
EFFECT OF DIMENSIONS TALENT MANAGEMENT PRACTICES ON THE ORGANIZATION PRESTIGE- AN EMPIRICAL STUDY IN ZAIN IRAQ TELECOM COMPANY

Nada Ismaeel Jabbouri Qammach¹

Mohanad Salam Jawad Al-juybrawi²

¹ College of Administration and Economics, University of Baghdad, Iraq

² Ministry of Education, General Directorate of Education in Maysan, Iraq

Email: - 1nada.qammach@yahoo.com

2doormahandd@gmail.com

Abstract

The aim of this research is to identify the role of dimensions of talent management practices as an independent variable to enhance of the organization prestige as a dependent variable. In light of the identification of the problem, the importance of the subject in the active contribution to develop and formulate new strategies to ensure that the talent management practices are directed in a manner that leads to the effective contribution to achieve the distinctive position of the researched company. Therefore, two main hypotheses emerged from which eight sub-hypotheses emerge for linkage and impact. The research targeted the telecommunications sector (Zain Iraq Telecom) as a research community. The researcher adopted the descriptive analytical approach, and the data were collected through the questionnaire, personal interviews, as well as personal observations in the field of application of the research. Statistical software (SPSS_V.24) was used to analyze the data, and a number of statistical methods were used including arithmetic mean, coefficient of variation, standard deviation, to analyze and describe the data, and to use correlation coefficient (Pearson) to test correlation hypotheses and simple linear regression coefficient. In conclusion, a number of conclusions were reached, the most important of which is that talent management practices are directly related to the organization prestige. They also positively affect the organization prestige. The dimension of talent development was the most related to the organization prestige. Talent Management Performance is the most influential in the organization prestige, The research recommended the need to pay attention to the application of talent management practices because of its impact in strengthening the organization, Prestige.

Keywords: Talent Management Practices, Organization Prestige, attracting talent, Reputation of the organization.

Introduction

Today, we live in an era characterized by rapid and successive technological developments and competition and intense competition between organizations. Lead organizations to success and enable them to gain their competitive advantage over other organizations. In light of the rapid developments, many organizations are unable to achieve a good Prestige without the

practices of managing and investing in these talents, especially those with high skills and abilities. The talents have become one of the most important pillars and pillars on which the organizations today are based in order to achieve a privileged prestige. Therefore, there must be practices to manage these talents, as they are an integral part of the modern management systems of organizations and one of the strategies of development and organizational excellence. Thus, organizations have always sought to achieve a distinctive organizational prestige and access to success and achieve their objectives and the objectives of their employees through those practices. Accordingly, the researcher has set a set of objectives that he sought to achieve through this research and the most important of these goals is to find out the extent of interest of the researched company in the application of talent management practices as well as knowledge of the nature and level of interrelationships and influence between talent management practices and the prestige of the organization. It should be noted that the obstacles faced by the researcher during the research, whether in theoretical or practical, on the theoretical side there were knowledge overlaps between the science of management and psychology in the research variables were addressed through more access to foreign research sober, either at the practical level The main challenges were the difficulty in the company's procedures and the failure to give any information that could benefit the researcher, due to strict controls in the license contract with the Media and Communications Authority, and Zain is a very conservative companies to give information all this led to counting The researcher did not get the structure of the company, but the failures that occurred is the inability of the researcher to conduct a comparative research between telecommunications companies in Iraq because of several difficulties encountered by the researcher, including the lack of permission to distribute the questionnaire and not respond to the request for the distribution of questionnaires, and therefore limited the search to (Zain Iraq Company only. One of the main objectives of the researcher after the completion of his study is the need to pay attention to the practices of talent management and work to implement them by looking at them as an integrated series of operations, as well as the need to retain talent by working on the development of incentive programs and provide a suitable work environment to ensure the survival of talent for longer The researcher discovered that talent management practices are directly related to the organization's prestige.

LITERATURE REVIEW

A. Talent Management

The concept of talent management has been emerging since World War II, but its strategic importance has been since research by a group of consulting firm McKinsey in 1997 called it the famous phrase "War for Talent" (Whelan & Carcary, 2011: 676). This was a clear indication of the birth of an important new knowledge field called talent management, which was an urgent need due to lack of talent and scarcity, which is one of the biggest concerns, especially for multinational companies (Mellahi & Collings, 2009: 305). He explained (Bersin, 2006: 2) the stages of development of talent management as he stressed that talent management was initially a business function, then turned into a business partner, and then was the management of business integration. Human talent management, which has increased attention and orientation as a result of the shortage in business organizations in addition to the

recognition of its importance because of its essential role in achieving excellence and leadership in business organizations and thus, achieve success for organizations that possess these talents compared to other organizations lacking, as it does not. There is a shortage of talented, highly skilled people in this world, but there is a shortage of the right people in the right place (Stan, 2012: 5). There is no uniform understanding of the term "talent management" or its objectives and scope. There is still ongoing debate as to whether talent management is about managing the talent of all employees (a holistic approach), or whether it is only for high-potential or high-performance talent (Al- Ariss, et al., 2014: 173).

Talent management practices are defined as the process of attracting, retaining, diagnosing, developing, and retaining individuals with high potential and talent (Beardwell & Claydon, 2010: 162).

(Moczyłowska, 2012: 433) This practice defines a set of procedures and processes applied to talented individuals, and these procedures are implemented with the aim of developing their efficiency and in order to achieve the objectives of the organization. Or is the management of supply and demand and the flow of talent through the engine of human capital (Salih & Alnaji, 2014: 409). Talent management is defined by a systematic approach to attracting, screening, selecting the right talent, participating, developing, deploying, leading and retaining high potential employees to ensure continuous talent is nurtured within the organization to increase the productivity of the workforce (El Dahshan et al., 2018: 109).

The Dimensions of Talent Management Practices

- **Attracting talent:** Because of the great challenges and obstacles facing organizations that are related to filling the important jobs that need great skills and abilities on the one hand, and the scarcity of manpower with great skills and abilities on the other hand, the so-called talent war has emerged based on war and competition to attract the best skills and abilities (Dijk, 2008: 389). There are two types of sources of talent to attract both internally and externally. The best way to create a talent pool is internal resources since employees already have knowledge of how business processes work and can be directly integrated into the new job and enhanced workforce morale (Mangusho et al., 2015: 193). This process of attracting aims primarily to use the methods and tools of selection and recruitment in order to identify the skills and abilities required, and work to attract and attract talented individuals most appropriate to meet the requirements and objectives of work in the field and scope of human resources (Beardwell & Claydon, 2010: 164). Business organizations find significant obstacles and difficulties in the recruitment process, because competing organizations are also trying to attract these individuals. (Sphr, 2010: 121) Organizations should spend (80%) of their research and efforts in order to focus on the development of talent within The organization and (20%) the search for new personnel from outside the organization, and this is a key factor and important in making organizations innovative in the process of attracting these individuals.
- **Developing talent:** Attracting talent by the organization is not enough to be a successful organization, but must develop and train these skills that talented at all levels of the organization, so the development process is a refinement and development of mental abilities and capabilities according to the requirements of the work, and in the framework of high-

performance programs In order to improve their levels and skills, organizations that recruit workers must work to train and empower these individuals to be able and able to their jobs and to adapt quickly to these jobs (Bersin, 2006: 6). emphasized (Armstrong. 2009: 172) that development and learning are key elements in talent management, to ensure that working people acquire and enhance their abilities and skills. (Dessler, 2011: 373) believes that talent development is any attempt to improve the management of current and future performance through the transfer of knowledge and experience, changing attitudes, increasing skills and abilities and others. Organizations that adopt the development process as a core process will be able to attract and attract talent, in addition to being able to maintain high levels of performance for a long time and the resulting work best performance of the organization in the long run (Brandt & Kull, 2007: 13). Systematic development and training opportunities help to strengthen the talents of talented individuals and help them acquire new skills and abilities (Sharma, et. Al., 2011: 4). The organization must offer these individuals the possibility to develop their strengths, improve the overall performance of the individual as well as certain competencies, enhance their motivation and make their career development possible. For talented employees, a special development plan should be developed in close collaboration with their managers, which should have a form of integrated program for a specific set of well-defined talents complemented by the individual needs of the designated participants (Horvathova & Durdová, 2011: 800).

- **Talent Management Performance:** emphasized (Bersin, 2006: 3) that performance management is based on an action plan. Organizations develop processes to assess, measure and manage personnel, which is a complex process. The increasing and escalating wave of globalization and the increasing need of organizations for talented brains, especially after the emergence of the so-called "war of talent", which made international organizations active and efforts to obtain talent and work to attract creative talent capable of achieving the goals and success of the organization, and the importance of these talents and the role they play These talents in the success and progress of organizations must be a talent performance management in order to assess talented individuals in order to receive compensation and wages they deserve for their efforts, and performance management is an important means to build relationships with individuals working By identifying talent centers and planning their development and learning activities (Mangusho et al., 2015: 195).

- **Retain talent:** Talent retention and stability in the organization is an integral part of talent management practices. The aim is to ensure that the talented staff of the Organization remain loyal members and, in their work, engage persons who do not tend to leave because their departure usually has an unusual impact on the Organization's performance (Horvathova & Durdová, 2011: 801). There are a number of assumptions that can help the organization to retain these talents, including that "individuals work not only to obtain funds but also because their efforts have an impact on the success and excellence of the organization and is supported by the strategy of these organizations" (Dijk, 2008): 389). While (Kamil, et al., 2011: 150) noted that retaining talented productive staff is essential to the long-term success of the organization, and the loss of talented staff may be very detrimental to the company's future success. There are a number of defensive measures that companies typically take to retain

valuable talents they may have spent years in training, divided into three categories (traditional financial incentives, regulatory incentives, and psychological incentives) as companies increase job satisfaction for talents (Chuai, 2008: 20). To be successful, the organization must focus on retaining talent and motivating it, as gifted people are the lifeblood of the organization (Sharma, et al., 2011: 4). Linking individual talent goals to company goals helps to understand how their daily work contributes to the organization's success. This helps employees understand their value to the organization, and maintain their participation and motivation, which in turn affects the participation and retention of talented people (Mangusho et al., 2015: 194).

B.The Organization Prestige

Before referring to the concept of the organization prestige, it was necessary to address the origin of the word prestige, which originated in the French word (Prestige), which means respect, symbol, social prestige or reputation of the organization (Keyan, 2009: 23). This term was initially used in psychology and sociology, and then introduced in the areas of management and organization, which means the socio-economic situation that gives superiority to a particular individual, social group or organization in relation to an individual or social and organizational group (Yıldız, 2018: 276). Sociologists generally define prestige as "a reputation for success" (Fuller, et al., 2010 821).

Given the success of the theory of social identity in the field of organizational behavior, which in turn reflected on the emergence of new concepts, one of which is the organization prestige, and the concept of the organization prestige is one of the concepts that emerged from the theories of social identity and self-classification (Van Dick, et al., 2006: 520). (Walker , 2010: 368) pointed out that the organization prestige is a collective representation of the past and future of the organization and is represented by procedures and results that describe the organization's ability to deliver value and results to multiple stakeholders. It measures the relative prestige of the organization both internally with staff and externally with stakeholders, in its competitive and organization environment. He pointed out (Coombs & Timothy, 2007: 164) that the organization prestige is the representation of the past and the future purpose of the organization when dealing with them compared to other organizations. He added (Fraser & John, 2012: 90) that the organization prestige includes three basic components are (the general perception carried by stakeholders or customers towards the organization, identity and personality).

(Tyler & Blader, 2003: 351) defines prestige as what an individual perceives about the identity of the organization to which he belongs (the identity of the group) and the personal identity he or she possesses. Refers to the extent to which the organization is superior to competing organizations, through its ability to provide high-quality products and services (Rindova, et al., 2005:1035). The prestige expected and perceived by the employee within the organization from the prestige of the organization in the eyes of others outside the organization (stakeholders, customers and competitors), ie the personality and prestige of the organization in the eyes of others A personal assessment by a specific audience, both inside and outside the organization, of the inherent quality of an organization, ie, an evaluation of the organization by its personnel in consideration of other parties outside the organization (Ager &

Piskorski,2012:5). It is also one of the most important intangible assets in the organization and is the social identity of the organizations and the degree of reliability (Sadeghi, et al., 2018: 2-3).

The Dimensions of The Organization Prestige

- **Organizational reputation:** Reputation is one of the intangible assets of the organization and is the capital of the organization, which organizations are keen to build and maintain, because of the importance of reputation in the construction, survival and continuity of the organization and achieve competitive advantage compared to competitors (Teodoresco & Marcellis, 2012: 7). Interest in the reputation of the organization has increased over time because of its importance in building the organization's status, excellence, sustainability and profitability, and its impact on increasing the loyalty and satisfaction of customers and employees (Dolatabadi et al., 2012: 220). While (Cremeli, et al., 2006: 101) pointed out that a good reputation is one of the most important pillars of the organization and is one of the pillars of strengthening its position among competitors. Good quality has the effect of making employees happy to belong to this organization, so that the organization can grow and continue and be able to face any competition now and in the future. also noted (Sadeghi, et al., 2018: 2-3) that good organizational reputation indicates the organization's reliability and excellence. On the other hand, organizational literature emphasizes reputation as a social identity and describes it as the main intangible asset of modern organizations. Through two main areas: first, working throughout the year to strengthen the reputation of the organization; and second, full readiness to mitigate damages and obstacles when this reputation is threatened (Tuna, et al., 2016: 369). The reputation of the organization is the perceived results of stakeholders about the organization's past performance through the activities of the organization, and the positive reputation enables the organization to achieve a niche and competitive advantage over other organizations (Ye & Ki, 2018: 2).

- **Organizational Identity:** The issue of organizational identity has attracted the attention of many writers and researchers in recent years in management. This concept has received wide attention among writers and researchers because of its importance in influencing the behavior of workers and thus in the performance of the organization, where organizations differ from each other in terms of the essential features of the nature of their work, and therefore over time, each institution has its own identity (Carmeli, 2006: 93). argues (Smidts, et al., 2001: 1501) that one dimension of organizational status is organizational identity. This identity differs from one organization to another because of the difference in the reputation of organizations. Thus, organizational status positively affects that organizational identity. While organizational identity is defined by (Albert & Whetten, 2006: 222) as the advantages or strengths that distinguish an organization from other organizations, these advantages are all that is required and ideal for a particular type of organization (Ciftcioglu, 2010: 87). Organizational identity is the emotional and emotional view towards belonging to a group or is the process of integrating self with a particular organization as a member, or is an attempt to define the group or organization about itself. According to the theory of social identity, individuals tend to classify themselves and others into different social groups, explained

(Frandsen, 2012: 353) that organizational identity is "how members of the organization look and understand" who we are "and / or" what we defend "as an organization. This organizational identity serves as a basis for organizational identification of employees. According to the theory of social identity, individuals tend to classify themselves and others into different social groups. In this way, they organize their social environment and put themselves and others in this context. Moreover, according to the theory of self-classification, individuals perceive themselves as real or symbolic members of a group based on their classification and are socially determined by developing a sense of belonging (Yildiz, 2018: 276-277).

RESEARCH METHODOLOGY

A. The Problem of Research

The problem of the research is that the Iraqi telecom companies suffer from obvious deficiencies, especially (Zain Iraq), which lacks sufficient attention to the dimensions of talent management practices even if there is interest, but it does not meet the ambition, which reflects on the organization prestige and this has been observed through Field visits. The main problem can be diagnosed through a key question:

Does Zain Iraq recognize the effective role of talent management practices in strengthening the organization prestige?

B. Research Hypotheses

In order for the research to achieve its objectives and test the hypothesis scheme, two main hypotheses were adopted:

H1: the main hypothesis of the link: There is a significant correlation relationship between the practices of talent management and its dimensions with the prestige of the company in question.

H2: the main hypothesis of the impact: There is a significant impact of the practices of talent management and dimensions in the prestige of the company under consideration.

C. Theoretical framework

Through the hypothesis, the researcher attempts to find and clarify the correlation and influence relationships between the explanatory variable (talent management practices) and the responsive variable (the organization prestige), and try to reach results at the level of key variables and sub-dimensions, as shown in Figure (1).

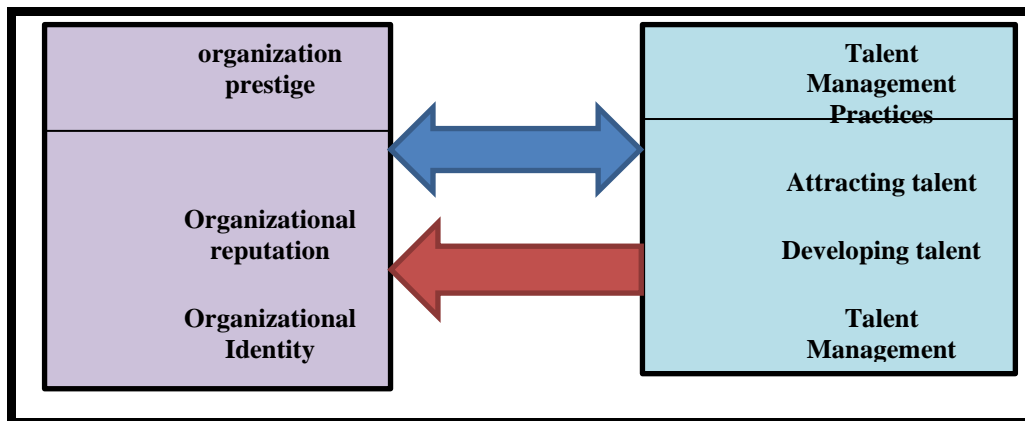


Figure 1: Proposal framework

D. Research Objectives

The objectives of the research can be determined based on the questions of the research problem through the following:

- 1- Identify the level of adoption of the practices of talent management in the company researched and utilized in dealing with human resources and to achieve the prestigious status.
- 2- Determine the level of interest in each dimension of talent management practices and in a manner that achieves the organization's prestige for the company in question.
- 3- Determine the level of correlation and influence between talent management practices and the prestige of the research company.

E. The importance of Search

The importance of research can be diagnosed through the importance of the concept of the dimensions of talent management and its impact in achieving the prestige of the researched company Zain Iraq Telecom, which seeks to apply. Also benefit in the development and formulation of new strategies to ensure the orientation of talent management practices and in a manner that leads to an effective contribution to achieve a distinctive prestige of the company researched. The research draws its importance through the results reached which determine the level and nature of the relationship and influence between the talent management practices and the prestige of the organization, thus attracting the attention of Iraqi telecommunications companies and others to the importance of the subject of talent management practices and achieve good standing.

F. Sources of data collection

In order to achieve the objectives of the research and test its hypotheses, data will be collected through the following:

- 1- Theoretical aspect: The data collection was adopted from the sources of the published Arabic and foreign books.
- 2- Practical Aspect: Data was collected through the questionnaire and personal interviews with the research sample as well as personal observation in the field of application, this questionnaire was designed through the standards adopted in previous studies with reference to the modifications made in accordance with the objectives and objectives of the current

research, and designed the questionnaire By (30) paragraphs, the variable of talent management practices was (20) distributed in four dimensions, while the paragraphs of the variable the organization prestige consisted of (20) items distributed in two dimensions, and table (1) shows the composition of the questionnaire.

Table 1: Questionnaire Distribution Sources

Variable	Axis	Number of paragraphs	Source
Independent Variable: Talent Management Practices	-Attracting talent	5	(GeoLearning ,2007) (Kamil, et al., 2011) (El Dahshan, et al., 2018)
	-Developing talent	5	
	-Talent Management Performance	5	
	-Retain talent	5	
Dependent Variables: Organization Prestige	-Organizational reputation	5	(Ponzi, et al.,2011) (Tuna, et al., 2016)
	-Organizational Identity	5	

The Lickert pentagram was used as options for answering the questionnaires, were ranged from (5) = “strongly agree” to (1) = “strongly disagree” with “neutral” score = 3.

G. Population and Sample Research

The research community is represented by the telecommunications sector, which is one of the largest and fastest growing private sector projects. Excellence and excellence and achieve a prestigious status if a number of important practices for the management of talent in this company. The research sample was a deliberate sample targeted all managers and heads of departments, units, divisions and supervisors at different levels of management in Zain Iraq in Baghdad Governorate, where (49) questionnaires were distributed,of which (47) questionnaires were valid for analysis, which constitutes a response rate (96%).

H. Questionnaire Stability

The Alpha Cronbach coefficient was used to measure the internal consistency of the main scale variables (independent variable and dependent variable) as shown in Table (2).

Table 2: Cronbach’s Alpha

Variable	paragraphs	Cronbach Alpha Value
Independent Variable: Talent Management Practices	1-20	0.82
Dependent Variables: Organization Prestige	21-30	0.65
Total	1-30	0.84

I. Statistical Tools

The statistical program (SPSS_V.24) and Excel program were used for data entry and analysis.and used this study following statistical methods:

- Frequency percentages

- Mean
- standard deviation
- Coefficient of variation
- Pearson Ranks
- Cronbach Alpha
- simple linear regression coefficient

DATA ANALYSIS

A. Review and analyze research sample responses and interpret results

Table 3: Analyze sample responses

Priority Order	Coefficient of variation	standard deviation	Mean	Dependent and Independent Variables
1	0.13	0.55	4.11	Attracting talent
2	0.12	0.49	3.95	Developing talent
3	0.10	0.40	3.83	Talent Management Performance
4	0.10	0.38	3.70	Retain talent
	0.10	0.39	3.86	Talent Management Practices
2	0.08	0.33	4.22	Organizational reputation
1	0.09	0.37	4.34	Organizational Identity
	0.07	0.28	4.28	Organization Prestige

From Table 3 can be conclude the following:

- The mean of the independent variable (talent management practices) was (3.86) with standard characters (0.39), the difference coefficient was (0.10), while the mean of the dependent variable (the status of the organization) was (4.28) with a standard deviation (0.28). While the coefficient of variation was (0.07), the mean of the two variables is higher than the hypothetical mean (3), and although the sample responses were high, there are some dimensions are under ambition because of their limited impact, this indicates that the organization needs to More attention to these practices in order to achieve a better position for the organization.
- As for the dimensions of the independent variable (talent management practices), after attracting talent was ranked first in terms of importance, with an arithmetic mean of (4.11) and a standard deviation (0.55) and a coefficient of difference (0.13), but after the development of talent was ranked second with an arithmetic mean (In the third place of importance, it was the share of the talent performance after the arithmetic mean (3.83), the standard deviation (0.40) and the difference coefficient (0.10). Of the share after retaining the talent with an arithmetic mean of (3.70) and a standard deviation (0.38), and an imbalance factor (0.10). The results indicate the need to pay attention to talent management practices and consider it as an integrated series of operations that must be paid attention, especially with regard to the process of retaining talent by giving them the appropriate benefits and salaries and create a work environment that encourages creativity and excellence, because the loss of talent costs the

organization a lot so it is necessary to work To embrace and retain these talents within the organization.

- The results of the analysis indicate the dimensions of the dependent variable (the organization prestige) was ranked after the organizational identity ranked first in terms of importance, with an arithmetic mean of (4.34) and standard deviation (0.37) and a coefficient of difference (0.09). (4.22) and standard deviation (0.33) and a coefficient of difference (0.08). In summary, the management of the organization must work to pay more attention to these dimensions, both for the practices of talent management or the status of the organization, because these factors have a limited impact on the organization prestige and therefore they do not meet the ambition effectively, so we must pay more attention to these practices therefore Reflect on achieving the distinctive prestige of the researched company.

B. Test Hypotheses Linking

In order to test correlation hypotheses, a correlation coefficient (Pearson) was used. The results can be seen as in Table (4).

Table 4: Test results of Linking hypotheses

Organization Prestige	Dependent-Independent	
	0.485**	Amount of correlation
0.001	significance level)Sig.(
0.397**	Amount of correlation	Developing talent
6.000	significance level)Sig.(
0.385**	Amount of correlation	Talent Management Performance
0.008	significance level)Sig.(
0.338*	Amount of correlation	Retain talent
0.020	significance level)Sig.(
0.544**	Amount of correlation	Talent Management Practices
0.000	significance level (Sig.)	

****P < 0.01 *P < 0.05**

The main correlation hypothesis states that there is a significant correlation between talent management practices and the organization prestige. Table (4) shows that there is a moderate correlation between the talent management practices and the organization prestige (** 0.544) with a significant level (0.000), Which is below significance level (0.05), This means that the dependent variable moves as much as the independent variable, whether positive or negative, and it is evident from the need to pay attention to the application of talent management

practices, including attracting talent and work to develop and develop as well as management performance through evaluation and follow-up performance and most importantly the need to maintain By motivating them physically and morally, talent management practices are therefore one of the most important determinants of the organization's standing, thus accepting The main correlation hypothesis.

The following sub-link hypotheses from the main link hypothesis will be tested in order to enhance the results of this research and to test the correlation of each dimension, as follows:

- **Test the correlation between talent Attracting talent and the organization prestige and interpret its results**

In table (4), we find out the correlation between the Attracting talent and the organization prestige, which amounted to (**0.485), and the level of significance (0.001), which is lower than the level of significance (0.05), This indicates that there is a moderate correlation between the talent's attracting and the organization prestige, This means that the increase in the attracting dimension is offset by an increase in the prestige and strengthening of the organization by (** 0.485), Based on these results, therefore, the hypothesis (there is a significant correlation between talent attraction and the organization prestige) will be accepted. Attracting talents with high skills and abilities will enhance the organization prestige and thus reflect on the reputation of the organization as a whole.

- **Test the correlation between talent development and the organization prestige and interpret its results**

The correlation coefficient between the talent development dimension and the status of the organization (** 0.397), and a significant level (0.006) This indicates a weak correlation between the development of talent and the status of the organization as shown in Table (4), This means that the organization prestige is moving in the same direction as the development of talent, and therefore this second hypothesis accepts (there is a significant correlation between the development of talent and the organization prestige), and this relationship indicates the organization's interest in developing the skills of talented individuals and enhances their capabilities. According to the requirements of the work in order to achieve the competitive advantage of the organization and thus achieve an important prestige for them.

- **Test the link between talent performance management and the organization prestige and interpret the results**

The correlation coefficient between the talent performance management and the organization prestige (**0.385) and the level of significance (0.008), which is lower than the level of significance (0.05), and this indicates a weak correlation between the weak performance management talent and the organization prestige, This means that the organization prestige is moving in the same direction that it takes after talent performance management. Accordingly, the third sub-hypothesis is accepted within the first main link hypothesis (there is a significant correlation between talent performance management and the organization prestige). The performance of the talent possessed by the organization through their evaluation and follow-

up periodically and continuously according to an efficient evaluation and follow-up system is positive to achieve a distinctive the organization prestige, and despite the low proportion of the relationship, but it is one of the determinants of the organization prestige, which is taken into account.

- **Test the correlation between talent retention and the organization prestige and interpret its results**

The correlation coefficient between the retention of talent and the organization prestige (**0.338), and the level of significance (0.020), which is lower than the level of significance (0.05), This indicates that there is a weak direct correlation between the retention of talent and the status of the organization, and this is the fourth dimension least related to the organization prestige, and through these results shows that the organization prestige changes by (0.338) whenever changed after the retention of talent, Although the relationship between talent retention and the organization prestige is low, it is one of the determinants that must be taken into consideration.

This finding is consistent with the study (Kamil, et al., 2011) which emphasized that talent management practices are the strategy of organizations to maintain talent by motivating them and creating the right work atmosphere for them, and work to develop, participate and retain them, because talented employees is the way To achieve the organization prestige and in the light of the results accept this hypothesis, which provides (a significant correlation between the retention of talent and the status of the organization).

C. Impact hypothesis testing.

The main influence hypothesis states that (there is a significant effect of talent management practices in the organization prestige, Table (5) shows that the calculated value of F (18.903) is greater than the tabular value (4.03). The level of significance was (0.000), which is lower than the significance value (0.05), which means that there is an impact of talent management practices in the organization prestige, as any change (either negative or positive) in the talent management practices will lead to the same change in the organization prestige, The linear regression coefficient was as follows:

The Organization prestige = $2.757 + 0.346$ (Talent Management Practices).

This shows that the organization prestige exists even if the talent management practices are zero, and that is a constant value of a (0.346). If talent management practices exist, any change (by one unit) will be offset by a change in the organization prestige amount (0.346). The significance of this is the value of β which was (0.346). The coefficient of determining the reliability of the approximation R^2 was (0.296), which means that the talent management practices explain (0.296) of the organization prestige, and the remaining (0.71) are other factors in the interpretation of the organization prestige is not included in the current study, through The above results accept the main effect hypothesis.

To reinforce this and test the impact of each dimension of talent management practices in the organization's place, the sub-impact hypotheses will be presented and interpreted as follows:

- **Test the impact relationship between talent attracting and the status of the organization**

The first sub-hypothesis states that (there is significant significance to attract talent in organization prestige), and it is found in Table (5) that the calculated value of F (13.854) was greater than the value of F tabular (4.03), and a significant level (0.001), This indicates that there is a significant effect of attracting talent in the organization prestige. As for linear regression coefficient, it was as follows:

The organization prestige = $3.453 + 0.162$ (attracting talent)

the organization's prestige does exist, even if the talent attraction is zero, this is evidenced by the constant value a (3.453), With the talent attracting, any change in this dimension (positive or negative) will change the organization prestige amount (0.162), which is evidenced by the value of β (0.162). The determination coefficient R^2 was (0.235) .This indicates that after talent attracting in talent management practices explains (0.235) of the organization prestige. We mention the first sub-hypothesis of influence.

- **Test the impact relationship between talent development and organization prestige**

The second sub-hypothesis states that (there is a significant significance for the development of talent in the organization's prestige), it is shown from Table (5) that the calculated value of F (8.430) was greater than the value of F tabular (4.03), and a significant level (0.006), and this Refers to the presence of a significant impact on the development of talent in the status of the organization, linear regression coefficient was as follows:

The Organization prestige = $3.316 + 0.198$ (Talent Development)

The organization prestige already exists, although the development of talent is zero and is evidenced by the constant value a (3.316), With the development of talent, any change in this dimension (positive or negative) will lead to an impact on the organization prestige amount (0.198), and this is evidenced by the value of β (0.198). The determination coefficient R^2 was (0.158), which indicates that after the development of talent in talent management practices explains (0.158) of the organization prestige, and the supplement (0.85) is for other factors explaining the status of the organization did not study the researcher, and through the previous results accept Second sub-hypothesis effect.

- **Test the impact relationship between talent performance management and the organization prestige**

The third sub-hypothesis states that (there is a significant significance for the development of talent in the organization prestige) .Table (5) shows that the calculated value of F (7.823) is greater than the value of F tabular (4.03), and a significant level (0.008). To the presence of a significant influence to manage the performance of talent in the organization prestige, the linear regression coefficient was as follows:

The Organization prestige = $3.204 + 0.233$ (Talent Performance Management)

The organization prestige already exists, although the development of talent is zero, and is evident from the constant value a of (3.204), With the talent performance management, any

change in the dimension (positive or negative) will lead to an impact on the organization's prestige by (0.233), which is evidenced by the value of β (0.233). The determination coefficient R^2 was (0.148), which indicates that after talent performance management in talent management practices explains (0.148) of the organization prestige, and the supplement (0.86) is due to other factors explaining the organization prestige was not studied by the researcher, and based on the previous results We accept the third sub-hypothesis of influence.

• **Test the impact relationship between talent retention and the organization prestige**

The fourth sub-hypothesis states (there is a significant significance for the retention of talent in the organization prestige), and Table (5) shows that the calculated value of F (5.821) is greater than the value of F tabular (4.03), and a significant level (0.020), which is less than Significant value (0.05), this indicates a significant effect of the retention of talent in the organization prestige, the linear regression coefficient was as follows:

The Organization prestige = 3.288 + 0.218 (retention of talent)

This means that the organization prestige does exist, although the retention of talent is zero, and is evident from the constant value of a (3.288). With the retention of talent, any change in the dimension (positive or negative) will lead to an impact on the organization prestige by (0.218), and this is evidenced by the value of β (0.218). The determination coefficient R^2 was (0.115), the lowest percentage provided after retaining the talent in the interpretation of the adopted variable the organization prestige.

In Table (5), the impact hypothesis test can be presented as follows:

Table 5: Impact hypothesis testing

Dependent	Sig.	F	R^2	linear regression coefficient		Independent
				β	A	
Organizational Prestige	0.001	13.854	0.235	0.162	3.453	Attracting talent
	0.006	8.430	0.158	0.198	3.316	Developing talent
	0.008	7.823	0.148	0.233	3.204	Talent Management Performance
	0.020	5.821	0.115	0.218	3.288	Retain talent
	0.000	18.903	0.296	0.346	2.757	Talent Management Practices

CONCLOUTION

• There is a good interest by the company in the application of talent management practices, as a result of the importance of these practices in the success and excellence of the company and achieve a prominent prestige among competitors, While there is a divergence in the importance of each dimension of talent management practices, it is necessary to work on the talent management practices, as it wants to achieve more prestige for the organization.

- The company has the desire and willingness to attract talented individuals by having special programs to attract talents, such as fair testing and interview programs, and attracting individuals with diverse skills and the development of wages and incentives satisfactory and a special place to work for the company believing that attracting talent is the basis for the company's possession of the competitive advantage that enhances its prestige.
- The company attaches special importance to the development of its talents through the development of programs that enhance their skills and abilities, by working to involve them in training and development courses, according to specific criteria, the research sample also stressed the importance of conducting training courses and also hold meetings and workshops in both formal and informal Working because of its impact on the excellence and success of the company reflected on the organization prestige.
- Most of the sample respondents emphasized the company's interest in managing talent performance as it is one of the most important means by which it can achieve a good prestige for the company. Between the individual and the person in charge of evaluating and prioritizing the goals of the talented individuals, all these factors lead to a good reputation for the company and outperform the competitors.
- While the company's interest in the talent retention dimension is the lowest among all dimensions of talent management practices and this is a negative indicator, as it indicates a clear lack of interest in the maintenance of talent, because the lesson is not to attract talent and develop and manage performance and follow-up, but more important is to maintain these talents The reason for this is that the members of the sample of managers and heads of departments believe that the lack of adequate attention to the maintenance of talent by the organization is due to the high costs of retention in addition to the unwillingness of some talented to continue due to different working conditions that may not forget B with their ambitions and aspirations.
- The results of the analysis confirmed that the management of the company cares about its organizational prestige by working to provide a good working environment and appropriate incentives and the provision of services and products that are consistent with the wishes of individuals working in the organization as well as for other parties outside the organization, makes the organization a distinct competitive advantage through which to achieve the organizational prestige.
- The results of the analysis showed that the management of the company is concerned with the organizational reputation, which is one of the most important critical points that affect its prestige. Listening to individuals in order to take their proposals as well as work to fulfill their obligations.
- The research sample confirmed that there is interest by the management of the company organizational identity, as the talented individuals had an organizational identity towards their company to which they belong, because the talented individuals fused their culture and identity with the culture of the organization and affected by it.

REFERENCES

1. Ager, David Laurence & Piskorski, Mikolaj Jan(2012), “Age Audiences and Autonomy in the Dynamics of organizational Prestige”, *Organization Studies*, Vol.20, No,14.
2. Al-Ariss, Akram& Wayne, Cascio F.& Paauwe, Jaap(2014),Talent management: Current theories and future research directions, *Journal of World Business*, Vo, 49, No.2,pp:173-179.
3. Albert, Stuart & David A., Whetten(2006), “Organizational Identity”, *Research Organization Behavior*, Vol.7, PP:263-295.
4. Armstrong, M.(2009), “strategic human resources management: A guide to action”, 11th Ed , Kogan page, Great Britain, Cambridge University Press.
5. Beardwell, Julie & Calydon, Time(2010), “Human Resource Management a contemporary approach” , 6th Ed , Financial times prentice hall is imprint of person.
6. Bersin, J.(2006) , “Talent Management What is it? Why now?”, Sinclair Consulting Inc., Morristown , New York.
7. Brandt, Erik & Kull, Patrik(2007), “Talent Management How firms in Sweden find and nurture value adding human resources”, *HR journal*, Vol.6, No.11.
8. Carmeli,A. &Gilat, G. &Weisberg, J.(2006), “Perceived external prestige organizational identification & affective commitment: A Stakeholder approach”, *Corporate Reputation Review*, Vol.9 , No.2 , PP:92-104.
9. Chuai, Xin(2008), “Is talent management just old wine in new bottles?: the case of Multinational Corporations in Beijing”, A thesis submitted in partial fulfillment of the requirements of the University of Teesside for the degree of Doctor of Philosophy.
10. Ciftcioglu, A.(2010), “The relationship between perceived external prestige and turnover intention: An empirical investigation”, *Corporate Reputation Review*, Vol.13, No.4, pp:248-263.
11. Colling, D.G & Mellahi, K.(2009), “strategic Talent Management: A review and research agenda”, *Human Resource Management Review*, Vol.19, No.4, pp: 304-313.
12. Coombs, W. & Timothy(2007), “Protecting Organization Reputations During A Crisis: The development and Application of Situational Crisis Communication Theory”, *Corporate Reputation Review*, Vol.10, No.3, pp:163-176.
13. Dessler, Gary(2011) , “Human Resource Management” , 12th Ed, Pearson, New Jersey.
14. Dijk, H.G. van(2008), “The Talent management Approach to human resource management: Attracting and retaining the right people”, University of Pretoria, journal of public Administration, Vol.43, No.3, pp: 385-395.
15. Dolatabadi, H. R. & Ghujali, T.& Shahmohammadi, M.(2012), “Analysis of Employees Awareness from their Manner of Impact on the Organization Reputation”, *International Journal of Business & Social Science*, Vol.3, No.3, pp:220-228.
16. Horvathova, Petra& Durdova, Irena(2011), "Talent management and its use in the field of human resources management in the organization of the Czech Republic", *World Academy of Science, Engineering and Technology*, Vol.5, No.5, pp:1042-1057.
17. El-Dahshan, Mervat E.A & Keshk, Lamiaa Ismail & Dorgham, Laila Shehata(2018),”Talent Management and Its Effect on Organization Performance among

-
- Nurses at Shebin El-Kom Hospitals", *International Journal of Nursing* , Vol.5, No.2, pp:108-123.
18. Fraser, P. Steilel & John Doorley(2012), "Rethinking Reputation: How PR Trumps Marketing and Advertising in the New Media World", 1st Ed., Palgrare MacMillam.
 19. Fuller, J. & Hester, K. & Barnett, T. & Frey, L.& Relyea, C. & Beu, D.(2006), "Perceived external prestige and internal respect: New insights into the organizational identification process" , *Human Relations*, Vol.59, No.6, pp:815-846.
 20. Frandsen, Sanne(2012), "Organizational image, identification, and cynical distance: Prestigious professionals in a low-prestige organization", *Management Communication Quarterly*, Vol.26, No.3, pp:351-376.
 21. GeoLearning (2007), "Talent management suite requirements checklist", the e-learning system company, www.geolearning.com.
 22. Kamil, Bidayatul Akmal Mustafa & Hamid, Zabeda Abdul & Hashim, Junaidah & Omar, Azura(2011), "A study on the implementation of talent Management Practices at Malaysian Companies", *Asian Journal of Business and Management Sciences*, Vol.1, No.4, pp:147-162.
 23. Keyan, Wang(2009), "Growing big in Niche Markets", *Strategy . New Opportunities*, ISSUE46.
 24. Mangusho, Yona Sakaja& Raphael, Kipkoech Murei& Eunice, Nelima(2015) "Evaluation of talent management on employees performance in beverage industry: A case of Delmonte Kenya Limited.", *International Journal of Humanities and Social Science*, Vol.5, No.8, pp:191-199.
 25. Moczydlowska, Joanna(2012), "Talent Management: Theory and Practice of Management", *The polish Experience* , journal Moczydlowska , Vol.3, No.1 ,pp: 432-438.
 26. Ponzi, J. L.& Fombrun, J. C.& Gardberg, N.(2011), "A. RepTrak™ Pulse conceptualizing and validating a short – form measure of corporate reputation", *Corporate Reputation Review*, Vol.14, No.1, pp:15-35.
 27. Rindova, V. P.,& Williams, I.O. & Petkova, A. P. & Sever, J. M.(2005), "Being Good or Being Known: An Empirical Examination of the Dimensions, Antecedents and Consequences of Organizational Reputation", *Academy of Management Journal*, No.48, pp:1033-1050.
 28. Sadeghi, Amir & Ghujali, Tohid & Bastam, Hadi(2018), "The Effect of Organizational Reputation on E-Loyalty: The Role of E-Trust and E-Satisfaction", *Asean Marketing Journal*, Vol.10, N.1, pp:1-16.
 29. Salih, Ahmed Ali & Alnaji, Loay(2014), "The Impact of Talent Management in Enhancing Organizational Reputation: An Empirical Study on The Jordanian Telecommunications Companies" , *The Journal of Applied Business Research*, Vol.30, No.2, pp:409-418.
 30. Sharma, Prateek & Agarwal, Babita & Ganjiwala, Kshama(2011), "The talent paradigm in professional institutes", *Applied Research Development Institute journal*, Vol.2 , No.1 , pp: 1-14.

31. Smidts, A.& Pruyn, A. T. H. & Van Riel, C.B.(2001), “The impact of employee communication and perceived external image on organizational identification”, *Academy of Management Journal*, Vol.44, pp:1051-1062.
32. Stan, Lucica(2012), “Talent Management and Cultural Influences on Human Resource Management process”, Master thesis, University of Gothenburg.
33. Sphr, Wayne Mondy(2010), “Human Resource Management”, 12th Ed, prentice-Hall, New York.
34. Teodoresco, Serban &Marcellis, N.,M.(2012), “Corporate reputation is you most Strategic asset at Risk, Cirano Knowledge into action”, *Center For Inter University Research and Analysis on Organizations*, pp:6-48.
35. Tuna, Muharrem Et al.(2016), “the effects of the perceived external prestige of the organization on employee deviant workplace behavior: The mediating role of job satisfaction”, *International Journal of Contemporary Hospitality Management*, Vol.28, No.2, pp: 366-396.
36. Tyler, R.T. & Blader, L.S.(2003), *The group engagement model: procedural justice, social identity, and cooperative behavior*, *personality and Social psychology Review*, Vol.7, No.1, pp:349-361.
37. Van Dick, R. & Grogean, W. M. & Christ, O. & Wieseke, J.(2006), “Identity and the extra mile: relationships between organizational identification and organizational citizenship behavior”, *British Journal of management*, Vol.17, No.4.
38. Walker, Kent(2010), “A Systematic Review of the Corporate Reputation Literature: Definition, Measurement, and Theory”, *Corporate Reputation Review*, Vol.12, No.4, pp:357-387.
39. Whelan, Eoin& Carary, Marian(2011), “Integrating talent and knowledge management: where are the benefits?”, *Journal of Knowledge Management*, Vol.15, No.4, pp:675-687.
40. Witting, Marion(2006), “Relations Between Organizational Identity, Identification and Organizational Objectives: An Empirical Study in Municipalities”, *universities Twenty*, En Schede, pp:1-19.
41. Ye, Lan & Ki, Eyun-Jung(2018), “Impact of Message Convergence on Organizational Reputation: An Examination of Organizational Crisis Communication on Facebook”, *Corporation Reputation Review*, Vol.21, pp:1-8.
42. Yildiz, Kaya(2018), “The Effects of organizational Prestige on organizational Identification: A Case study in Primary Schools”, *European Journal of Education Studies*, Vol.4, No.7, pp:275-293.