

The impact of Talent Management on Innovative Capabilities

**An Applied study for Personnel
Administration in Ain Shams
University**

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Abstract:

Purpose- In today's rapidly changing and constantly evolving global market, Talent Management is becoming an area of growing concern in literature. The purpose of this research is to examine the impact of talent management and its dimensions (Motivating outstanding performance –Job enrichment) as an independent variable on innovative capabilities as a dependent variable, while taking into consideration the effect of Demographic variables (gender-Education-age) on talent management, which in turn might affect the impact of talent management on innovative capabilities at Ain Shams University. In this study the researcher has followed the descriptive approach by collecting the data through questionnaires distributed to employees, with total sample 100.Using a correlation and regression analysis in the SPSS to test the relation between talent management and innovative capabilities at Ain Shams universities through proofing the following hypothesis: "There is a significant Impact of Talent management on innovative Capabilities." There is a significant impact of Motivating outstanding performance on innovative Capabilities. There is a significant Impact of job enrichment on innovative Capabilities, by calculating pearson correlation coefficients and developing a simple regression model .The research proved that there is a positive direct impact of the independent variable Talent management on the dependent variables .In addition there is an impact of demographic variables on Talent management.

Key Terms: Talent management- innovative capabilities-Motivating outstanding performance-Job enrichment

ملخص:

يعتبر علم إدارة المواهب في هذا الوقت تحدياً كبيراً لجميع المنظمات محلياً ودولياً، والتي تعمل على تنمية القدرات الابتكارية . ويناقش هذا البحث مفهوم الادارة بالموهبة (متغير مستقل) وتأثيرها على تنمية القدرات الابتكارية (متغير تابع) و في هذه الدراسة اتبع الباحث المنهج الوصفي وتم ذلك من خلال جمع عينه من ١٠٠ موظف من الذين يعملون في شئون الأفراد بجامعة عين شمس وتم استخدام تحليل الارتباط والانحدار لاختبار العلاقة بين الادارة بالموهبة وتنمية القدرات الابتكارية داخل شئون الأفراد بادارة الجامعة من خلال ما يثبت الفرضية التالية ان هناك علاقة ايجابية بين الادارة بالموهبة وتنمية القدرات الابتكارية وتعزيزها لتحسين الأداء داخل المنظمة، أيضاً من خلال حساب معاملات ارتباط بيرسون وتطوير نموذج انحدار بسيط بين المتغير التابع (القدرات الابتكارية) والمتغير المستقل الادارة بالموهبة في الجامعة، وقد أثبتت فرضية البحث عن وجود علاقة ايجابية بين تأثير الادارة بالموهبة على تنمية القدرات الابتكارية.

Introduction

In today rapidly changing and constantly evolving global market, organizations have come to the conclusion that one of their greatest assets is the talent, skills and knowledge of their employees (**Tucker, Kao, and Verma, 2005**). The topic of talent management has started to garner a lot of attention from corporate leaders and academics since the late 1990s when McKinsey consultants coined the phrase "War of talent" in referring to the increasing importance the role of talented leaders and highly performing employees played in the success of their organizations globally (**Bourdreau and Ramstad, 2007**).

Talent management is likely to become a challenge for organizations all across the globe. Recent research has indicated that talent management will be more of a challenge for organizations operating in emerging markets (**Yeung, Warner and Rowley, 2008**).

Talent management has been defined as a system to identify, employ, improve and maintain the talented people for the aim of optimizing the organization's capacity to realize the business results by using regulated guidelines, resources, policies and processes (**Tajeddin, 2008**).

There are three main streams of research when it comes to talent management. The first stream defines talent management as the functions, practices and activities that are typically performed by human resource departments, such as, recruitment, selection, training and development, and career and succession management (**Hilton, 2000**).

The second stream of research on talent management addresses the issue of talent pools. In this case talent management is viewed as a set of processes that are designed to facilitate the flow of the right employees at the right time into appropriate jobs throughout the organization (**Kesler, 2002**).

The third stream of research on talent management focuses on talent generically without regard for specific positions. Accordingly, high performing individuals should be sought after, recruited, hired and handsomely rewarded regardless of their specific positions and

in some cases, regardless of the organization's staffing needs (Axelord and Michaels, 2002).

Kaur2013 stated that global organizations or multinationals find it difficult to manage their talent as compared to the local or national companies but some of them have really worked hard to overcome their challenge.

The scope of talent Management:

The scope of talent management is divided into five major categories: recruitment, performance management, succession planning, training and development and retention. Each of the five components plays a significant role in talent management, but it is viewed as complete set of processes an organization must employ to successfully manage the talent needed to execute the business strategy. The five categories that shape talent management form a process that the organization must employ to identify, acquire, deploy, develop, and manage the employees needed to successfully gain a competitive advantage.

Talent management and motivating outside performance:

The traditional ways of leading and motivating just don't work anymore. Effective leaders are those who learn how to create an environment in which people thrive and are committed to helping their organizations succeed (Kaliprasad, 2006).

The following are four areas managers must focus on to ensure that they keep their top talent motivated:

- Companies must have performance based culture.
- Respect and appreciation:
- Training and Development of talent:
- Job enrichment (Mione, 2006).

The research examines how talent management and its dimensions affect innovative capabilities. **Hofstede (1980)** finds that Arab societies demonstrate strong uncertainty avoidance, moderate masculinity, high power distance and low individualism.

Nydell (1996) reports that employees in Arab countries, including Egypt, prefer to work in one organization doing the same jobs for long periods of time, thus avoiding and reducing uncertainty.

An innovative capability is the ability to continuously transform knowledge and ideas into new products. It is functionally definable in two ways as integrative capability or communicative function of the firm. Integrative refers to the production of innovation while communicative function refers to the diffusion of the innovation. It provides the potential for effective innovation.

It is not a single factored concept, it involve many aspects of management, leadership and technical aspects as well as strategic resource allocation, market knowledge and organizational incentives (**Hargadon, 1997**).

It can take many forms, simple form which is incremental development of what is already in the organization to radical development of totally new options.

Innovative Capabilities is the ability of a person to perform specific types of actions that is essential to individual and collective development and well-being. It is a senses, imagination and thought that make the individuals able to use the senses, to imagine and think in a truly human way such a way that informed and cultivated by an adequate education (**Nahapiet, 1998**).

The key dilemma for the capabilities has been how to measure what people could do, as opposed to what they actually do. A Non-functional observable system quality is including stability, manageability, performance, availability, reliability and security.

Innovation capability is considered as the valuable assets for the firm to provide and sustaining competitive advantage and in the implementation of the entire strategy. It is composed through the main process within the firm and cannot separate from the other practices. (**Lawson and Samson, 2001**)

Innovation may be in various forms such as product or process innovation, radical or incremental innovation, administrative or technological innovations etc. Innovation can only happen if the company has the capacity to innovate. (Laforet, 2011)

The goal of innovation is positive change to make someone or something better, so it leads to increase productivity .It is the fundamental source of increasing wealth in the economy. Those who are directly responsible for application of the innovation are often called pioneers in their field, whether they are individuals or organizations.

One of the two types of Innovative capabilities is Incremental innovative capabilities, it creates a consistent flow of ideas, generally this ideas are easier to generate, easier to evaluate and implement. It occurs continuously in the organization and lead to minor improvements in products or processes.

An incremental Innovative capability is defined as the capability to generate innovations that refine and reinforce existing products and services based on available knowledge, technology and resources. It improves and enhances rather than changes them. For example, Incremental innovation is the knowledge required to offer a product and build on existing knowledge competence enhancing. Most innovation is incremental. Incremental innovation still allows the existing product to stay competitive (**Guard, 1994**).

Radical innovative capabilities is one type of innovative capabilities that typically incorporate new and highly complex technologies, create new markets or shift existing market structures. This requires users to learn how to develop radical innovations. Thereby, companies need to know which users are capable to contribute in distinct phases. It is the capability to generate innovations that significantly transform existing products and services based on transferring the prevailing knowledge.

The distinction lies in the difference of the two types of innovative capabilities. Incremental innovative capabilities enhance and improve the prevailing knowledge while the radical innovative characteristics transform and change the prevailing knowledge.

According to Adler and Shembar (1990) innovative capability is defined as the capacity of developing new products satisfying market needs, the capacity of applying appropriate process technologies to produce these new products and the capacity to respond the accidental technology activities and expected opportunities created by competitors.

Research Problem:

The researcher prepared a prospective study to analyze whether talent management has an impact on innovative capabilities at Ain Shams University (Employees of ElZaafran Palace -Personnel Administration).The researcher organized a primary visit and conducted personal interviews with some of the employees at all levels.

Through this research the researcher scoped the following:

- Lack of equality between employees.
- Unequal job opportunities among employees as (personal development opportunities- opportunities for employees to use their skills- good career opportunities) which are important factors influencing an employee's decision to stay.
- Lack of staff training and development.
- The bureaucratic way, the complexity of procedures and routine inside sectors.
- Lack of motivating outstanding performance.
- Lack of job enrichment.

Research Questions

- The problem of the research identifies the following key questions:
- What is the impact of talent management on Innovative Capabilities?
- Whether the target sector has the concept of talent management?

**From the main questions the researcher derives the following
Sub question**

- To what extent does the administration of (Al Zaaferan Palace – Personnel administration) at Ain Shames University apply the concept of talent management?

Research objectives

The research objectives are as follows:

- Identifying the concepts and dimensions of talent management.
- Identifying the concepts of Innovative capabilities
- Exploring the relationship between the dependent variable, talent management and independent variable Innovative capabilities.
- Exploring how the lack of talent management has a great impact on Innovative capabilities.
- Determining the availability of the dimensions of talent management (Motivating outstanding performance- Job enrichment) and their effect on Innovative Capabilities.

Research hypotheses

The First main hypothesis:

There is a positive impact of talent management on Innovative Capabilities.

- H1a: There is a significant impact of motivating outstanding performance on Innovative Capabilities.
- H1b: There is a significant impact of job enrichment on Innovative capabilities.

The Second main hypothesis:

There is a significant difference between talent management and demographic variables:

- H2a-There is a significant difference between talent management and Age.

- H2b: There is a significant difference between talent management and the Gender.
- H2c: There is a significant difference between talent management and education.

Research Methodology:

Field study: The researcher collected data and recorded it from its primary source through a combination of questionnaire and secondary source, and then the necessary statistical analysis was applied to test the research hypotheses. The researcher used different survey information. Using a correlation and regression analysis in the SPSS to test the relationship between talent management at the personnel department at Ain Shams University through proofing the following hypothesis: "There is a significant impact of Talent management (Motivating outstanding performance –Job enrichment) on Innovative capabilities.

The Descriptive study included the theoretical background of the main variables of the study talent management (Motivating outstanding performance-Job enrichment) and the dependent variables (Innovative capabilities).

The information was available to the researcher through referring to libraries, books, studies, periodicals, conferences papers, internet, etc. The researcher depends on the descriptive way, and analyzing the relationships among variables.

Data Collection Method

The study instrument is a questionnaire that consists of three parts. The first part contains questions regarding talent management (the independent variable). The second part contains questions of innovative capabilities (the dependent variables). The third part contains questions about the sample's demographic variables. The researcher use a Likert scale that has five points ranging from 1 for "strongly disagree" to 5 for "strongly agree".

The researcher had a field visit to obtain survey on a random sample of 200 employees. The researcher collected (100). The

objective was to define variables of the study, select appropriate methodology, make a design to the survey form and formulate study hypotheses.

The questionnaire scale reliability for the overall 20 items scale that reached stability coefficient for the total sample size by (0.862) which show the high degree of persistence of the study sample's validity which reached (0.928)

The research sample indicated that the reliability coefficient of the independent variables (Talent Management x) according to the total sample.

Table (1) Cronbach's alpha for construct of the questionnaire

Study Variables	No of Items	Cronbach's alpha
Talent Management	10	0.822
Innovative Capabilities	10	0.735
Total	20	0.923

Sample Selection

The sample for the field study was randomly chosen from the 200 administrative employees who work at personnel Administration at Ain Shams University. The final sample consisted of 100 employees. 40 are males and 60 are females. Nineteen are under 30 years old, 40 are between 31 to 40 years old, 24 are between 41 to 50 years old and 17 are over 50 years old. 14 have no undergraduate degree, 74 have an undergraduate degree and 12 have a post graduate degree (master's/ doctorate).

Table (2): Descriptive Analysis of Gender

Table 2 shows the distribution of employees according to the variable gender. The percentage of males is (42.9%) and female (57.1%)

Table (2): Gender

Frequency distribution of the variable Gender

Ser	Items	Frequency	Percent
1	Males	40	42.9%
2	Females	60	57.1%
All		100	100%

From the above table it could be concluded:

According to the study sample of the variable "Gender" number of males representing (42.9%), while the number of females representing (57.1%). According to the responses of the sample, it is clear that number of females is higher than numbers of males. As shown in Figure (1)

Figure (1)

Frequency distribution of the variable Gender

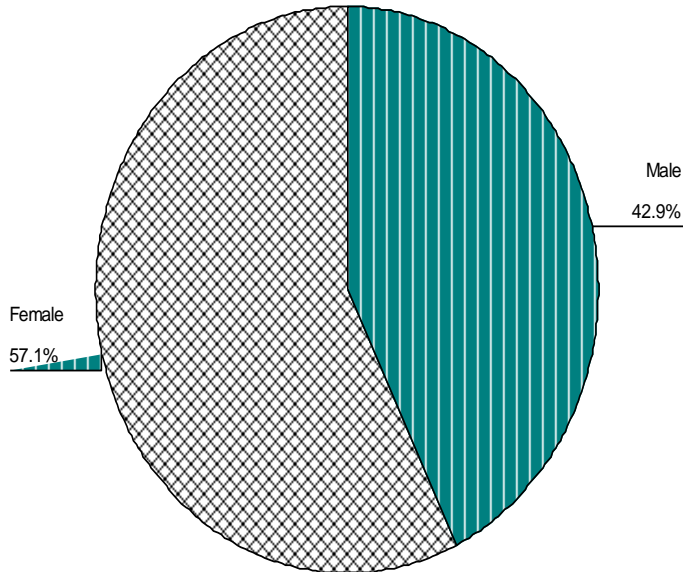


Table (3): Distribution of Employees According to Age

Ser	Items	Frequency	percent
1	Under 30 years	19	18.1
2	From 31 - 40 years	40	42.9
3	From 41 - 50 years	24	22.9
4	Over 51 years	17	16.2
Total		100	100

From the above table it could be concluded:

- According to the study sample , it is clear that most of the respondents in the age category (From 31 - 40 years) came in the first place which representing (42.9%), then the age group (From 41 - 50 years) which representing (22.9%), then age group (Under 30 years) which representing (18.1%), and finally the age (Over 51 years) representing(16.2%). As shown in figure 2

Figure (2)

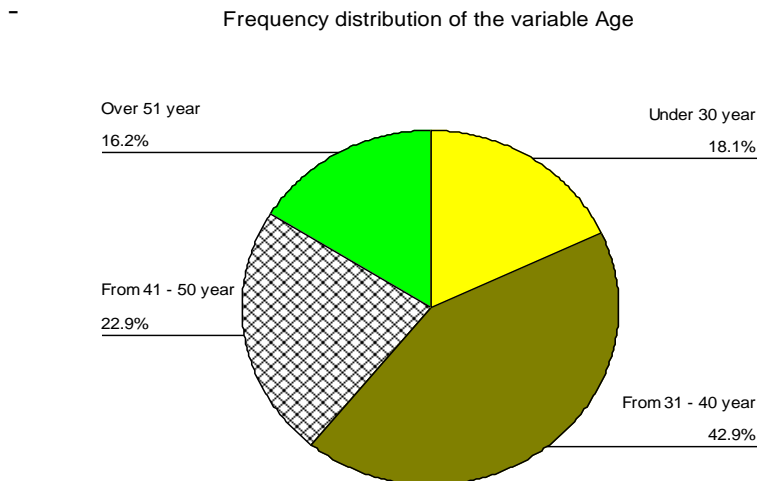


Table (4) Education**Frequency distribution of the Variable Education**

Ser	Items	Frequency	percent
1	no undergraduate degree	14	13.3%
2	Undergraduate degree	74	75.2%
3	Post Graduate degree	12	11.4%
Total		100	100

From the above table, it is clear that the majority of the sample indicates that the undergraduate degree came in the first place, which representing (75.2%), followed by the no undergraduate degree representing (13.3%), and finally post graduate degree (Masters-Doctorate), representing (11.4%).

Figure 3

Frequency distribution of the Variable Education

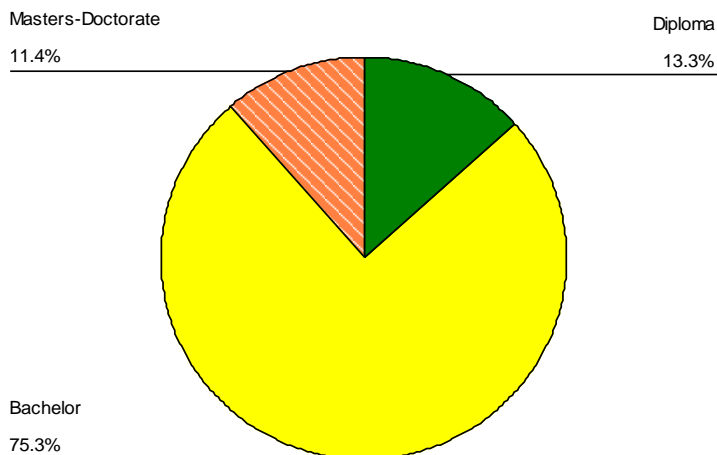


Table (5) Descriptive Statistics Summary of the impact of Talent Management on innovative Capabilities

Diminutions	Means	Std.	C.V
X-Talent Management	2.29	0.46	20.34
Innovative Capabilities	2.85	0.64	22.40
Total: Talent Management on innovative capabilities	2.70	0.51	18.88

Table 6 reports the summary descriptive statistics for the effect of talent management on innovative capabilities. Table (6) shows that the employees feel that talent management have an impact on innovative capabilities.

Table (6) Pearson correlation coefficient between talent management and innovative capabilities

Variables	Talent Management(Pearson Correlation
Innovative capabilities	0-568***

*****Significant at 0.001**

Table (7) The impact of Talent management on innovative capabilities by using stepwise regression

Independent variables	B	t. test		F. test		R ²
		Value	Sig.	Value	Sig.	
Constant	1.356	3.741	.001**	16.258	.001**	24.2
1-Motivating outstanding performance x1	0.313	2.549	.02*			

***Significant at (.05) level**

By using T-test, the researcher found that the first sub hypothesis (Motivating outstanding performance x1) has a significant impact on the dependent variable Innovative capabilities at significant level less than (0.01).T value is (2.549).

To test the significant quality of the regression model as a whole the researcher used (F-test) which represents (16.258) with significance lower level (0.01), that indicates the impact of motivating outstanding performance x 1) on innovative capability.

To test the first sub hypothesis the researcher runs an ordinary least squares regression where the dependent variable is innovative capabilities, and the independent variables are the components of talent management (motivating outstanding performance). The results for this regression estimated coefficients for Motivating outstanding performance are significant and positive. Therefore, the researcher accepts the first sub hypothesis

Table (8) The impact of Talent management on innovative capabilities by using stepwise regression

Independent variables	B	t. test		F. test		R ²
		Value	Sig.	Value	Sig.	
Constant	1.356	3.741	.001**	16.258	.001**	24.2
Job enrichment x2	0.347	4.521	.001**			

****Significant at (.01) level**

By using T-test, the researcher found that the second sub hypothesis (Job enrichment x2) has a significant impact on the dependent variable Innovative capabilities at significant level less than (0.01).T value is(4.521) .

To test the significant quality of the regression model as a whole the researcher used (F-test) which represents (16.258) with significance lower level (0.01), that indicates the impact of Job enrichment x2) on innovative capabilities.

To test the second sub hypothesis the researcher runs an ordinary least squares regression where the dependent variable is innovative capabilities, and the independent variables are the components of talent management (Job enrichment). The results for this regression estimated coefficients for job enrichment are significant and positive. Therefore, the researcher accepts the second sub hypothesis.

The Second sub Hypothesis:

From the previous results the researcher can conclude the significant differences between the demographic characteristics of the research sample (age-education- gender) with regard to the impact of Talent Management on Innovative capabilities.

Table (8)

Differences between (gender) and "the impact of Talent Management on innovative capabilities" by using the Mann- Whiteny test

Dimensions	Gender	N	Mean rank	Z	P-value	Sig.
X-Talent Management	Male	45	52.60	0.117	0.90	Not. Significant
	Female	60	53.30			
Y1-Innovative capabilities	Male	45	51.17	0.537	0.59	Not. Significant
	Female	60	54.38			
	Female	60	55.90			

From the above table it could be concluded:

There is no significant differences between (gender) and (Talent Management), (innovative capabilities), as P-value significance level more than (0.05).

The table reports the results of the Kruskal-Wallis test to determine if there is a difference in the responses based on (gender-age--education-) to the positive impact of talent management on

innovative capabilities. Therefore, the researcher rejects Hypothesis 2 that states that there is a significant difference between talent management and demographic variables.

Table (9)

Differences between (age) and "the impact of Talent Management on innovative capabilities" by using the Kruskal Wallis test

Dimensions	Age	N	Mean rank	Chi-square	P-value	Sig.
X-Talent Management	Under 30 year	19	42.11	6.657	0.08	Not Significant
	from 31 - 40 year	45	49.53			
	from 41 - 50 year	24	63.27			
	Over 51 year	17	59.85			
Y1-innovative capabilities	Under 30 year	19	42.97	5.428	0.14	Not Significant
	from 31 - 40 year	45	51.60			
	from 41 - 50 year	24	64.15			
	Over 51 year	17	52.18			

From the above table it could be concluded that:

There is no significant differences between (age) and (Talent Management), (innovative capabilities), as P-value significance level more than (0.05).

The researcher found no difference between age responses to the positive impact of talent management on innovative capabilities.

Table (10)
Differences between (education) and "the impact of Talent Management on Innovative capabilities"

By using the Kruskal Wallis test

Dimensions	education	N	Mean rank	Chi-square	P-value	Sig.
X-Talent Management	No undergraduate	14	55.82	0.174	0.91	Not Significant
	undergraduate	79	52.34			
	Post graduate	12	54.08			
Y1-innovative capabilities	No undergraduate	14	48.50	0.631	0.73	Not Significant
	undergraduate	79	54.34			
	Post graduate	12	49.42			

From the above table it could be concluded that:

There are no significant differences between variable (education) and (Talent Management), innovative capabilities), as P-value level significant more than (0.05).

The researcher found no difference between educations on response to the positive impact of talent management on innovative capabilities.

Results and Discussion

The current field study examined whether talent management has an impact on innovative capabilities at Ain Shams University. It also examined the relationship between sample's demographic variables (gender-age-education) and talent management. The main hypothesis stated, "There is a positive impact between talent management and innovative capabilities.

The research analyzed the data of 100 employees whom were randomly selected. The data was analyzed through set of statistical techniques as reliability, correlation and regression.

The results declared that talent management have a great impact on innovative capabilities; the results have shown that correlation of talent management and innovative capabilities is positive. The researcher also found that if there is talent management then it lead to innovative capabilities. The results of this research study proved that the objectives designed for this research were accomplished and a successful test of all hypotheses was carried out. It is proved that (first main hypothesis) talent management has a positive influence on innovative capabilities, also the (first sub hypothesis) dimensions of talent management (Motivating outstanding performance have positive impact on innovative capabilities, and (the second sub hypothesis) dimension of talent management (job enrichment) has a positive impact on innovative capabilities.

According to the results of the Kruskal-Wallis test that were run to determine if there is difference in the responses based on (age-education- gender) to positive impact of talent management on innovative capabilities. The researcher accepts the null hypothesis there was no statistically significant differences between the demographic characteristics of the study sample with regard to the impact of Talent Management on innovative capabilities, and rejects statistical alternative hypothesis of a significant differences between the demographic characteristics of the study sample (gender-age-education) with regard to the Effect of Talent Management on innovative capabilities. Therefore, the researcher rejects a Hypothesis 2 states that are a significant differences between the talent management and the sample demographic variables.

Implications:

The study has both theoretical and practical implications. As result of a talent management system or the perceived importance of the former derived from the latter. The practical implications of the study include helping Egyptian universities identify the levels of innovative capabilities among their employees and determine the factors that cause their employees thinking outside the box.

Limitations:

The study results are limited to public Egyptian University. Another limitation of the study was the translation of the questionnaires from English to Arabic then back to English. The author tried to overcome this limitation by using the Werner and **Cambell (1976)**, decentering method. The researcher use Egypt as an example of Middle Eastern country.

The researcher attempts to reduce the selection bias (**Heckman, 1979**) by randomly selecting 100 employees from the 200 employees working at the university. All the 100 employees in our sample completed the questionnaires during regular work hours. As a result, they could have encountered interruptions that may have affected the accuracy of their responses.

The net sample size is small, while a large sample size would have given more power to the research results. According to problem happen not allowed the researcher to distribute a lot of questionnaires?

The underlying difficulties in collecting primary data through a two part made it hard to the researcher to obtain a large sample size.

Research Recommendation:

In order to develop and maintain a high-performing, administrative workforce at Ain Shams University, and public universities at large, the researcher recommends that it is significant to shift from personnel to human resource management. As for the success of any organization, Human resource manager must formulate a strategy in order to motivate talent employees to generate innovative

capabilities results. These strategies should increase value of the organization and preserve its sustainable competitive advantage.

The researcher recommended many factors that should be adopted in talent management:

- 1- Commitment by executive manager to talent management.
- 2- Manager must be democratic and have basic HR management skills as it is the practice of understanding, developing and deploying people and their skills. Well-implemented skills management should identify the skills that job roles require, the skills of individual employees, and any gap between the two.
- 3- Talent management should be a key performance required for all managers.
- 4- Successful plan to enhance innovative capabilities.
- 5- Promote feedback in the organization to ensure professional development and success of talented existing and new employees.
- 6- Fairness in distributing the incentives and financial reward.

Recommendation for further research:

The concept of talent management in the public sector and especially in developing countries is very limited. Thus, it is worth conducting further research in the area of talent management under such context.

Comparative studies should be conducted between Public and Private Universities that will help in knowing the problems that are in public sector and overcome them.

The same research would be of benefit if conducted in the private universities.

Use experimental research designs to investigate the impact of talent management on innovative capabilities in order to evaluate this impact both prospectively and retrospectively.

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