
Talent Management and Its Impact on The Organization's Leadership Performance: An Analytical Study of The Opinions of a Sample of Employees at the University of Baghdad

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Abstract: This study aimed at the effectiveness of talent management in entrepreneurial performance at the University of Baghdad, where the study was conducted on the creativity of leaders in a number of colleges of the University of Baghdad in various (deans, heads of departments and assistant deans) where the questionnaire was used as a main tool in collecting successful data about the art of study, where ((204 questionnaires were distributed and (4 questionnaires were not returned, and (7) questionnaires were not valid for analysis, so the total number of cosmetic questionnaires for analysis is ((193 and the analysis and testing of hypotheses were conducted using the program (SPSSV.20), (PLS SMART), but the beginning that begins with the message was the descriptive analytical composition, and a group of colleges were selected at the University of Baghdad represented by linking (College of Law, College of Administration and Economics, College of Education Ibn Rushd, College of Engineering, College of Medicine, College of Arts, College of Sciences, College of Sciences Agricultural Specialties, College of Dentistry, College of Education and Nursing Sciences, College of Fine Arts, College of Education for Girls, College of Languages, College of Political Science, College of Medicine Al-Kindi, College of Medicine Al-Kindi, College of Media, College of Science for Girls).

Keywords: Talent, Management, Creativity, Entrepreneurship

1. INTRODUCTION

Organizations strive to achieve excellence and permanent superiority in performance in order to maintain their competitive position by following well-thought-out policies to contribute to achieving their goals in light of the rapid changes in the business environment, as the strategies that organizations rely on differ according to the organization's specialization and the nature of its work and the markets it seeks. Talent management is the best practice that distinguishes the organization as it works to attract, develop, select and retain talented employees with high performance, as the effective investment by the organization in its employees makes organizations able to compete with each other, and talent management is the best form of this investment, as talents have currently become a human capital of high value, and focus on the main functions that greatly help the organization in achieving a competitive advantage, which achieves leadership among similar organizations, and the importance of talent management has increased at the present time due to global turmoil.

2. STUDY METHODOLOGY

Study Problem

The purpose of a literature review is to "look again" (re + view) at what other researchers have investigated regarding a specific topic. It serves to provide background and motivation for the objectives and hypotheses guiding your research. A well-conducted literature review does not merely summarize relevant previous research. Instead, the researcher critically evaluates, reorganizes, and synthesizes the work of others, creating a cohesive and comprehensive overview. The key to a successful literature review lies in the ability to "digest" information from various sources, critically evaluate it, and present conclusions concisely, logically, and in a reader-friendly manner.

First-time researchers often believe everything they read or fear criticizing others' work. However, academic research is about critical inquiry. It is crucial to critically evaluate the material you read. Consider the following:

- a. To what extent does the researched university care about talent management?
- b. To what extent does talent management affect entrepreneurial performance in the researched university sample?
- c. What is the level of entrepreneurial performance in the researched university sample?
- d. Is there a relationship of influence and correlation between the dimensions of talent management and entrepreneurial performance in the researched university sample?
- e. What are the most important dimensions of the study variables present in the researched university sample?
- f. Do the leaders in the researched university have a work space through which they can highlight their intellectual skills?

Importance Of The Study

- a. Talent management is characterized by modernity and continuous development over time, and therefore cognitive contributions to this topic are relatively rare.
- b. Shedding light on talent management processes and putting them before the eyes of administrative leaders at the University of Baghdad in a scientific and systematic manner.
- c. The researcher attempts to provide a theoretical conceptual framework for the study variables and their sub-dimensions as concepts that have increased interest and highlighting.

- d. Presenting and diagnosing the opinions of the study sample to reach results that serve the study community by proposing suggestions to the university under study to invest in talents through which the university's goals can be achieved.
- e. Enhancing pioneering performance at the university under study and making its services distinguished by being futuristic

Study Objectives

Providing a theoretical and intellectual framework regarding the study variables. The study aims to verify the extent of the relationship between talent management and its dimensions and entrepreneurial performance and its dimensions. Knowing the extent of the application of talent management programs and their impact on entrepreneurial performance and who is responsible for their application

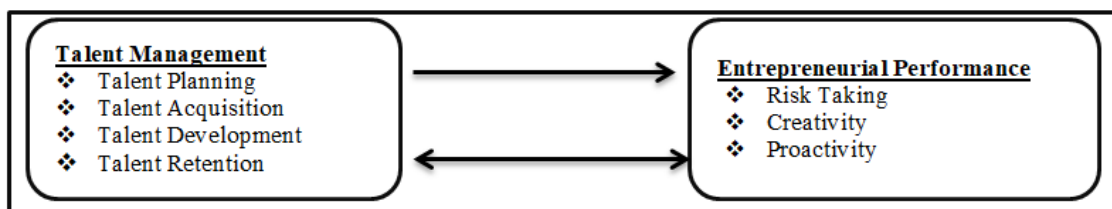


Figure 1. Hypothetical diagram model

The Study Sample

The study community represented by Thi Qar University was selected and the study was applied (19) colleges from Baghdad colleges, which relied on the comprehensive survey method for individuals represented by members of college councils (deans, heads of departments and assistant deans), where the main research tool (questionnaire) was distributed to them based on solid standards. The reason for choosing this sample is that it goes back to the nature of the work of administrative leaders and the nature of the main variables represented by (talent management, pioneering performance). The number of leaders in it was (204), of which (193) questionnaires were valid for analysis, and (4) questionnaires were not returned, while the number of those not valid for analysis was (7) questionnaires

Talent Management

The Concept Of Talent Management

There are many concepts that have addressed talent management, starting from the importance of talents in the success of organizations, as the human element is the basis for the establishment of organizations regardless of their size and nature. (Thunnissen, 2016), Talent management has been defined as an organizational and dynamic process to

discover, develop and support talents within the organization (Davies & Davies, 2010). Complex processes that greatly benefit the organization and individuals to meet the current and future needs of the organization (Caplli, 2008: 1). They are organized processes designed to attract, develop, motivate and retain talented individuals (Green 2007: 807). It has been defined as planning and anticipating the organization's needs for a workforce characterized by special abilities and high skills, and integrating and training them to achieve maximum benefit (Sphr, 2010: 103). (It is an administrative system based on identifying the most important and sensitive functions in the organization that contribute to achieving sustainable competitive advantage by providing it with the appropriate workforce to work effectively and efficiently (Waheed et al, 2012: 133).

The Importance Of Talent Management

- a. An important factor that helps in competitive atmospheres, as it is a bridge that draws knowledge and links it to the practices of workers, especially after the transition from the manufacturing and services economy to the knowledge and information economy, and the increase in the intensity of competition and technological knowledge (Sindhura, 2022).
- b. The importance of talent management is represented in several aspects, including clarity of goals and drawing a roadmap to find common work methods and form an organization with high core capabilities (Habiba et al, 2022: 2).
- c. Improving the reputation and image of the organization and providing support to workers, as it is an important strategy to achieve success and efficiency, as it is a clear process to identify and develop the cognitive, intellectual and skill capabilities of workers to achieve quality performance (Kumari, 2011: 1).
- d. Talent management has become an urgent necessity for all organizations and their various specializations in light of the competition for the competent and talented human resource, which is characterized by scarcity, difficulty of replacing it and the cost of compensating it in the event of its loss (Horvathova & Durdova, 2011: 812).
- e. The ability to find a highly qualified human force to fill the positions of competent workers. Organizations need to effectively select talents and be able to attract and retain them (Chirapat, 2022: 4).
- f. Talent management plays a major role in selecting leaders, managers and employees at various levels of the organization. It also has a positive impact on developing the quality of employees needed to achieve high performance. It also represents a creative solution to many current and strategic problems (Meenakshi, 2022).

Dimensions Of Talent Management

Talent planning: Talent planning is one of the least developed processes in organizations that have talent programs. This is due to the fact that talent management was not viewed as a strategic process, but rather a routine and administrative process (Donald, 2014). Workforce planning can be defined as the process through which the organization seeks to obtain its needs in a timely manner from employees who are capable and qualified to carry out the tasks assigned to them to achieve the organization's goals (Thunnissen, 2016)

Talent attraction: The role of attraction comes as an important and essential dimension of the important activities of employees specialized in searching and exploring for talents suitable for the organization, its work style and its goals to fill vacant positions, attract them and choose the best among them (Hassan and Al-Jarjari, 2019: 181). Attraction is a very important factor due to the challenges and intense competition that organizations face in the work environment. Organizations face great difficulty in the recruitment process, as organizations must devote all their time and efforts to focusing on attracting talents due to their rarity and difficulty in imitating and retaining them (Sphr, 2010). **Talent development:** Both (Foteini et al, 2022:3, Veloso et al, 2014) reported that attracting and retaining talents to organizations is not sufficient unless it is coupled with the importance of keeping pace with surrounding events and the development in skills, capabilities and knowledge as a result of the rapid development and change at all levels and fields. Therefore, it is necessary to develop the intellectual, mental and practical capabilities of talented individuals through development and training programs that organizations must provide to their employees so that they are empowered and able to face the current and future challenges of their jobs and adapt to any change occurring in them, and adapt to changes in perceptions and behaviors according to work requirements, and adopt rotation and job enrichment processes and assume new jobs and roles to enhance the self-efficiency of the talented and clarify the nature of managing other talents and focus on talents of high value and strength in the field of attraction qualitatively and quantitatively and support from management for the talented and evaluate work results and continuous monitoring.

Talent retention: This is a strategic aspect represented by preserving talents, especially from competitors from other organizations that have become An attraction factor for them by continuing to invest in talented employees, which highlighted the importance of the talent retention process among the dimensions, strategies and tasks of talent management on the one hand, and on the other hand, retaining talent has become extremely

difficult in light of the current challenges, which makes organizations face the task of making strenuous efforts to retain talents. In order to achieve this, they must work to develop talented employees with high commitment and organizational loyalty, support and motivate them, and ensure the continuity of their development and training process (Al-Ubaidi, 2017: 47). The researcher notes the importance of these dimensions that make up talent management due to the agreement of most writers and researchers on them, which is the safety valve or the basic foundation for it and the main component of its success in retaining employees who have the ability to achieve strategic success with their high performance skills and capabilities (Unnar et al, 2022: 4).

Entrepreneurial Performance

The Concept Of Entrepreneurial Performance

Entrepreneurial performance is defined as the organization's use of its material, human and technological resources in a professional manner based on creativity, innovation and risk-taking to create new goods and services and achieve the organization's entrepreneurial goals. Entrepreneurial performance can be described as the organization's ability to achieve acceptable results and procedures, as the term performance is explained as achieving a level of success through acquired knowledge. The concept of performance can be viewed as the organization's ability to continue operating without threats of liquidation (Okunbo, 2019). Entrepreneurial performance is one of the priorities for achieving entrepreneurial goals, as most studies have shown that entrepreneurial performance depends on the behavioral capabilities of the entrepreneurial worker related to the worker's entrepreneurship (Mahendra et al, 2017). In addition, it is important for entrepreneurial performance to develop their performance by adopting an approach to change because there is no point in slowing down. Changing attitudes, values, culture and possessing a true national spirit is what will lead to economic development in this century (Jelilov & Onder, 2016: 9). Entrepreneurial performance is defined as the purposeful entrepreneurial actions practiced by the actors in the leading organizations and the results achieved from them, which involve the use of resources (Batjargal, 2003: 537). Entrepreneurial performance is also known as valuable assets owned by workers, with the aim of creating value and wealth, as the level of achievement we get from the efforts made by entrepreneurs in managing entrepreneurial projects and is related to the output of the entrepreneur's outputs. Sometimes this achievement can be measured by the volume of sales, the level of profit, the number of employees, and many other things (Hasan & Almubarak, 2016: 83).

Factors Affecting Entrepreneurial Performance

Experience: Experience involves the personal history of the entrepreneur and the idea he acquired (Karimi, 2012). **Entrepreneurial development capabilities:** Development related to the organization's operations and the entrepreneur's cumulative experiences in relation to his current work (Karimi, 2005: 19).

Entrepreneurial logic: - The entrepreneur's logic revolves around the way the entrepreneur thinks, regardless of his experience and ability to develop. In general, the personal characteristics of entrepreneurs have an impact on the performance of entrepreneurial organizations (Monsson & Jørgensen, 2016).

Entrepreneurial performance has a direct impact on the legal, economic and cultural elements of the business environment. In light of this, continuous efforts must be made to develop a facilitative economic approach in order to improve the chances of entrepreneurial success (Bohoney, 2011: 5).

There is a group of internal and external factors that have an impact on entrepreneurial performance, and these factors differ from one country to another, stressing that external environmental factors have a greater impact on entrepreneurial performance compared to internal factors, adding that the factors that have the greatest impact on entrepreneurial performance are industrial characteristics, entrepreneurial goals and motives, and then legal and administrative factors, respectively. Therefore, the entrepreneur must focus on the factors in order to enhance entrepreneurial performance and achieve a strong entrepreneurial Project (Hasan&Almubarak, 2016: 94).

Dimensions Of Leadership Performance

Risk: It is everything that new or existing projects are exposed to, which have undergone changes for development, which leads to building unexpected and different opportunities and possibilities. It is often described as a state of uncertainty that follows or pioneering movement and behavior and is related to investing a percentage of the organization's resources, as risks return and direct the organization towards absorbing uncertainty instead of fearing it (Dafel et al, 2012: 29).

Creativity: Creativity consists of generating a new idea and implementing it in a new product, process or service, which achieves dynamic growth for the economy and increases job opportunities, in addition to achieving net profit for innovative business organizations, as innovation is never a one-time phenomenon, but rather a long and cumulative process of a large number of organizational decision-making processes, starting from the stage of generating a new idea to the stage of implementing it. Innovation in science does not exist

(Rybarova, 2020: 2). Creativity is the ability to bring new ideas. Motivation using cognitive mechanisms in the process of creating value complementing economic and social mechanisms is also a prerequisite for creating innovation. Creativity can exist without innovation, but innovation cannot arise unless there is creativity at some stage, as collective creativity is an important factor in developing new ideas for organizations. The creative personality of the worker and the processes of divergent thinking skills in team creativity are very important. Creative personalities were studied among participants to determine the personality characteristics associated with workers who have high degrees of creativity. Some of these characteristics include self-confidence, enthusiasm, hard work, tolerance, risk-taking, emotionality, and hostility (Burch et al., 2019: 42).

Proactivity: It represents the organization's efforts in discovering new opportunities, monitoring trends, identifying future needs of current customers, anticipating changes in their demands, and working according to future visions before competitors. Proactivity combines the characteristics of creativity and risk-taking, because it represents the desire and tendency to take the initiative in acquiring new opportunities and creating ideas that others have not previously presented, and staying away from practicing old methods and patterns, as entrepreneurs tend to be proactive, as they do not rely on luck, but rather on the spirit of initiative, seizing opportunities, and investing in them (Kraus et al, 2012: 167).

3. DATA ANALYSIS

Coding And Description Of Research Variables

Coding and description of research variables are considered basic steps in designing research studies, as they contribute significantly to organizing information and analyzing data efficiently. Accordingly, Table (1) shows the mechanism followed by the research to code and describe variables.

Table 1. Coding of variables

Variables	Source	Dimensions	Paragraphs	Code	
Talent management	Humaid,2018	Talent Planning	5	TAMA	TMTP
		Talent Acquisition	5		TMTA
		Talent Development	5		TMTD
		Talent Retention	5		TMTR
		Risk Taking	5	LEPE	LPRT

Leadership performance	Vaitoonkiat& Charoensukmongkol, (2019)	Creativity	5		LPCR
		Proactivity	5		LPPR

Testing The Normality Of The Measurement Tool

The results of Table (2) show that the data used in analyzing the variables under study follow the normal distribution, which indicates the possibility of generalizing the results reached by the study to the studied community. In addition, the null hypothesis that states that the data under study follow the normal distribution can be accepted at a significance level greater than (0.05), while the alternative hypothesis that states that the data do not follow the normal distribution is rejected at a significance level less than (0.05).

Table 2. Testing the normality of the measurement tool

Standards		Talent Management	Leadership Performance
Sample size		194	
Poisson distribution parameter	Arithmetic mean	4.09	4.06
	Standard deviation	0.61	0.69
(Kol-Smi) Test statistic		0.114	0.091
(P.value) Moral value		P > 0.05	P > 0.05

Testing the stability of the measurement tool

The results of Table (3) show that the paragraphs of the variables "Talent Management" and "Entrepreneurial Performance" enjoy high stability, as the Cronbach's alpha coefficient reached (0.938). This percentage was distributed as follows: (0.920) for the talent management variable and (0.898) for the entrepreneurial performance variable. Regarding the stability of the different dimensions of the variables, the values ranged between (0.665) for the proactivity dimension and (0.806) for the talent planning dimension, which ensures the stability of the Cronbach's alpha coefficient according to accepted standards.

Table 3. Cronbach's alpha coefficients

Variables	Dimensions	Code		
Talent Management	Talent Planning	0.920	0.806	0.938
	Talent Acquisition		0.760	
	Talent Development		0.693	
	Talent Retention		0.741	
Leadership Performance	Risk Taking	0.898	0.763	
	Creativity		0.721	
	Proactivity		0.665	

Statistical Description Of The Research

Table (4) shows that the overall average of the talent management variable was (4.09) with a standard deviation of (0.61). This shows the interest of the research sample in giving high priority to the talent management variable, as efforts were focused largely on the talent planning dimension (TMTP), which achieved the highest arithmetic mean of (4.15) with a standard deviation of (0.63). This indicates the importance of this dimension in management strategies. While the talent acquisition dimension (TMTA) came in last place with an arithmetic mean of (4.05) and a standard deviation of (0.79), indicating that there is a need to improve talent acquisition efforts to enhance the effectiveness of talent management in general. Table (4) shows that the overall average of the entrepreneurial performance variable was (4.06) with a standard deviation of (0.69). This value reflects the interest of the research sample in giving high priority to the entrepreneurial performance variable, indicating a clear focus in this area. The proactivity dimension (LPPR) achieved the highest arithmetic mean of (4.15) with a standard deviation of (0.76), which means that this dimension is considered of particular importance to the sample. On the other hand, the creativity dimension (LPCR) came in last place, recording an arithmetic mean of (3.96) and a standard deviation of (0.89). This indicates that creativity may need more focus and development in the context of entrepreneurial performance

Table 4. Statistical description of research variables

Paragrap h	Arithmet ic mean	Standard deviation	Paragrap h	Arithmet ic mean	Standard deviation	Paragrap h	Arithmet ic mean	Standard deviation	Paragrap h	Arithmet ic mean	Standard deviation
TMTP1	4.31	0.73	TMTA	4.05	0.79	TMTR5	3.95	1.11	LPCR3	4.03	1.05
TMTP2	4.09	0.91	TMTD1	4.16	1.02	TMTR	4.08	0.70	LPCR4	3.85	1.23
TMTP3	3.91	1.02	TMTD2	4.18	0.97	TAMA	4.09	0.61	LPCR5	3.93	1.14
TMTP4	4.22	0.86	TMTD3	4.09	0.93	LPRT1	4.15	0.98	LPCR	3.96	0.89
TMTP5	4.21	0.95	TMTD4	3.87	1.12	LPRT2	3.90	1.21	LPPR1	3.94	1.14
TMTP	4.15	0.63	TMTD5	4.01	0.97	LPRT3	3.95	1.08	LPPR2	4.12	0.99
TMTA1	4.19	0.97	TMTD	4.06	0.74	LPRT4	4.03	1.06	LPPR3	4.25	0.97
TMTA2	4.19	0.90	TMTR1	4.23	0.95	LPRT5	4.28	0.97	LPPR4	4.11	0.99
TMTA3	3.99	1.05	TMTR2	4.15	1.01	LPRT	4.06	0.79	LPPR5	4.32	0.84
TMTA4	3.85	1.19	TMTR3	4.09	1.02	LPCR1	3.99	1.20	LPPR	4.15	0.76
TMTA5	4.06	0.98	TMTR4	3.98	1.06	LPCR2	3.98	1.12	LEPE	4.06	0.69

Testing The Research Hypotheses

h1: there is a significant correlation between talent management and entrepreneurial performance, and the following hypotheses branch out from it:

The results of Table (5) of the correlation matrix show a strong correlation between talent management and entrepreneurial performance of (0.725), indicating that improving talent management contributes significantly to enhancing entrepreneurial performance. There are also strong correlations between the different dimensions of the variables, as the values ranged between (0.381) for the talent development dimension and the proactivity dimension, indicating that there is a significant positive impact between talent development and the ability to be proactive in performance. While the highest correlation strength was recorded between the talent retention dimension and the creativity dimension, reaching (0.617), indicating that talent retention has a positive impact on the level of creativity within the organization.

Table 5. Correlation Matrix

	TMTP	TMTA	TMTD	TMTR	TAMA	LPRT	LPCR	LPPR	LEPE
TMTP	1								
TMTA	.793**	1							
TMTD	.728**	.639**	1						
TMTR	.593**	.549**	.605**	1					
TAMA	.900**	.875**	.866**	.796**	1				
LPRT	.584**	.570**	.485**	.561**	.639**	1			
LPCR	.556**	.542**	.485**	.617**	.639**	.660**	1		
LPPR	.542**	.510**	.381**	.550**	.574**	.650**	.469**	1	
LEPE	.657**	.634**	.530**	.677**	.725**	.898**	.850**	.811**	1

H2: There is a significant effect of talent management on entrepreneurial performance, and the following hypotheses branch out from it:

The results of Table (6) showed that talent management contributes effectively to enhancing entrepreneurial performance. The results indicate that increasing talent management by one unit leads to an improvement of (0.814) in the beta value. The relationship also achieved a regression parameter ratio of (0.713) with a standard error of (0.056), which resulted in a critical value equal to (14.536). Thus, this relationship contributed to explaining (0.526) of the entrepreneurial performance variable, which indicates the importance of talent management in improving entrepreneurial performance within the organization. Accordingly, the amount of the impact of talent management on entrepreneurial performance can be determined through the following equation:

$$Y=a+\beta X$$

Where:

Y= Dependent variable (entrepreneurial performance)

a= Regression parameter

β = Beta value

X= Talent management

$$Y=0.713+0.814 X$$

Let's assume that the value of (X=1) then the equation becomes

$$Y=0.713+0.814*1$$

$$Y=0.713+0.814$$

$$Y=1.527$$

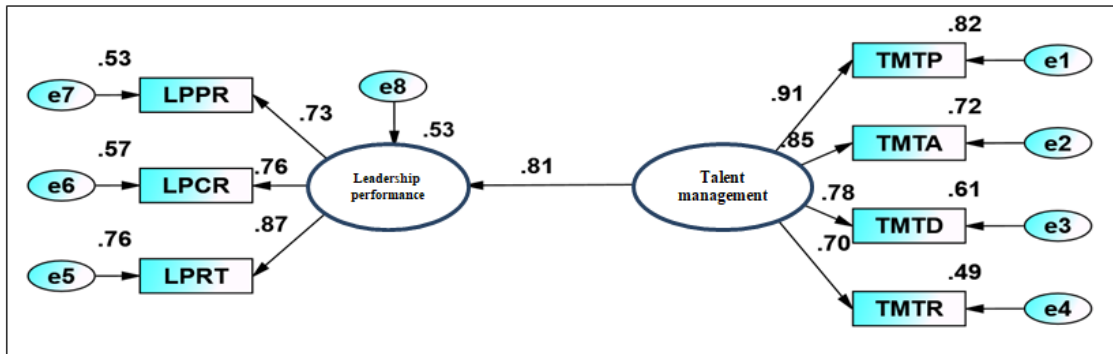


Figure 2. Standard model of the impact of talent management on entrepreneurial performance

Table 6. Results of the impact of talent management on entrepreneurial performance

Path		Regression parameter a	Value β	Standard error	Critical value	Value F	Value R^2	P	
Talent management	- - >	Leadership performance	0.713	0.814	0.056	14.536	212.811	0.526	0.001

4. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The results showed a significant correlation between talent management and entrepreneurial performance, which means that the sample studied focuses on the presence of talented workers who can better adapt to changes in the market and customer requirements of needs and desires.

The sample studied is keen to attract talented workers in order to ensure the construction of a creative work environment, which encourages the development of new ideas, skills and innovative solutions in order to reduce errors in the decisions that are made.

The results showed that the sample studied focused on reducing the turnover rate and improving performance by investing in talent management to reduce costs related to

recruitment and training, which enhances the sample's ability to attract the best talents and improve its reputation in the labor market.

The sample studied is interested in identifying and developing leadership talents in a way that enables the organization to build strong teams of leaders who can drive entrepreneurial performance and improve the mechanisms used to increase productivity and quality in work, which is positively reflected in the overall performance of the organization.

The researched sample focuses on developing talent management strategies in order to ensure building an organizational culture that enhances cooperation and communication between teams, as well as improving employee satisfaction, which reduces turnover and improves job stability of the workforce.

RECOMMENDATIONS

- a. The sample surveyed should measure the impact of talent management strategies on leadership performance on an ongoing basis by restructuring strategies based on the results provided.
- b. The need to provide ongoing training programs and develop the skills and experiences of employees in a way that helps grow the creative capabilities of employees and motivates them to perform at a high level, which enhances the spirit of leadership among them.
- c. The need to provide incentives and rewards that encourage employees to perform outstandingly by enhancing their commitment and loyalty towards them, which requires building clear paths that enhance diversity in the workforce by attracting employees from different backgrounds, which contributes to enriching creativity, ideas and different experiences in the workplace.
- d. The need to develop employees' leadership skills by focusing on building clear paths for career advancement and investing in appropriate opportunities to encourage employees to use modern technologies and innovative mechanisms that improve their ability to work with transparency and high performance.
- e. The sample surveyed should build effective communication channels between management and employees, which enhances transparency and allows employees to freely and independently express their opinions and creative suggestions, which helps support mechanisms for achieving the organization's goals.

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