

*Talent management as an entry point for leadership
development in the economic establishment*

إدارة المواهب كمدخل لتنمية الكفاءات القيادية بالمؤسسة الاقتصادية دراسة

حالة أربع مؤسسات بالمنطقة الصناعية البلدية

Aied malika, Blida University 2, melikaayad88@gmail.com

Tatai kamel, Blida University 2, tatai.kamel@hotmail.com

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Abstract:

The study addressed the topic of talent management and leadership competencies, where it aimed to know the impact of talent management in the development of leadership competencies in the economic establishment, using the questionnaire tool and statistical methods, The study sample approached 300 people from various institutions and the study found a statistically significant effect, where it recommended the development of clear management systems To practice effective talent management that enables the development of leadership competencies.

.keyword: Talent Management , Talent Management Practices, Human Competencies, leadership Competencies, Economic Foundation

JEL classification code : M12, O15, J24

*Corresponding author: Aied malika,
e-mail: melikaayad88@gmail.com*

1. Introduction :

Talent Management (TM) has attracted a lot of researchers since its appearance in the late 1990s (YLLNER & BRUNILA ,2013,p37) , in 1998 the term war on talent emerged, when Mc KINSEY published the largest U.S. law firm (McKINSEY & COMPANY, 2007,p2). Her famous report the best talent worth fighting for (BEECHLER, WOODWARD, 2009,p275), since then the topic has gained great importance in both literary articles and business practices (HARTMANN, AL, 2010,p192) For its role in the success of the organization to develop its competitive and sustainable advantage(ILES,AL,2010,p165),And talent management is the foundation of a knowledge-based organization. (BAQUTAYAN,2014 , p2291).

While human competencies return to the study David McCLELLAND in 1973 in a famous article "Proficiency Test instead of Intelligence " (McCLELLAND,1973,p5), he began research to investigate ways to identify the variables of competencies that would In 1982, (ITIKA, 2011,p152), Identify the competencies that distinguish the best managers and leaders, in addition to developing a dictionary of the required competencies.(BOYATZIS,1982,p43).

The concept of leadership competencies belongs to researcher Boyatzis, who studied managers with more than 200 different positions, from 1981 to 2008, (BOYATZIS,2008,p299) With 760 managers, 360 individuals described their conduct as leadership competencies, some indicators were found for this new concept, (SPENCER & SPENCER, 1993,p85).

1.1.Problematic:Is there a statistically significant impact on the contribution of talent management (talent attraction, talent development, talent motivation,talent retention) to the development of leadership competencies at(IFRI,ORANGINA,TREFLE,MOULA)Fondations Industries?

The following sub-questions are derived from this problem:

- Is there a statistically significant impact on the contribution of talent attraction, to the development of leadership competencies at (IFRI,ORANGINA,TREFLE,MOULA) Fondations Industries?
- Is there a statistically significant impact on the contribution of talent development, to the development of leadership competencies at (IFRI,ORANGINA,TREFLE,MOULA) Fondations Industries?

- Is there a statistically significant impact on the contribution of talent motivation to the development of leadership competencies at (IFRI,ORANGINA,TREFLE,MOULA) Fondations Industries?
- Is there a statistically significant impact on the contribution of talent retention to the development of leadership competencies at (IFRI,ORANGINA,TREFLE,MOULA) Fondations Industries?

1.2. hypotheses:There is a statistically significant effect of contributing talent management(talent attraction, talent development,talent motivation and talent retention) in developing leadership competencies at (IFRI,ORANGINA,TREFLE, MOULA) Fondations Industries;

The following sub-questions are derived from this problem:

- There is a statistically significant effect of attracting talent, in the development of leadership competencies at (IFRI, ORANGINA, TREFLE, MOULA) Fondations Industries;
- There is a statistically significant effect of contributing to the development of talent, in the development of leadership competencies in (IFRI, ORANGINA, TREFLE, MOULA) Fondations industry;
- There is a statistically significant effect of contributing to motivating talent in the development of leadership competencies at (IFRI, ORANGINA,TREFLE,MOULA) Fondations Industries;
- There is a statistically significant effect of the contribution of talent retention in the development of leadership competencies in(IFRI, (ORANGINA, TREFLE, MOULA) Fondations industry;

1.3. The objectives of the study :

- To know the level of application of talent management practices in the economic Fondations under study ;
- To identify the level of the leadership competencies in the economic Fondations under study ;
- To know the impact of the talent management contribution in the development of the leadership competencies of the economic Fondations.

1.4. model study

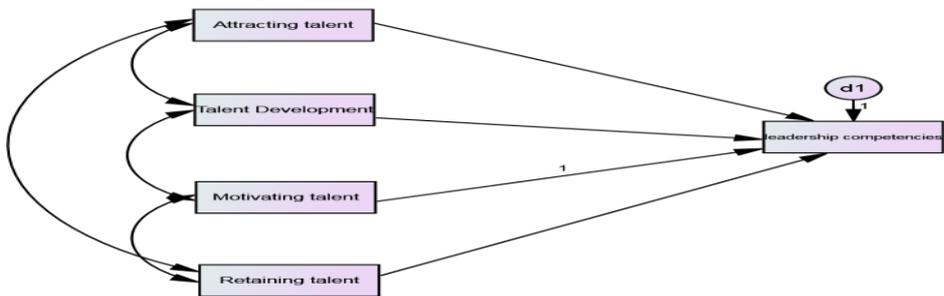
Table (1) on model match indicators.

Mo del	CM IN	D f	N C	SR MR	G FI	T LI	C FI	RMS EA	AI C	BC C	BI C	EC VI
M0	383.72	4	7.10	0.04	0.91	0.09	0.92	0.08	431	432.5	544.1	0.54

Source: AMOS Outputs

Table (1) shows indicators identical to the study model, where the first stage relates to the construction of the model and then determines the needs of the model, where it was found that a particular model, while in the third stage the validity of the model was tested by indicators matching the model, which indicates acceptance and correctness

Figure (1) the study model



The Source: AMOS Outputs

I. 5. Previous studies

- Study of researcher jayachandran nair preeti Titled is talent management accentuated by competency mapping,The study dealt with the contribution of talent management in the development of academic competencies, in higher education in the state of Malaysia, and the sample size was 330 academics, the study found a direct and positive effect to attract talent in the development of academic competencies
- Researchers' study Annakis John , Esposto Alexis Titled talent management and competencies: a cross country study of malaysian and vietnam semi-private universities, The study aims to determine the impact of talent management on the development of academic competencies in the higher education sector, where the sample included 542 academics working in four universities in Malaysia and Vietnam, and the study directly showed a positive impact on the management of talent in the development of academic competencies.
- Researchers'study Ch Nawangsari1,Lenny,Hidayat Sutawidjaya, Ahmad, Titled Talent Management in Mediating Competencies and Motivation to Improve Employee’s Engagement , The objective of the study is to analyze the impact of talent management in the development of the competencies of managers in smEs, Indonesia, the size appointed

by 101 managers, the study found a direct and positive impact of talent management development of the competencies of managers

▪ Researchers' study MacDonald Kanyangale, Noel Pearse, Titled Developing leadership competencies: Insights from emergent junior talent-in-transitions in South Africa, Aims to analyze the impact of stimulating emerging talent in the development of leadership competencies in multinational institutions in South Africa, with a sample of an estimated 150 managers and heads of interest, and has shown a positive impact to motivate emerging talent in the development of leadership competencies.

What distinguishes the current study from previous studies :

▪ The objective of previous studies is to analyze the impact of talent management in the development of the competencies of individuals while current in the development of leadership competencies ;

▪ The sample size in previous studies is uneven and the current study is 300 and is considered good mostly included individuals ;

▪ Previous studies have considered the management of talent variable future and competencies of individuals a dependent variable, the same as the current ;

▪ The methods used: previous studies have adopted questionnaires, statistical methods and differences in statistical programs ;

▪ Conclusions: Most of the previous results have found a positive impact on the management of talent in the development of individual competencies, but leadership competencies are more personalized than the competencies of general individuals.

2. Literature Review :

2. 1 Talent Management :

▪ « The process of classifying someone as talented as a result of the organization's talent identification process and then including it in the talent pool is complex and difficult » (MAKELA & AL, 2010,p125)

▪ FRANK & TAYLOR « Talent Management is to TM refers to classifying and develop Skills that needed by the organisation to maintain its competitive advantage » (KUMAR,2016,p263)

▪ M. ARMSTRONG « Talent management is the processes of ensuring that talented people are attracted, retained, motivated and developed in line with the needs of the organization » (ARMSTRONG,2009,p23)

▪ « is the application of the workplace by developing a better process to attract, develop, retain, and utilizing the people with the skills and

abilities needed to meet the business needs of today and the future » (CH NAWANGSARI,2019,p130)

▪ « alented with the high potential and high performance on which the organization can rely on to occupy the pivotal positions that contribute to creating a sustainable competitive advantage for the organization » (COLLINGS & MELLAHI, 2009,p290)

2. 2 Talent management practices :

▪ Attracting talent: Attracting the most talented (ARMSTRONG ,2011,p33) highly skilled people (ANNAKIS & ESPOSTO,2016,p327) , as well as the ability to make the right decisions (DIMITROV,2015,p7) , which is one of the most important features of human resources management in institutions (CAMPBELL & HIRSH,2013,p57)

Talent Development: There are a range of practices in which organizations can innovate in the field of talent development (TALMACIU & DUGAN,2015, p322) , most notably the definition of individuals working on the will of talent (RODRIGUEZ,2015,p355) , integrating the various elements of talent management into an integrated system, (SILZER & DOWELL,2010,p313,) , focusing on talent with the same talent Very high value, support for senior management of talent management (VNOUCKOVA,2016,p206) in addition to building models to understand skills and behaviors that are consistent with the values of the institution (NIEDOWIECKA,2016,p8) , while constantly evaluating the results of the talent management system (ANNAKIS & AL,2014,p157)

▪ Motivating talent: There are many studies that have looked at the impact of incentives on the performance of enterprises (ARMSTRONG,2012,p53) and that this system of advanced compensation can be a source of competitive advantage for the organization (JAYACHANDRAN NAIR,2012,p123), as well as the positive impact on the performance of Enterprise to achieve its performance and reduce the positional rotation, increase sales (ANSAR & BALOCH,2018,p218)

▪ Retaining talent: Talented individuals who lead the organization for future success (YENER,2017,p227), who are difficult to waste on the costs of replacing a talented employee (SHARMA BHATNAGAR, 2009,p108), who adds very expensive value to the organization

(KAGWIRIA LYRIA,2013,p131) Therefore, organizations resort to strategies to retain talented individuals (WUIM-PAM,2014,p57)

2. 3 The concept of competencies :

▪ Guy le boterf « The ability to achieve results by creating professional status in two ways: Those that are individual and are integrated resources: knowledge, skill, qualifications and personalities Those associated with the ocean are network resources: networks of relationships, data bases, documentation, programs »(LE BOTERF,2002,p78)

▪ JEAN-MARIE PERETTI « Is that knowledge, behaviors, and skill that is moving or moving in order to perform a specific task» (PERETTI,1999,p57)

▪ philipe zarifian « Competencies are the individual's taking initiative and taking responsibility in the various professional situations that confront him, as is the practical intelligence of the situations, based on an acquired knowledge that is transformed more strongly as these situations become more complex ».(ZARIFIAN,1999,p32)

2. 4 The concept of leadership competencies :

2.4.1 The concept of leadership

CHARLES & CALDWELL « is a process in which an individual leader or group of leaders convinces another group to urge them to sive the rulers's targets. » (CHARLES & CALDWELL,2004,p)

BENNIS & AL « Leadership is a function of self-knowledge that allows good communication and confidence-building with others »(BENNIS & AL,2008,p56)

DRUCKER«A leader is the one the others follow»(DRUCKER,1996,P53

2.4.2 The concept of leadership competencies

ZADEH ,AL « leadership competencies defined as a set of behavioural patterns that can help you toeffectively carry out an activity in an organization. It is also defined as employee behaviour groups that create better performance» (ZADEH & AL,2015,p18)

(CONNELL & AL. 2014, p140) identified Four aspects of leadership competencies: technical competence;interpersonal skills; judgement; conceptual skills and character.

claimed that both formal and informal learning methods and structured activities are all useful for development of leadership competencies (Bell

& FEDERMAN,2010,p345). knowledge on best ways within the formal and informal learning methods to prepare and develop high potential employees is sparse (BENJAMIN & O'REILLY,2011,p454) Simultaneously, this group also moves up into leadership positions such that they truly require firm bedrock before being faced with the significant shift in role, identity, and function(Kanyangale & Pearse,2014,p58)

3. Study Methodology :

The study data has been processed according to the following methodology:

The statistical methods used in data analysis to answer the questions of the subject and test the validity of the hypotheses and the use of descriptive and analytical statistics methods using the statistical packages program for the social sciences represented in:

1- Descriptive statistics measures by describing the research community and showing its characteristics by relying on the percentages and iterations, with arranging the research variables according to their importance based on the arithmetic averages and standard deviations.

2- Regression variance analysis to ensure the validity of the regression model.

3- Simple regression analysis, to test the effect of each of the following independent variables: talent recruitment, talent development.

4- The Alpha Crowe Output Stability Test, to measure the stability of the research instrument.

The study included directors, heads of interests, leaders and task forces of four foundations in the industrial zone of BLIDA (IFRI, ORANGINA, TREFLE,MOULA), adopting a comprehensive survey approach, through 300 individuals, the researchers adopted a tool to collect data divided into three axes, the first relates to With personal variables. (six, age, job classification, professional experience) The second focus on change in independent talent management included 18 phrases based on the singer's classification, 2002, entitled "Supervisor's Support for Career Development", (KUPER,2002,p.108),while the third leadership competencies axis included 08 phrases, based on the characteristics provided by BOYATZIS, R. E in 1982, LIKERT/Five accredited the researchers' ladder (ANKUR, AL, 2015, p397) Recovery of 315 forms

and after review excluded 15, therefore 300 forms were analyzed, using the coefficient of stability and repetition, percentages, calculation averages and standard deviation in addition to the simple linear slope

4. Study Results :

Table(2): Cronbach alpha internal consistency factor

Stability factor (alpha)	Number of paragraphs	Axes
0.981	18	Talent management
0.727	5	Attracting talent
0.742	4	Talent Development
0.826	4	Motivating talent
0.832	5	Retaining talent
0.792	8	The leadership competencies
0.815	26	Total

Source: Spss Outputs

Table (2) shows that the cronbach alpha internal consistency coefficient, which is used to confirm the stability of the study tool (questionnaire), has a value ranging from 0.981 maximum value to 0.727 minimum value, and by Sekaran standard, 2003 it is considered acceptable if its value is greater than 0.60 (cronbach alpha ≥ 0.60), it can be The total stability factor of the study tool is good (0.815), enabling the researchers to continue the analysis process.

Table(3): Distribution of individuals by personal characteristics

Percentage	Iteration	Categories	Variables
27.33%	82	Female	Sex
72,66%	218	Males	
37.66	113	Under 35 years	Age
31.66%	95	Under 45 .35	
19%	57	Under 55 .45	
11.66	35	and above 55	
53.33%	160	control agent	Job classification
30%	90	enforcement officer	
16,67%	50	Framework	
40%	120	Less than 5 years	professional experience
28.33%	85	to under 10 years 5	
20%	60	10to under 15	
11.67%	35	years and older 15	
100	300		Total

Source: Spss Outputs

Table (3), shows the distribution of individuals according to personal characteristics, shows us that males represent the majority, with 218 repetitions and 72, 66% of the percentage, while females account for 82 repetitions by 27.33% of all individuals, but note that the age group under 35 is most commonly repeating 113 and Percentages 37.66%. While the 55-year-old group came in less than 35 repetitions at a rate of 11.66%, while the job classification, individuals are classified as the most repeat control agent of 160, with a ratio of 53.33%, while the Framework is 50% lower. Frequency at 16.67 percent, while his professional experience is less. From 5 years are most commonly repeating 120 percent by 40%, while the least common is a class of 15 years and over with a frequency of 33 by 11.67%

Table (4): Arithmetic averages and standard deviation of talent management axis

Class	Standard deviation	Average arithmetic	Axes
Neutrality	0.86	3	Attracting talent
The degree of approval	0.73	3.43	Talent Development
The degree of approval	0.72	3.95	Motivating talent
The degree of approval	0.75	3.92	Retaining talent
The degree of approval		3.57	Total

Source: Spss Outputs

Table (4) shows the arithmetic averages and the standard deviation of the talent management axis, which gets a total account average of 3.57, which means the degree of approval for the axis as a whole, where the talent Motivating variable ranked first with an average arithmetic of 3.95 and a standard deviation of 0.72, in second place. Retaining talent with an average of 3.92 and a standard deviation of 0.75, while in third place we find talent development with a average arithmetic of 3.43 and a standard deviation of 0.73, in the last place attracting talent with a average arithmetic of 3 and a standard deviation estimated at 0.86

Table(5): Arithmetic averages and standard deviation of leadership competencies axis

Class	Standard deviation	Average arithmetic	Axes
The degree of approval	0.72	3.79	leadership competencies

Source: Spss Outputs

Table (5) shows the averages arithmetic and the standard deviation of the leadership competencies axis, where the arithmetic average was 3.79 and the standard deviation was estimated at 0.72, reflecting a homogeneity among the study members on the basic competencies statements

4.1 Testing the hypotheses of the study

4.1 .1 The first subhypothesis: There is a statistically significant effect of attracting talent, in the development of leadership competencies at (ifri, orangina, trefle, moula) Fondations Industries

To validate this hypothesis, use a simple regression analysis.

Table (6): Analysis of the simple decline of the impact of talent attraction on leadership development

Statistica l significance (F) ce	Value (F)	Selecti on coefficient (R ²)	Link (R)	(T) Statist ical signifi cance	Value (T)	Beta (β)	Indepen dent variable
0.000	61.101	0.371	0.621	0.000	2.154	0.531	Attracti ng talent

.Leadership competencies are dependent variable

Source: Spss Outputs

Table (6) and the existence of a statistically significant effect of attracting talent in the development of leadership competencies, where the coefficient of association (R) estimated (0.621) i.e. attracting talent has a good impact in the development of leadership competencies, (R²) that attracting talent explains (37.1%) of the disparity in leadership competencies, shows the existence of A positive trend, with a value of (T) (2.154) in statistical significance (0.000), as well as the value of the degree of effect (β) (0.531), confirms the morality of this effect value (F) (61.101) and is a statistical function, therefore the results indicate the acceptance of the first subhypothesis, this result is consistent with the study (jayachandran nair et preeti, 2012) The study found a direct and positive effect to attract talent in the development of academic competencies

4.1 .2 Second subhypothesis: There is a statistically significant effect of contributing to the development of talent, in the development of leadership competencies in (ifri, orangina, trefle, moula) Fondations Industries

Table (7): Analysis of the simple decline of the impact of talent Development on leadership development

Statistical significance (F)	Value (F)	Selection coefficient (R ²)	Link (R)	(T) Statistical significance	Value (T)	Beta (β)	Independent variable
0.000	45.071	0.427	0.562	0.108	3.421	0.384	Talent Development

Leadership competencies are dependent variable

Source: Spss Outputs

Table (7) and the existence of a statistically significant effect of talent development in the development of leadership competencies, the coefficient of association (R) amounted to (0.562) i.e. talent development has an average impact in the development of leadership competencies, indicates (R²) that attracting talent explains (42.7%) of the disparity in competencies Leadership, shown to have a positive effect, as the value of (T) (3.421) in statistical significance (0.108), as the value of the degree of effect (β) (0.384), confirms the moral ity of this effect value (F) (45.071) is a function statistically, thus the results indicate the acceptance of the second subhypothesis, this result is consistent with the study (Annakis, Esposito,2016)The study showed a direct positive effect on the management of talent in the development of academic competencies at the level of higher education

4.1.3 Third subhypothesis: There is a statistically significant effect of contributing to motivating talent in the development of leadership competencies at (ifri, orangina, trefle, moula) Fondations Industries.

Table (8): Analysis of the simple decline of the impact of Motivating talent on leadership development

Statistica	Value	Selecti	Link	(T)	Value	Beta	Indepen
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l significant (F) ce	(F)	on coefficient (R ²)	(R)	Statistic al significance	(T)	B	dent variable
0.000	41.084	0.405	0.691	0.000	4.231	0.547	Motivating talent

Leadership competencies are dependent variable

Source: Spss Outputs

Table (8) and the existence of a statistically significant effect to Motivating talent in the development of leadership competencies, where the coefficient of association (R) estimated (0.691) i.e. talent Motivation has an average impact in the development of leadership competencies, indicates (R²) that the Motivation of talent explains (40.5%) of the disparity in competencies Leadership, shown to have a positive effect, as the value of (T) (4.231) in statistical significance (0.000), as the value of the degree of effect (β) (0.547), confirms the moral effect of this effect value (F) (41.084) is a function statistically, therefore the results indicate the acceptance of the third subhypothesis, this result is consistent with the study (kanyangale, Pearse,2014)The study found a direct and positive effect to Motivating emerging talent in the development of leadership competencies, in multinational institutions in South Africa

4.1 .4 Fourth subhypothesis: There is a statistically significant effect of the contribution of talent retention in the development of leadership competencies in (ifri, orangina, trefle, moula) Fondations Industries

Table (9): Analysis of the simple decline of the impact of Retaining talent on leadership development

Statistical significance (F)	Value (F)	Selectio n coefficient (R ²) ent	Link (R)	(T) Statistic al significance	Value (T)	Beta B	Indepen dent variable
0.000	43.038	0.438	0.648	0.000	2.681	0.481	Retainin g talent

Leadership competencies are dependent variable

Source: Spss Outputs

Table (9) and the existence of a statistically significant effect on the retention of talent in the development of leadership competencies, where the coefficient of association (R) is estimated (0.648) i.e. retention of talent has a good impact in the development of leadership competencies,

indicates (R^2) that the retention of talent explains (43.8%) of the disparity in competencies Leadership, shown to have a positive effect, as the value of (T) (2.681) in statistical significance (0.000), as well as the value of the degree of effect (β) (0.481), confirms the moral ity of this effect value (F) (43.038), therefore the results indicate the acceptance of the fourth subhypothesis, this result is consistent with the study (Chwangsari1),2019)The study found a direct and positive impact of retaining talent to develop the competencies of managers,

5. Conclusion :

The study raised a number of assumptions related to the nature of the effect between the variables of the study and the researchers tried to refer to it as follows :

- The overall level of application of talent management in the economic (ifri, orangina, trefle, moula) Fondations Industries came with the degree of approval or acceptance, where talent received moderate attention and competencies despite adopting the concepts of talent management by adopting attraction, development, motivation and retention of talented people.

- The general level of leadership competencies of the (ifri, orangina, trefle, moula) Fondations Industries in question came to the degree of acceptance, where some believe that the Fondations in which they work meets most of its needs when compared to competitors from other institutions.

▪ The results showed that there is a statistically significant influence to manage talent in the development of leadership competencies in the economic institution, where the independent variable explained the management of talent through (attracting talent, developing talent, motivating talent, and maintaining talent) leadership competencies in varying proportions but Acceptable.

▪ The results showed that there is a statistically significant impact on attracting talent in the development of leadership competencies in the economic institution, where the independent variable (attracting talent) explainthe percentage (37.1%) of the difference that occurs in the variable leadership competencies

▪ The results showed that there is a statistically significant impact on the development of talent in the development of leadership competencies in

the economic institution, where the independent variable (talent development) explained (42.7%) of the difference that occurs in the variable leadership competencies

- The results showed that there is a significant statistical impact in Motivating talent in the development of leadership competencies in the economic institution, where the independent variable (talent Motivation) (42.7%) was interpreted. that happens in changing leadership competencies

- The results showed that there is a statistically significant impact on the retention of talent in the development of leadership competencies in the economic institution, where the independent variable (retention of talent) is interpreted (43.8%) of the difference that occurs in the variable leadership competencies

Based on the results of this study, the researchers made a set of recommendations that are at the heart of the topic in order to correct the shortcomings recorded in the field study, which we describe as follows:

- Creating an interest for talented people within the **Fondations** based on modern and diverse selection methods that evaluate talent from different aspects

- The criterion of talent and competence should be the basis for the selection of individuals or in their promotion to positions in economic institutions

- The Fondations are keen to attract talented people at the local and national level to maximize their benefits ..

- Keeping up with contemporary management thinking in the field of talent management, where talent is the main resource for achieving the development of human resource competencies.

Practical results : After testing the hypotheses, we can extract the following practical results:

- The best model used for the study is the simple regression model, and this is because it allows to test the impact of each of the variables such as talent recruitment and talent development on administrative leadership, as well as the Alpha Kronbach model, through which the research tool can be validated.

- The results of the analysis of the first hypothesis showed that knowledge management processes enable the development of pivotal competencies in the institution under study, that the institution is keen on

developing the skills and knowledge of pivotal competencies through training and encouraging learning, and attaches great importance to preserving the knowledge available in the organization, which through its development New knowledge can be obtained, in addition to reviewing the transfer of the expertise of the core competencies to the rest of the employees, with identifying training needs and choosing training methods that enable them to define training goals and selecting trainers with identifying the target group of training, and also supports the administration Higher development processes and the development of competencies pivotal, where the institution harness programs in support of knowledge-based teamwork that provide cultural exchange and promote the principle of participation in the process of using knowledge.

- The results of the analysis of the second hypothesis, which says that knowledge management realizes activities supportive of research and development in relation to the central competencies of the institution under study, showed the study based on the central competencies as a strategic human resource characterized by flexibility in responding to rapid changes by continuous learning and renewal of knowledge, as well as providing specialized training operations And it is carried out on several levels, based on an analysis of the available positions and an evaluation of their performance, and it is responsible for developing the staff competencies.

- The practical results also showed the achievement of knowledge management as activities that support research and development, developing the skills and knowledge of employees through training and encouraging education, by preserving the knowledge available in the organization and developing it to obtain new knowledge, by committing to providing a combination that combines the goals of the institution and the goals of the central competencies With their involvement in the decision-making process.

Recommendations:

Institution: Activating the roles of knowledge management personnel, while involving pivotal competencies in the decision-making process

Universities and research institutes: Establishing research laboratories to study pivotal competencies through research and development processes, with the inclusion of cooperation between universities and business institutions to identify joint programs.

The media: Creating communication channels between business enterprises and between the media and presenting the results of the investigator, covering the demonstrations related to the central competencies and introducing the achievements of the business establishment.

The State: Establishing a government agency concerned with organizing training sessions for businessmen to introduce them to the concept of pivotal competencies and knowledge management, and to set indicators for evaluating performance by awarding excellence awards.

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