* affect at the same time the *Global Human Resources*

Management, and this relationship is represented by the equation of multiple regression:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5$$

This relationship means that the *Global Human Resources Management* (Y) is a real function of the dimensions of Talent Management (X_1, X_2, X_3, X_4, X_5), and the following is the estimated relationship and the value of its statistical indicators calculated at the level of the study sample of (1785), and the slope equation as follows:

$$\text{Global Human Resources Management} = 0.227 + (0.069) (\text{attracting talent}) + (0.121) (\text{identifying talent}) + (0.059) (\text{selecting talent}) + (0.253) (\text{retaining talent}) + (0.489) (\text{talent development})$$

Table (8) reveals that the contrast analysis of the relationship between the dimensions of Talent Management and the Global Human Resources Management.

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.881	.60300

a. Predictors: (Constant), E, A, D, C, B

Table 9 ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	412.064	5	82.413	226.653	.000 ^a
	Residual	53.814	148	.364		
	Total	465.878	153			

a. Predictors: (Constant), E, A, D, C, B

b. Dependent Variable: Y

Table 10 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.227	.191		1.188	.237
	A	.063	.052	.069	1.193	.235
	B	.111	.072	.121	1.550	.123
	C	.053	.061	.059	.866	.388
	D	.253	.067	.253	3.770	.000
	E	.472	.070	.489	6.783	.000

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.940 ^a	.884	.881	.60300

a. Dependent Variable: Y

The calculated (F) value is greater than its scheduled value and moral level is (0.000) and degree of freedom (4,151), which indicates that the regression curve is good to describe the relationship between the Global Human Resources Management (Y) and the dimensions of Talent Management (X₁, X₂, X₃, X₄, X₅). on testing (t), $t_{x_1} = 1.193$, $t_{x_2} = 1.550$, $t_{x_3} = .866$, $t_{x_4} = 3.770$, $t_{x_5} = 6.783$

In the light of the slope equation, the constant indicates that (a= 0.227), which means that there is a *Global Human Resources Management* of (0.227) even if the dimensions of Talent Management are equal to zero.

The marginal slope angle ($\beta_1 = 0.069$) associated with X means that a change of (1) in the (attracting talent) will result in a change of (0.069) in the Global Human Resources Management. But it's an significant factor, so it doesn't count.

The marginal slope angle of ($\beta_2 = 0.121$) associated with X means that a change of (1) in the (identifying talent) will result in a change of (0.121) in the human resource trial. But it's an significant factor, so it doesn't count.

The marginal slope angle ($\beta_3 = 0.059$) associated with X means that a change of (1) in the (selecting talent) will result in a change of (0.059) in the Global Human Resources Management. But it's an significant factor, so it doesn't count.

The marginal slope angle ($\beta_4 = 0.253$) associated with X means that a change of (1) in the (retaining talent) will result in a change of (0.253) in the Global Human Resources Management.

The marginal slope angle ($\beta_5 = 0.489$) associated with X means that a change of (1) in the (talent development) will result in a change of (0.489) in the Global Human Resources Management.

The selection coefficient has determined a coefficient of (0.884) which means that (0.884) of the variation in the will result in a change of (0.884) in the Global Human Resources Management. (Y) is a variation explained by Talent Management (X) and remains (0.116) of variation explained by other factors that did not enter the regression model, and on the basis of these indicators the sub hypothesis can be accepted.

Fourth: Conclusions and Recommendations:

1. Conclusions

In compliance with findings results reaped in this work , the following conclusions can be presented :

1. The answers of the research sample have reflected a high awareness of the philosophy of talent management and global human resources management. This means the higher ability to accurately diagnose the strengths and weaknesses of Iraqi universities in the face of the practical part of the research changes.
2. Iraqi universities are working remarkably to develop talent in the first place and then retain talent.
3. The ability of Iraqi universities to attract talent to their programs and policies has declined, as has the ability of Iraqi universities to attract talent in their programs and policies, as well as to identify talent and select talent.
4. Iraqi universities practice global performance evaluation in their performance evaluation strategies.
5. Workers are trained for performing global tasks while performing.
6. The global compensation strategy has declined as it operates with traditional local strategies

2: Recommendations:

The most important recommendations can be summed up as follows:

1. Iraqi universities must build their strategies of attraction and polarization in light of a global understanding of their talent management strategies and go beyond traditional local formulas as organizations with global interaction.
2. It is necessary to identify the needs of Iraqi universities of talent in type and quantity and adopt a clear global strategy in attracting these talents.
3. The selection of talent must be based on the need for scarce talent in global settings to deal with global human resources in the future.
4. Adopting a global philosophy in building a compensation strategy as local strategies to compensate talent put them in the level of traditional resources and this cannot trigger the effectiveness of talent in the light of a philosophy of compensation that values their strategic role.

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