
Enhancing Job Stability in Organizations through Talent Management Practices

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Abstract:

In today's era, talent management has emerged as a pivotal functional strategy for organizations. It focuses on unique competencies and exceptional individuals, regarded as the cornerstone of excellence and innovation. Hence, we have undertaken a study to examine this matter and explore the implementation of talent management within Algerian organizations. This includes elucidating the connection between talent management and the job stability of the workforce, following the identification of job stability indicators for Algerian employees. The findings of this study reveal that talent management practices need to be improved within Algerian organizations. Furthermore, they suggest a correlation between talent management and job stability from the employees' perspective. This correlation is observed through guiding and developing employees, as well as creating a conducive environment that fosters job retention and continuous performance enhancement.

Keywords: Talent; Talent management; job stability; job replacement; job security.

Jel Classification Codes: M1, M12.

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1. Introduction:

In contemporary times, talent is recognized as the nucleus of an organization, commanding the utmost attention. A talented individual brings added value to the organization and is deemed its primary strategic catalyst. Consequently, senior management must allocate time and resources to talent management, as it facilitates the attainment of a competitive advantage when executed effectively.

It is important to recognize that talent management serves as a strategic function focused on identifying and recruiting exceptional individuals. Moreover, it involves nurturing existing talent and retaining them within the organization to plan for career progression and address future competency and skill requirements. However, to retain human resources within the organization for an extended period, it is crucial to provide an environment that meets their needs and fosters a sense of job stability.

Stability refers to the satisfaction, sense of security, and lack of apprehension about job loss experienced by an individual in their role within an organization, alongside their inclination to remain with the organization rather than seeking opportunities elsewhere. This state is influenced by various factors, including organizational culture and the availability of development opportunities.

Hence, both talent management and job stability are regarded as crucial variables in the realm of human resources management, prompting us to delve into the subject matter of this study. This aims to uncover: How talent management can contribute to achieving job stability ?

To address this issue, we aim to break down the main question into three sub-questions as follows:

- What is the reality of talent management practices in the Algerian organization?
- Is there a discrepancy in indicators of job stability from the perspective of Algerian organization employees?
- Is there a relationship between talent management practices and job stability from the perspective of Algerian organization employees?

From these questions arise three hypotheses for the study, which we formulate as follows:

- The Algerian organization depends on Talent management in all its functions related to human resources
- There is a discrepancy between employees' opinions regarding the indicators of job stability adopted in the study
- There is a relationship between talent management and job stability

The significance of this study stems from the critical nature of the topic itself, as both talent management and job stability are paramount for the success and advancement of an organization. They intersect in various aspects, including offering training and development opportunities, upholding principles of fairness and equality, motivating employees to stay with the organization, and fostering a harmonious and unified work

environment. These collaborative endeavors contribute to enhancing the overall performance of the organization and realizing its strategic objectives.

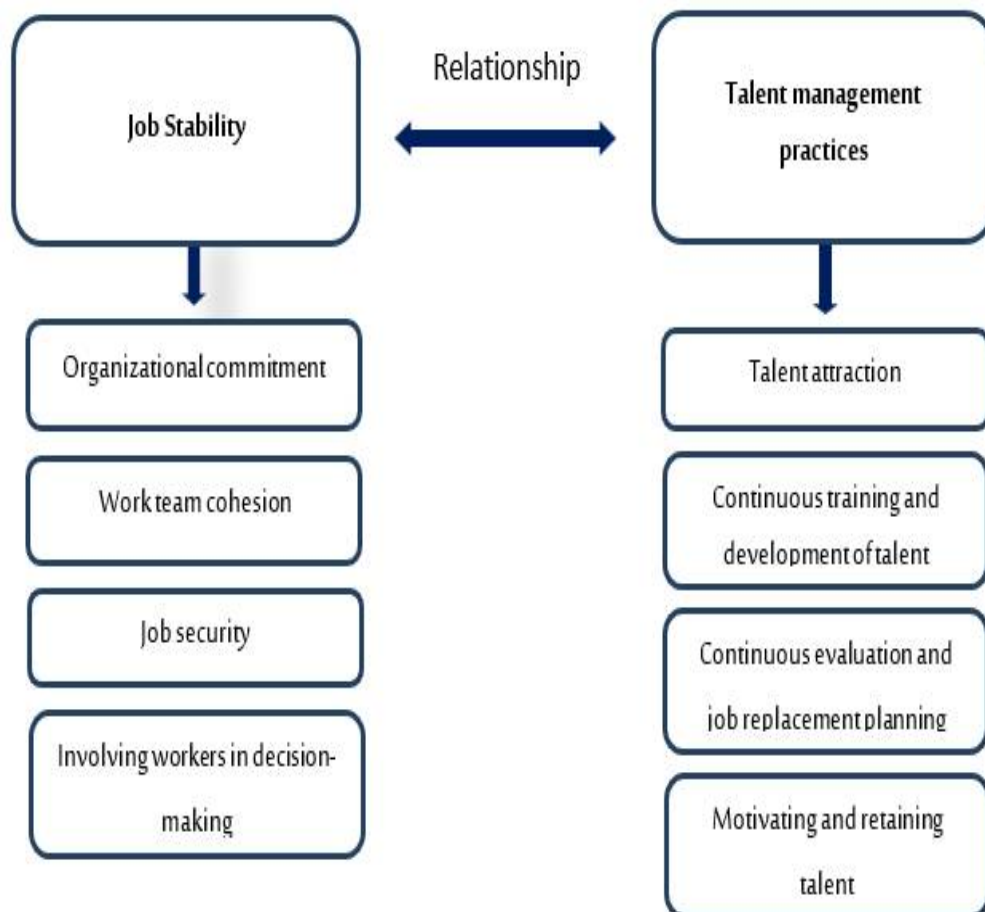
The primary objective of this study is to examine how talent management influences job stability. It aims to elucidate the current state of talent management practices within Algerian organizations and identify key indicators of job stability. Additionally, it seeks to establish the relationship between these practices and job stability.

In our study, we utilized a questionnaire as the primary research instrument, structured into three fundamental sections: one for gathering personal information, another for assessing talent management practices, and a third for examining job stability indicators.

We analyzed each section individually and subsequently explored the correlation between the factors in the second and third sections to ascertain the relationship between the two variables. The questionnaire was distributed to a random sample of employees and employees within Algerian organizations, comprising 589 individuals. After excluding non-processable questionnaires, 436 valid responses were deemed suitable for analysis. The results were then analyzed using the Statistical Package for the Social Sciences (SPSS).

We can subsequently depict the study model in the following format:

Figure N° 01: Study model



Source : Prepared by the researcher

2. The conceptual framework for talent management and its importance in the organization :

Researchers and authors have varied in their attempts to formulate a clear and unified definition of talent management, owing to their divergent viewpoints and numerous interpretations concerning talent and the precise identity of individuals deemed talented (. Nonetheless, there is an agreement regarding the significance of organizations actively seeking out individuals with unique skills that set them apart from others, and subsequently retaining and nurturing them to enhance organizational performance. Hence, it is imperative to first understand the concept of talent before delving into talent management and its significance within the organization.

2.1. The concept of talent:

Various terms have been employed to denote talented and gifted individuals, emerging at different junctures. While some terms faded swiftly, others gradually diminished over time, whereas certain terms persisted for extended durations. According to Arabic language dictionaries, the term "talent" refers to the exceptional ability inherent in an individual (G. Dahham & H. Walid, 2015). A talented individual is characterized by possessing exceptional proficiency or expertise in a particular field, whether it be broad or specialized.

Talented individuals are individuals with significant potential or specialized knowledge, capable of effecting transformation and driving change within the organization. They are highly sought after in the market, and their contributions enhance the competitive value of the business (W. Dasi & S. Bouzidi, 2020, p124 .

Therefore, talent can be understood as the fundamental capabilities that contribute additional value to the organization. These capabilities are embodied by a small percentage of employees and are closely tied to competencies and experiences on one hand, and organizational commitment on the other. Consequently, a talented worker distinguishes themselves through superior job performance.

2.2 The concept of talent management:

As mentioned earlier, talent management encompasses numerous and diverse definitions, some of which are presented below .

Talent management entails a collection of practices and functions administered by the human resources department within an organization. These practices include recruitment, training, development, and succession planning .

Talent management refers to the systematic process of identifying, nurturing, attracting, and retaining individuals possessing exceptional competencies. These talents are then leveraged and shared with others to achieve collective objectives (Armstrong, 2009).

Talent management comprises a series of processes aimed at formulating a strategy that prioritizes the organization's present and future requirements for talented individuals. It involves efforts to attract such individuals while concurrently identifying existing talent within the organization for development and enrichment. Additionally, talent management endeavors to create a conducive and motivating environment to retain and preserve talented individuals (Saleh and Al-Sudani, 2010).

Talent management encompasses a range of activities aimed at identifying, nurturing, and retaining top-performing individuals in key strategic roles (Scullion & Collings, 2011) .

Additionally, talent management represents an integrated system employed by organizations to acquire and cultivate talented individuals, thereby enhancing the productivity of their human capital (Al-Morshedy, 2013).

It is evident from these definitions that talent management represents a modern approach to human resources management, intending to attract, develop, motivate, and retain exceptional individuals to enhance organizational value through their performance .

Nevertheless, the exact relationship between talent management and human resources management remains somewhat ambiguous due to varying definitions and divergent perspectives on the two concepts, as previously mentioned (S. Al-Anazi& A. Al-Atwi, 2011, p100).

2.3 The importance of talent management for the organization:

Talent management is extremely important because it has become a strategic imperative for many organizations (A. Jawad, 2017, p211), as they seek to provide distinguished individuals with the competencies and skills necessary for current and future business needs (Muhammad Kasna&Fatna Qahiri, 2017, p136). In addition to training them and evaluating their performance regularly, to develop and maintain them and achieve the strategic goals of the organization.

It also seeks to achieve a set of goals that can be summarized as follows:

- Selecting highly qualified employees with outstanding performance, then developing them and placing them in appropriate jobs.
- Preparing strategic planning programs based on actual performance (T. Al-Nasiri, 2018, p307).
- Succession planning and identifying talent that allows for creating a competitive advantage
- Continuous evaluation and linking of the organization's strategy to its actual leadership capabilities to achieve its current and future goals. Enter the contents of the third subtitle here.

And so on until the last title of the article.

3. The concept of job stability and the factors affecting it:

1.3 Definition of job stability:

Stability encompasses the psychological and mental equilibrium experienced by the human resource within the organization, leading to a sense of job loyalty. This stability fosters an environment of trust, camaraderie, and harmony among the organization's employees (J. Rahim & M. Douai, 2013, p14).

It can also be characterized as the sense of security, comfort, and protection experienced in the workplace, accompanied by the absence of fear regarding job loss or work-related accidents due to the implementation of necessary safety measures. This serves as a motivation for the worker to continuously enhance their performance.

Job stability further denotes the level and depth of the human resource's attachment to the organization where they are employed, as well as their ongoing efforts to contribute to its objectives. This is coupled with their familiarity with internal processes and awareness of opportunities for personal development and career advancement within their role.

Job stability plays a pivotal role in influencing the efficiency and effectiveness of the organization by mitigating social and economic costs at both individual and group levels. Research has indicated that a significant portion, approximately 90%, of an organization's effectiveness is attributed to the organizational commitment of its human resources, with the remaining 10% attributed to talent (F. Ben Safia & S. Saadou, 2020, p272).

3.2. Factors affecting job stability:

Job stability is determined by various elements, which can be summarized as follows (J. Rahim & M. Douai, 2013, p146):

- **Personal factors:** These are factors related to the worker, such as age, gender, educational level, professional experience, marital status...etc
- **Job factors:** These are factors related to the job and the work itself, such as the nature of the tasks, the size of the work, independence, the seriousness of the work...etc
- **Organizational factors:** these are factors related to the organization and its working conditions, such as the wage system, opportunities for promotion, material and technical means ...etc They are considered among the most important factors controlling job stability due to their importance in determining the employee's relationship with his or her organization.

4. The relationship between job stability and talent management:

In theory, a relationship exists between talent management and job stability. However, before delving into this relationship, it's essential to explore certain aspects of job stability within the organization, often referred to as stability indicators. Understanding these indicators facilitates a clearer comprehension of the interconnection between these two variables. This is crucial because talent management, or the senior management overseeing talent management, holds responsibility for the presence or absence of these indicators.

4.1. Indicators of job stability:

We are referring to the criteria or expressions that allow one to assess the degree of stability a human resource has in their work, as well as the degree to which they feel comfortable and motivated to stay on the job and in their organization without fear of losing it. Among these markers, the following are the most significant:

- **Commitment:**

The definition of organizational commitment has evolved, reflecting the diverse perspectives of researchers. It encompasses various dimensions, including commitment to work tasks, commitment to the work team, and commitment to the organization itself. These dimensions are considered branches of organizational commitment, which signifies the deep sense of attachment that an individual within the workforce holds towards their organization or workplace. This attachment is characterized by a desire to remain within the organization and a strong sense of loyalty towards it (I. Ashouri, 2015, p45).

It additionally denotes a desire to remain a permanent member of the organization and a strong sense of attachment to its ideals (M. Boulsbaa, T. Belhaj and others, 2022, 294). All of this is to match the individual's goals with the organization's goals, which positively affects organizational effectiveness (M. Dalili & M. Khamis, 2020, p147), as it motivates its employees to work as one team, which improves the organization's competitiveness and performance.

The vast majority of research has concluded that there are three components to organizational commitment: normative, ongoing, and effective (K. Muhammad ben Osman, 2019, p649). It determines the nature of its impact on the behavioral and organizational variables of the organization.

- **Work team cohesion:**

The cohesion of teams and workgroups serves as a crucial indicator in assessing the stability of employees within an organization. An organization essentially functions as a collection of these teams and workgroups, each with its own set of goals and activities. However, for organizational effectiveness and job

stability to be realized, it is imperative to foster cooperation and coordination among all these groups, ensuring seamless interaction and alignment toward shared objectives.

The attainment of stability hinges upon the quality of relationships among these teams and the degree of effective interaction between them. This includes aspects like coordination, integration, and mitigating competition and conflicts. Achieving these objectives involves assigning roles strategically, offering advancement opportunities such as promotions, and fostering channels of communication and interaction among group members, all aimed at realizing the organization's overarching goals.

The achievement of set goals by the task force enhances members' self-confidence and serves as a motivation for continual performance improvement. This success also fosters increased loyalty and a sense of belonging to the organization, consequently elevating satisfaction levels, which in turn contributes to enhanced job stability.

- **Security:**

Job security refers to the organizational measures and policies in place to uphold the safety and stability of employment for individuals. Conversely, safety denotes the sense of assurance and protection experienced by individuals when job security measures are effectively implemented within the organization. In essence, an individual's feeling of security is directly correlated with the presence of adequate safety measures within the organizational environment.

While group security serves as the cornerstone of social transformation, individuals' sense of security is seen to be one of the key elements that maintain their psychological well-being (K. Al-Sarayrah, 2009, p09). It bolsters the individual's feeling of ease and confidence regarding their professional future, while also fostering cohesion within work teams, as previously discussed. Maslow positioned the need for security as second only to the fulfillment of physiological needs, underscoring its significance for both individuals and groups.

Security within the organization can manifest in various forms, such as social security benefits, workplace accident insurance, hazard allowances, compensation for damages, safety protocols, risk mitigation strategies, disability coverage, retirement plans, sick leave compensation, and permanent employment contracts.

Therefore, when human resource feels secure in their job, they are reassured about their future and their ability to provide for their family. This alleviates the fear of losing their position, which often plagues employees lacking job security. Consequently, they become more stable in their work and experience peace of mind in their lives. This heightened sense of security enhances their performance, as they can better balance their personal and professional lives. Ultimately, this contributes to an increased feeling of job stability.

- **Involving employees in decision-making:**

In contemporary management practices, leaders often engage their employees in the decision-making process, granting each individual the opportunity to participate in goal-setting and share their opinions in planning. They also afford freedom in implementing plans and reaching desired objectives. This inclusive approach fosters a greater sense of belonging among employees, as well as a feeling of autonomy and independence in their work. Consequently, this heightened sense of attachment to their job and work environment contributes to increased job stability.

An employee who is excluded from the decision-making process, or even from setting goals, may experience a sense of job alienation. This alienation often results in heightened organizational conflicts and decreased performance, accompanied by a feeling of instability within the organization. Consequently, the individual may develop a disinterest in the current work environment and seek alternative opportunities.

Hence, it can be concluded that all the factors and indicators discussed play a crucial role in increasing job satisfaction, consequently enhancing job stability and reducing voluntary turnover. Therefore, organizations must consider these factors to improve performance and achieve their overall strategic goals.

4.2.The relationship between job stability and talent management:

Talent management aims to align human resources with the organization's objectives while enhancing their skills and competencies to meet the organization's requirements. When individuals perceive themselves as integral to the organization and its strategic goals, their loyalty and sense of belonging to their job increase, fostering job stability and their inclination to remain within the organization.

Conversely, talent management endeavors to cultivate leadership abilities and implement succession plans, enhancing the prospects of individuals within the human resource pool to ascend to leadership roles. This recognition and professional development within the organization contribute to their motivation to remain and advance, consequently bolstering job stability.

Talent management encompasses the preservation, development, and retention of skilled individuals within the organization. When employees perceive that their organization is committed to nurturing their growth and facilitating advancement to higher roles, they are more inclined to remain within the organization rather than seeking external opportunities. This fosters greater job stability among employees.

Talent management also focuses on cultivating a positive and supportive work environment to foster employee retention and enhance job satisfaction. When employees feel comfortable and are provided with the necessary support at work, they are more likely to choose to remain in their current positions.

Overall, talent management endeavors to continually enhance the skills and competencies of human resources, facilitating the discovery, retention, and nurturing of talent within the organization. Consequently, it contributes to bolstering job stability across the organizational landscape.

5. Results Discussion and Analysis:

We will highlight the most significant findings from the study in this section.

❖ Validity and reliability of the questionnaire:

We employed the Fakrombach coefficient, which assesses the validity and reliability of statements that measure a dimension, to examine the study questionnaire's validity and reliability. The statements' validity in measuring the axis they represent is demonstrated whenever this coefficient is higher than 0.6. The following table displays the acquired results:

Table (1): Reliability of the questionnaire

The Variables	Number of indicators	Number of paragraphs	Stability coefficient
Talent management	5	10	0.838
job stability	4	12	0.876

Source: Prepared by the researcher Depending on SPSS outputs.

The table shows that the study axes' Crumbach's alpha value is greater than 60%, which suggests that the questionnaire questions are stable and, thus, that the data can be examined and analyzed.

5.1. Talent management practices in the organization:

To understand the actual implementation of talent management practices within Algerian organizations, we analyzed the responses obtained from the first axis of the questionnaire. This axis reflects the perspectives of the study participants regarding various aspects of talent management. The analysis involved calculating the mean and standard deviation for each item. The questionnaire utilized a five-point Likert scale to gauge respondents' agreement levels, with options ranging from strongly agree (coded as 1) to strongly disagree (coded as 5).

We examine each determinant's overall result in the table that follows.

Table (2): Results of the analysis of the talent management axis

the number	indicators	SMA	standard deviation	Degree of approval
1	Availability of a function or department for talent management	4,26	0.715	very low
2	Attracting talent and distinguished people to work	3,59	1,251	low
3	Continuous training and development of talent	3,31	1,542	middle
4	Continuous evaluation and planning for job replacement	3,26	1,499	middle
5	Motivating and retaining talent	3,51	1,355	low

Source: Prepared by the researcher Depending on SPSS outputs.

Below is a summary table presenting the overall results of talent management determinants, encompassing the presence of a dedicated department for talent management, talent attraction, talent development and training, talent assessment and succession planning, and talent retention. The arithmetic mean for these determinants ranged from 3.26 to 4.26, with standard deviations falling between 0.71 and 1.54, as illustrated:

The respondents' agreement regarding the presence of a dedicated job or department for talent management within their organization is notably low, with an arithmetic mean of 4.26. The standard deviation of 0.715 suggests limited variation in individual opinions regarding this aspect. Thus, it can be inferred that the majority of Algerian organizations lack a specialized function or department for talent management.

Regarding the attraction of talented individuals to work, the arithmetic mean stands at 3.59, indicating a low level of agreement. The standard deviation of 1.251 suggests a minimal discrepancy in opinions, implying a consensus among respondents that this aspect is lacking in their respective organizations. This observation may be attributed to the employment policies within Algerian institutions, which often impose specific conditions that could hinder the discovery and attraction of talent.

The arithmetic mean for the aspect of training and continuous development of talent is calculated at 3.31, indicating a moderate level of agreement. With a standard deviation of 1.51, there appears to be considerable variation in opinions regarding this determinant. This suggests that Algerian organizations generally provide training for their employees; however, it is perceived as insufficient for talent development by the sample.

The arithmetic mean for the aspect of continuous evaluation and job succession planning is 3.26, indicating a relatively low level of agreement. With a standard deviation of 1.36, there is notable variation in opinions regarding this determinant. This suggests that according to the sample members, Algerian organizations do not adequately evaluate performance or plan for talent succession.

According to the results presented in the table, the degree of agreement regarding the motivation and retention of talents within Algerian organizations is relatively low, with an arithmetic mean of 3.51. This suggests that while some efforts may be made in this regard, they are perceived as insufficient by the respondents.

From the analysis of the data, it can be inferred that talent management practices within Algerian organizations are inadequate or implicitly implemented. While some functions such as training and evaluation may exist, the holistic approach to talent management, including talent discovery, motivation, and retention, appears to be lacking. Thus, it can be concluded that Algerian organizations have not fully embraced effective talent management practices.

2.5. Indicators of job stability from the perspective of employees:

We examine the key indicators of job stability as perceived by employees in Algerian organizations, employing the one-sample t-test. A positive outcome indicates significance when the p-value is below 0.05 and the overall sentiment toward the statement leans towards agreement or strong agreement. Conversely, a negative result is obtained when the p-value exceeds 0.05 or the general sentiment tends towards disagreement or neutrality. The findings are as follows:

Table (3): Analysis of the results of the job stability variable

Indicators		SMA	standard deviation	value t	Significance level	direction
1	Organizational commitment	3,04	1,291	14,056	0,000	OK
2	Team cohesion	2,54	1,313	11,451	0,000	OK
3	Security Career	3,02	1,224	14,633	0,000	OK
4	Involve employees in setting goals	2,80	1,183	14,000	0,000	OK

Source: by the researcher based on SPSS outputs

From the data presented in Table A, it is observed that the standard deviation of the responses falls within the range of 1.183 to 1.313, indicating a relatively narrow spread of agreement with the statements. The overall trend of responses suggests that the majority of participants tend to agree with the listed statements, affirming the determinants of job stability.

Hence, there appears to be no significant disparity between the indicators of job stability as perceived by employees and those utilized in our study, namely: organizational commitment, team cohesion, job security, and worker engagement. It is noteworthy that job stability holds considerable importance for both the employee and the organization. Stability fosters a deeper assimilation of the organization's culture by the employees and enhances their commitment to their work group, in contrast to individuals who frequently change roles. Furthermore, it provides avenues for advancement and skill development through consistent practice and mastery. Moreover, maintaining a low turnover rate within the organization enhances overall performance and ensures its longevity and continuity. Thus, the stability of the institution is inherently linked to that of its workforce, and vice versa.

5.3. The relationship between talent management practices and job stability:

We used the Pearson Coefficient Correlation to ascertain whether there was a relationship or not between talent management and job stability. The following was the outcome:

Table (4): Results of the Pearson correlation coefficient

	Talent management practices	job stability
Talent management practices		0.962**
job stability		

Source: Prepared by the researcher based on SPSS outputs

The table indicates a clear correlation between talent management practices and job stability. In other words, organizations that prioritize talent and implement effective talent management strategies tend to experience higher levels of job stability in their workforce, particularly among talented individuals. This substantiates the validity of the third hypothesis, which posited a connection between talent management practices and job stability. It also underscores our earlier theoretical discussion regarding the interrelation between talent management and job stability.

At this point, it is critical to draw attention to several indicators that help us determine how well talent management is working inside the company and evaluate the general trend of its workforce stability. The following is a summary of these indicators:

- Employee retention rate: The higher this rate is, the more successful talent management is in retaining its distinguished individuals.
- Internal Promotion Rate: Measures the proportion of human resources who were promoted compared to external recruitment.
- Employee Engagement Index: It measures the extent of employees' commitment, and the higher it is, the more this indicates the success of talent management, the stability of employees, and their interaction with the organization's goals.
- Employee Satisfaction Rate: The satisfaction rate increases as the worker's stability and satisfaction with his work and performance increases.

By using these indicators, the company may enhance job stability while optimizing talent management procedures and strategic decision-making.

5. Conclusion:

In summary, talent management has emerged as a crucial strategic framework aimed at attracting and nurturing top talents within the organization to retain them and leverage their skills effectively. Additionally, satisfaction with the work environment stands out as a key determinant influencing job stability. When employees feel secure in their positions, experience strong team cohesion, and perceive management efforts to involve them in setting strategic objectives, their commitment to their roles increases, leading to enhanced performance and greater job stability.

The findings also allow us to verify the following research hypotheses:

- ✓ The first hypothesis was partially rejected: "The Algerian organization fully implements all talent management practices." The findings indicate that the Algerian organization either does not implement talent management practices comprehensively or only adopts certain practices, such as training.
- ✓ Rejection of the second hypothesis: "There is inconsistency among employees' perspectives regarding the adopted indicators of job stability in the study." The study findings revealed that the majority of employees largely concur on the significance of the selected indicators.
- ✓ Affirmation of the third hypothesis: "There exists a correlation between talent management practices and job stability as perceived by employees." Despite the Algerian organization not implementing all talent management practices, employees perceive a direct association between talent management, based on the outlined indicators, and their job stability.

The study findings also revealed that the relationship between talent management and job stability is evident when organizations offer training and development opportunities, provide benefits, and foster a cohesive and positive work environment. These factors facilitate a balance between the personal and professional lives of employees, motivating them to remain in their jobs and enhancing their sense of affiliation and job stability.

Talent management is a critical component in improving job stability because it cultivates a supportive work environment that is in line with the requirements and goals of the workforce. Both the individual employees and the company as a whole gain from this win-win partnership.

❖ Recommendations:

To guarantee the advancement and triumph of talent management, a series of guidelines that facilitate its efficient implementation must be adhered to:

- Adopting the idea of talent: that is, making it part of the organizational culture
- Building an effective strategy to attract and discover talent, to develop and grow high-caliber talent.
- Continuous evaluation, replacement, and succession planning to maintain talent.
- The involvement of managers at all levels is crucial because the concept of talent management should permeate throughout the organizational hierarchy, flowing seamlessly from top-level executives to front-line supervisors.
- Maintaining the optimal balance between talent management practices and local conditions.

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