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## The Impact of Human Talent Management on Enhancing Entrepreneurial Success: An Applied Study at the University of Sumer

**Murtadha Sultan Mansoor**

Dr., College of Administration and Economics, Sumer University, Iraq  
murtadha.sultan10@gmail.com

**Mohammed Abdulkadhum Hillo**

M.M., College of Administration and Economics, Sumer University, Iraq

### Abstract

This study aims to highlight the importance of Human Talent Management as one of the key pillars for achieving entrepreneurial success within educational institutions. The research is based on an applied study conducted at the University of Sumer in Dhi Qar Governorate. The study is grounded in a main hypothesis that assumes the existence of a significant correlation and impact relationship between Human Talent Management, with its three dimensions (attraction, development, and retention), and entrepreneurial success with its dimensions (financial performance, entrepreneurial satisfaction, and sense of gratitude).

The researcher adopted the descriptive–analytical approach and used a questionnaire as the main data collection tool, which was distributed to a sample of 50 administrative employees out of a total population of 210 individuals in the Colleges of Administration and Economics and Medicine.

The findings indicate a clear awareness within the university of the importance of attracting human competencies, along with a tendency toward developing their skills and retaining them, reflecting the university’s adoption of a strategic approach to talent management. Statistical results using the correlation coefficient revealed a strong and positive relationship between talent management and entrepreneurial

success. Furthermore, simple regression analysis demonstrated that any increase in the level of talent management leads to a noticeable increase in entrepreneurial success levels.

At the dimensional level, attraction emerged as the most evident and effective activity, while development and retention require additional support, particularly in terms of creating a supportive and sustainable environment for talents. Regarding entrepreneurial success, the results showed that the financial dimension and job satisfaction play a significant role in shaping employees' sense of gratitude, which enhances their organizational commitment and achievement of institutional goals. The study recommends establishing a specialized talent management unit within universities, providing advanced training programs, and adopting both material and moral incentive systems to ensure the retention and sustainability of competencies. This would contribute to creating a creative and high-performing academic and administrative environment and strengthen the university's position in a rapidly changing competitive landscape.

**Keywords:** Human Talent Management, Entrepreneurial Success, University of Sumer.

## Introduction

In light of the rapid transformations taking place worldwide across various economic and technological domains, organizations are facing increasing challenges that require the adoption of modern management concepts and new approaches that enhance their ability to compete and achieve excellence. Among the most important factors that have gained widespread attention in this context is human resources, particularly individuals who possess exceptional talents, cognitive abilities, and skills that distinguish them from others. It has become evident that organizations capable of identifying, attracting, developing, and retaining such talents are those that truly possess the capacity for sustainability and superiority in a highly competitive environment.

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Based on this perspective, Human Talent Management has emerged as a modern and strategic concept within the human resource management system. It is no longer limited to traditional tasks related to recruitment and training; rather, it encompasses the adoption of integrated policies and practices aimed at creating a talent-supportive environment oriented toward achieving high performance and institutional success. Universities, in particular, are among the most important institutions that need to apply this concept, given their pivotal role in community development and in preparing future leaders, as well as their status as fertile environments for creativity and innovation.

This research seeks to shed light on the role of Human Talent Management in enhancing entrepreneurial success within universities through an applied study conducted at the University of Sumer in Dhi Qar Governorate. The study aims to identify the extent to which talent management practices, with their three dimensions (attraction, development, and retention), influence the dimensions of entrepreneurial success (financial performance, entrepreneurial satisfaction, and sense of gratitude). The research adopts a descriptive–analytical methodology, using a questionnaire distributed to a sample of administrative staff at the university.

The significance of this research stems from addressing a contemporary and important topic within the academic work environment and from its attempt to provide practical solutions and strategies that can be adopted in building an integrated human talent management system within Iraqi universities. This, in turn, contributes to enhancing institutional performance and achieving entrepreneurial excellence. Moreover, the study enriches scientific literature with a field study that aligns with local environmental requirements and calls for activating the role of human capital in the process of institutional development.

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## Chapter1: Methodology

### Problem:

The situation in most educational institutions closely resembles that of bureaucratic organizations that do not give effective attention to their human talents. While there is some interest in human resource management, attention to talent management appears to be almost nonexistent or minimal in educational institutions, despite the presence of administrative talent management titles within many human resource departments.

Today's need calls for greater attention to human talent management by allocating a specialized department or intensifying the roles of talent specialists and activating their functions to contribute to achieving creativity in educational institutions. Creativity has become one of the most important resources within educational institutions for achieving optimal outcomes.

Accordingly, the research problem emerges from the need to change the work culture in educational institutions and move toward talent management by employing specialists in talent management within universities and benefiting from their expertise to create an innovative vision in the field of scientific research. The research problem can be defined through the following questions:

1. What is the scientific concept of talent management, and to what extent is it applied in educational organizations?
2. Does the university under study adopt the concept of human talent management in a way that contributes to enhancing entrepreneurial success?
3. Are there a relationship and impact of human talent management on achieving entrepreneurial success?

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## Hypotheses

### Main Hypothesis:

There is a significant correlation between human talent management and entrepreneurial success.

### Sub-hypotheses:

- The first sub-hypothesis: There is a significant correlation between talent attraction and entrepreneurial success in their respective dimensions.
- The second sub-hypothesis: There is a significant correlation between talent development and entrepreneurial success in their respective dimensions.
- The third sub-hypothesis: There is a significant correlation between talent retention and entrepreneurial success in their respective dimensions.

## Objectives

The current research seeks to achieve the following objectives:

1. To identify the concept of human talents and their management, as well as the concept of entrepreneurial success.
2. To highlight and clarify the relationship and impact between human talent management and entrepreneurial success at the university under study.
3. To promote the adoption and application of human talent management in universities and foster strategic approaches to dealing with talent management.

## Importance

- Supporting human talents at the university under study by developing policies, setting objectives, and designing work teams necessary for talent management.
- Contributing to improving the quality of services provided by the university under study.

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- Enhancing entrepreneurial success processes across all colleges and departments of the university under study.
  - Increasing interaction processes, talent development, knowledge exchange, and utilization of talents in achieving entrepreneurial success.

### Limitations

1. Subjective (Topical) Boundaries: The research is limited to identifying the role of human talent management, represented by its dimensions (attraction, development, and retention), in enhancing entrepreneurial success at the University of Sumer in Dhi Qar Governorate from the perspective of administrative employees.
2. Spatial Boundaries: This research was conducted at the main campus of the University of Sumer, specifically the College of Administration and Economics and the College of Medicine.
3. Temporal Boundaries: The research was conducted during the second academic semester of the year 2025.
4. Human Boundaries: The research was conducted on a sample of administrative employees at the University of Sumer.

### Data Collection Methods

1. Theoretical Aspect: Data for the theoretical aspect were collected from books, doctoral dissertations, published research in academic journals, and online sources.
2. Applied Aspect: The applied aspect of the research was represented by a questionnaire designed to collect general information about the research sample, as well as data related to the research variables.

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## Population and Sample

The University of Sumer was deliberately selected as the research population. The research sample consisted of administrative leaders and administrative staff in the College of Administration and Economics and the College of Medicine. The sample size amounted to 50 individuals out of a total population of 120 individuals.

## Chapter 2: Theoretical Framework

### First: The Concept of Human Talent Management:

The concept of Human Talent Management first emerged in research published by M.C. Kinsey & Company under the title “The War for Talent” in 1997. This concept was later developed and published as a book with the same title by Harvard Business School in 2001. It represents a new managerial philosophy, known as Talent Management, which has recently become a central topic in contemporary management thought and has attracted significant attention from researchers and scholars. The core of this concept revolves around attracting talented and highly skilled employees to work within the organization (Hajim, 2012).

(Al-Zubaidi,2014) defines Human Talent Management as the new role of human resource management, through which organizations aim to attract human resources with core competencies, develop them, retain them, and evaluate them appropriately to achieve a competitive advantage in a dynamic work environment.

(Al-Khalifa,2016) describes organizational talent management as a set of integrated and interrelated practices and strategies that focus on attracting and selecting employees with distinguished skills, experience, and talents, and striving to retain and develop them in alignment with the strategic direction of the organization. The aim is to ensure organizational continuity, success, excellence, and competitive advantage.

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Based on these definitions, it is clear that Human Talent Management focuses on the following aspects:

- Attracting individuals with high performance, distinctive skills, and expertise.
- Developing and training human talents in a manner that achieves organizational objectives.
- Striving to retain these talents and guide them to contribute to the organization's excellence.

### **Second: The Importance of Human Talent Management:**

Human Talent Management holds exceptional importance as it plays a crucial role in selecting talented leaders, managers, and employees across all organizational levels, in addition to developing the quality of human resources necessary to achieve high accomplishments (Al-Zubaidi, 2014).

(Al-Aref,2018) summarizes the importance of human talents across different organizational levels as follows:

1. Senior Management: Its importance lies in being the primary resource for fostering organizational creativity and excellence. This is achieved through attention to leadership positions, preparing a second tier of leadership, and exploring the full potential to fill positions in case of changes in circumstances.
2. Middle and Operational Management: The significance lies in employing modern and technical methods in work practices. It also involves measuring and identifying the level of talent, creativity, and innovation among employees, which helps in planning appropriate career paths for them.
3. Achieving Competitive Advantages and Reducing Costs: Effective talent management contributes to maintaining organizational competitiveness while optimizing resource allocation.

The importance of talent management in universities becomes evident as they recognize its role in achieving excellence, innovation, and creativity by supporting and developing the performance of talented individuals. This requires a systematic perspective that promotes dynamic interaction among various tasks and processes, as it is a continuous proactive activity.

Talent management has emerged in contemporary organizations as an inimitable resource that ensures growth, continuity, and development. The discovery of talents has become a primary task of human resource management, encompassing recruitment, selection, and training with precision, along with refining, developing, and retaining these talents.

Today, the challenge is not only to retain talented individuals within the organization but also to fully integrate them into the work process (Al-Zubaidi, 2014). The sustainability and continuity of universities are directly linked to the care, development, and utilization of talents, especially given the increasing role of knowledge and technology in influencing the current and future status of organizations and universities (Nasif & Zabani, 2008).

### **Third: Dimensions of Human Talent Management:**

The dimensions of talent management are considered modern concepts currently adopted by organizations to achieve excellence and creativity (Al-Sheikhli & Al-Obaidi, 2016).

(AL-Zubaidi,2014) defines talent management strategies as optimal strategies formulated by the organization to attract, recruit, appoint, develop, and retain talented human resources while maintaining the appropriate skills and capabilities according to organizational needs.

The dimensions of human talent management have been discussed in various studies, and after reviewing multiple researches, the most frequently mentioned dimensions

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are summarized as follows:

1. Attraction: The process of identifying, attracting, and recruiting individuals with high potential and talents that meet the organization's needs.
2. Development: The continuous process of enhancing employees' skills, competencies, and knowledge to align with organizational goals and support personal and professional growth.
3. Retention: Strategies and practices aimed at maintaining talented employees within the organization, ensuring their engagement, satisfaction, and long-term contribution to organizational success.

#### **First: Talent Attraction:**

Talent attraction involves the process of identifying and recruiting the most talented individuals who can contribute to achieving the organization's strategy. These individuals possess the appropriate competencies and capabilities and are well-suited to the nature and work of the organization. They are able to meet current and future employment needs, adapt to changes, and maintain high productivity within the organization.

Talent attraction has become one of the key features in organizations for developing organizational competencies and achieving sustainable competitive advantage. Therefore, organizations must invest in the resources they can attract and employ, as these talents represent a significant competitive advantage (Rowland, 2011).

#### **Second: Talent Development:**

(Al-Zubaidi, 2014) defines talent development as one of the effective measures to retain talent within the organization. The organization should provide talented individuals with opportunities to enhance their areas of excellence and improve their overall performance.

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(Bratton,2018) emphasizes that talent development is one of the best ways to ensure that the organization secures leadership for a successful future, noting that only a few organizations have sufficient talent supply.

(Ahmed,2011) defines development as all efforts aimed at improving current and future performance through knowledge transfer, attitude change, and skill enhancement.

(Mousa,2021) describes it as the structured programs implemented by the organization to equip talented individuals with the necessary experiences and skills required for the organization's work and its current and future needs.

### **Third: Talent Retention:**

Talent is a critical factor in organizational success, and managing human talent across its dimensions presents a significant challenge. After attracting and developing talented individuals, the next crucial task is retaining them. High turnover rates among talented employees can negatively impact service quality and customer satisfaction, which in turn affects organizational competitiveness and overall performance (Al-Khalifa, 2017).

Effective human resource management requires providing a supportive work environment equipped with the necessary tools and resources to enable efficient performance. To ensure workforce stability, senior management must implement policies and measures that support human resources, achieve organizational goals, enhance loyalty, and secure the retention of valuable talent.

(Hafiz,2018) defines talent retention as the various activities and processes aimed at preventing talented employees from leaving the organization. This involves continuously encouraging investment in employees, fostering their ongoing contribution, and strengthening their sense of belonging to the organization.

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#### **Fourth: Classification of Talents within Organizations:**

Talents within any organization can be classified into five main categories based on the level of responsibility for each type:

1. Leadership Talents: This group sits at the top of the talent hierarchy. They are the talented leaders responsible for formulating, preparing, communicating, and executing the organization's strategy at the institutional level.
2. Core Talents: These individuals are highly competitive and considered valuable and important talents for the organization due to their abilities, vision, and foresight. They are capable of taking responsibility, and certain industries or roles require specialists, thought leaders, or individuals with rare skills (Osinga, 2009).
3. Essential Talents: Individuals in this category represent the backbone of the organization's work. They are production employees responsible for delivering the final product to the consumer or customer.
4. Supporting Talents: These talents facilitate the execution of non-core business activities, often administrative tasks that could be automated. The internal skills of individuals in this talent group are easily adaptable, interchangeable, and can be aligned quickly with organizational needs within weeks (Abu Albah, 2018).
5. General Talents: General talents are those that can be easily recognized and often require tangible tools to identify them. Individuals possessing such talents tend to make themselves known in one way or another unless their talents are neglected in the early stages.
6. Special Talents: Special talents refer to unique abilities and ideas possessed by certain individuals. These talents may not be immediately visible, and without the appropriate opportunities, the talented individual may not even realize their full potential.

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### **Fifth: Factors Contributing to the Success of Human Talent Management:**

(Waheeba,2015) summarized several factors that contribute to the success of human talent management as follows:

- Alignment of talent management with the organization's strategy and enhancing its position within senior management as a strategic partner.
- Better and greater investment in developing core talents rather than all employee segments, by identifying the scope and range of talents required to implement strategies.
- Integration of elements and tools that promote success and create a work environment conducive to showcasing talents, using multiple frameworks and tools beyond those used in traditional human resource management to address gaps in talent development.

### **Sixth: Challenges Facing Talent Management:**

Institutional talent management aims to optimize the use of human resources, achieve excellence, and improve organizational performance. Educational institutions, in particular, face a new reality requiring them to respond to talent demands, as education plays a key role in meeting the changing needs of society.

This increases educational requirements and expands institutional functions, necessitating employees and leaders capable of activating, utilizing, and continuously developing their potential to perform their expected roles efficiently (Ahmed, 2011).

Talent management faces several challenges that must be addressed to achieve organizational objectives, as noted by (Al-Khalifa,2017) and reported in (William,2006) and (McKinsey,2010):

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- Scarcity of skilled labor.
  - Low levels of employee engagement.
  - Misalignment between employee needs and organizational objectives.
  - High operational costs.
  - Poor relationships between employees and different departments.
  - Lack of alignment between organizational strategy and talent strategy.
  - Resistance from some individuals to talent-focused evaluation processes.
  - Limited organizational culture supporting talent management.
  - Organizational policies and procedures that do not align with talent management objectives

### **Seventh: Previous Studies on the Independent Variable – Human Talent Management:**

1. (Omron,2020) “The Role of Talent Management in Achieving Technological Innovation”: This study aimed to highlight the role of talent management in achieving technological innovation in industrial institutions in Musali. It examined the relationship and impact between the dimensions of talent management (attraction, development, retention) and the dimensions of technological innovation (product innovation, process innovation). Using a quantitative deductive approach and a questionnaire as a data collection tool, the study included a purposive sample of five industrial institutions. The results indicated a significant positive relationship between the dimensions of talent management and technological innovation. However, the retention dimension did not show a significant effect on technological innovation.
  2. (Amshiri,2023) “The Impact of Applying Human Talent Management Strategies on Organizational Creativity”: This study aimed to explore the role of talent
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management strategies (attraction, development, retention) in enhancing organizational creativity among faculty members at the College of Economics, Al-Marqab University. It focused on analyzing factors influencing institutional creativity through talent strategies. The study concluded that applying talent management strategies improves the work environment and fosters innovative ideas. It recommended allocating resources to support the training and development of human talents, thereby enhancing competitiveness and creativity.

3. (Abu Aqil (2022) – “Proposed Conceptualization of Talent Management and Challenges of Its Implementation in Private Schools in Hebron”: This study examined the reality of talent management in private schools in Hebron and analyzed the challenges facing its implementation in an educational environment. The study focused on organizational, material, and human challenges, concluding that major obstacles prevent the application of talent management, such as lack of financial resources, insufficient training, and absence of clear talent management strategies. It recommended increasing awareness of the importance of talent management and developing continuous training programs for teachers and administrators.

### **Chapter 3: Entrepreneurial Success**

#### **First: Concept of Entrepreneurial Success:**

The topic of entrepreneurial success has gained significant importance in business research, as it recognizes successful activities and business growth since the Middle Ages. This has contributed greatly to human survival and well-being. The entrepreneurial approach defines patterns of entrepreneurial behavior, including the attitudes that drive individuals to engage in business activities (Ismail et al., 2016).

The concept of entrepreneurial success encompasses several aspects and is assessed through various criteria. (McEwen,2008) argued that entrepreneurial success is

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closely linked to external information and knowledge, emphasizing the importance of environmental scanning and organizational learning as key elements of success.

Environmental scanning is a continuous process of collecting data from the external environment, forming the basis for organizational learning, which in turn enhances entrepreneurs' knowledge and improves their strategic decision-making and planning, thereby contributing to the success of entrepreneurial ventures.

(Al-Dulaimi,2013) indicated that the concept of entrepreneurial success carries significant implications and that all entrepreneurial organizations aim to achieve this success. Therefore, understanding how to define it is essential as a fundamental motivation to achieve the organization's entrepreneurial objectives.

(Hashim,2013) described entrepreneurial success from a perspective encompassing two main dimensions:

1. Success in terms of the project's usefulness to others and its social performance.
2. Sustainability in growth and continuity of business operations in the future.

Based on these concepts, entrepreneurial success can be operationally defined as achieving organizational and professional goals through adopting comprehensive entrepreneurial strategies that include innovation, adaptation to the organizational environment, and efficient utilization of available resources.

### **Second: Dimensions of Entrepreneurial Success:**

Researchers have differed in defining the dimensions of entrepreneurial success, varying in number, definition, naming, and perspective according to the field studied. The current research adopts the dimensions of entrepreneurial success according to the study of (Juhdi et al,2015), as it is closely aligned with the Iraqi context and can be applied to the organizations in the research sample. This model is comprehensive, including four dimensions with ready-to-measure items:

## 1. Financial Dimension (Profitability):

The financial dimension encompasses a wide range of factors, primarily sales growth, profitability, and income growth. These are critical indicators of entrepreneurial success as they increase entrepreneurs' motivation for innovation, growth, and their ability to respond effectively to changing circumstances and unforeseen challenges (Barreira, 2004).

(Ahmad,2007) and (Angel et al,2018) emphasized that using financial metrics, such as profitability, sales cycles, and return on investment, is essential to measure organizational success. Generating income and profit growth ensures the organization's continuity.

(Elsaty et al,2020) note that the financial dimension includes all types of monetary resources companies can use to establish and implement strategies, whether tangible resources like equipment or intangible resources like human capital. It provides the freedom to explore entrepreneurial opportunities and is necessary for starting a venture alongside other forms of capital. Access to the financial dimension positively affects organizational performance and supports the growth and sustainability of projects.

## 2. Entrepreneurial Satisfaction:

Many researchers link entrepreneurial success to the entrepreneur's satisfaction with their work. Successful entrepreneurs often prioritize satisfaction over high income. Entrepreneurial satisfaction has a multiplying effect on success compared to financial dimensions, serving as a personal asset that enhances interpersonal skills and strengthens social relationships among employees, thereby inspiring maximum effort toward achieving success (Chakraborty et al., 2019).

(Barreira,2004) emphasized the importance of non-financial factors in entrepreneurial satisfaction, including achieved innovation, recognition, employee

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trust, and autonomy. Quality of life is also an important predictor of satisfaction. According to the Job Characteristics Model (Schjondt,2009), the following factors contribute to entrepreneurial satisfaction:

- Autonomy: The degree to which the job provides freedom and discretion in scheduling and decision-making.
- Variety: The degree to which the job requires diverse activities and utilizes multiple skills.
- Task Identity: The degree to which the job involves completing a whole piece of work from start to finish.
- Feedback: The extent to which the job provides direct and clear information about performance effectiveness.

### 3. Sense of Gratitude:

Gratitude is a cognitive and emotional state that occurs in interpersonal exchanges when someone recognizes receiving a valuable benefit from another person (Mellis,2020). (Madrigal,2020) identifies three moral functions of gratitude:

- Moral Alert: Reminds recipients that they benefited from others' generosity.
- Moral Motivation: Encourages ethical or social behavior toward others.
- Moral Reinforcement: Those thanked for their actions are more likely to engage in prosocial behavior again.

Gratitude goes beyond mere expression in words and should be tangible. It can be measured by the extent to which an individual perceives the positive influence of others' actions and feels appreciation, as well as its link to positive social behavior.

### Third: Objectives of Entrepreneurial Success:

(Pennanen and Suuronen,2009) identified the following objectives:

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1. The most evident objective is financial success and profitability.
2. Entrepreneurial success is measured by all internal organizational activities, including interactions with stakeholders, reputation, image, and branding.
3. Ensuring the welfare of stakeholders, whether individuals, groups, organizations, or systems affected by the organization.
4. Improving profit margins, debt repayment, advertising effectiveness, and growth through sales and other key performance areas.

(Aktar et al,2020) emphasize that entrepreneurship is essential for financial improvement and national development. Contemporary objectives of entrepreneurial success focus on education, establishing entrepreneurial organizations, and developing frameworks and strategies to enable creativity, mastery, and achievement. Support across all departments ensures sustainable economic progress, social growth, and long-term development.

#### **Fourth: Previous Studies on the Dependent Variable – Entrepreneurial Success:**

1. (Albiyani,2020): “Green Human Resource Management Practices and Their Impact on Enhancing Entrepreneurial Success.”
  - Objective: Examine the impact of green HR practices on entrepreneurial success in food industry companies.
  - Findings: Statistically significant correlation between green HR practices and entrepreneurial success, reflecting their crucial role in enhancing entrepreneurial performance
2. (Al-Janabi,2021): “The Impact of Strategic Intelligence on Entrepreneurial Success through the Mediating Role of Strategic Entrepreneurship.”
  - Objective: Investigate the effect of strategic intelligence on entrepreneurial success via strategic entrepreneurship.

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- Findings: University and college leaders possess high strategic intelligence, continuously forecasting the future, developing long-term strategies, and responding to environmental changes.
3. (Ali,2022): “The Impact of Adaptive Leadership on Entrepreneurial Success – A Field Study in Baghdad Medical City Hospitals.”
- Objective: Assess the availability of adaptive leadership and its role in achieving entrepreneurial success.
  - Findings: Hospitals showed moderate adaptation to environmental changes and community needs, ensuring continuous and effective service delivery.
4. Khalifa (2023): “The Role of Customer Participation as a Mediator between Entrepreneurial Orientation and Entrepreneurial Success.”
- Objective: Examine the mediating role of customer participation in the relationship between entrepreneurial orientation and success.
  - Findings: Companies continuously improve products, encourage employee innovation, implement new ideas, and adopt modern technology to outperform competitors.

## Chapter Four: Statistical Analysis of the Research

The research variables were described and diagnosed using the SPSS statistical software by extracting the mean, standard deviation, frequencies, and correlation coefficient. The analysis was based on the questionnaire data collected for this study. The statistical analysis is presented as follows:

### First: Distribution of the Questionnaire:

The number of distributed questionnaires was 50, and all 50 questionnaires were retrieved, indicating a 100% response rate. The research sample consisted of administrative employees.

## Second: Analysis of the Responses of the Research Sample Related to the Independent Variable (Human Talent Management):

The following tables illustrate the frequency distributions, means, and standard deviations related to Human Talent Management.

### A- Talent Attraction:

Talent attraction represents one of the key activities of talent management. It involves searching for qualified individuals to fill job positions, attracting them, and selecting the most suitable candidates at the appropriate time.

Table (1): Analysis of the Talent Attraction Dimension

Variables	Strongly Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Strongly Disagree (5)		simply Mean	Standard Deviation
	Count	%	Count	%	Count	%	Count	%	Count	%		
X1	21	42.0	20	40.0	7	14.0	1	2.0	1	2.0	4.18	0.896
X2	17	34.0	25	50.0	4	8.0	4	8.0	0	0	4.10	0.863
X3	17	34.0	22	44.0	7	14.0	3	6.0	1	2.0	4.02	0.958
X4	21	42.0	16	32.0	7	14.0	5	10.0	1	2.0	4.02	1.078
X5	19	38.0	21	42.0	5	10.0	4	8.0	1	2.0	4.06	0.998

1. The arithmetic mean of Variable 1 reached (4.18) with a standard deviation of (0.896). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: The college takes into consideration the nature of jobs and their roles when attracting talent.
2. The arithmetic mean of Variable 2 reached (4.10) with a standard deviation of (0.863). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: The college is concerned with external talent attraction to the same extent as it is concerned with internal recruitment.
3. The arithmetic mean of Variable 3 reached (4.02) with a standard deviation of (0.958). It is evident that the arithmetic mean is higher than the hypothetical mean (3), which indicates the clarity of this statement: The college attracts talented

teaching staff easily compared with other colleges within the same university.

4. The arithmetic mean of Variable 4 reached (4.02) with a standard deviation of (1.078). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: The college adopts programs and incentives to successfully attract talent.
5. The arithmetic mean of Variable 5 reached (4.06) with a standard deviation of (0.998). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: The college relies on talented teaching staff as an important source for achieving its goals and adding value.

### B- Talent Development:

Providing talented teaching staff with opportunities for development and advancement to improve their performance in a way that strengthens their motivation and develops their careers.

Table (2): Analysis of the Talent Development Dimension

Variables	Strongly Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Strongly Disagree (5)		simply Mean	Standard Deviation
	Count	%	Count	%	Count	%	Count	%	Count	%		
X6	11	22.0	24	48.0	9	18.0	6	12.0	0	0	3.80	0.926
X7	15	30.0	22	44.0	7	14.0	3	6.0	3	6.0	3.96	1.068
X8	12	24.0	23	46.0	12	24.0	2	4.0	1	2.0	3.86	0.904
X9	13	26.0	22	44.0	11	22.0	3	6.0	1	2.0	3.86	1.948
X10	9	18.0	27	54.0	10	20.0	3	6.0	1	2.0	3.80	0.881

6. The arithmetic mean of the variable reached (3.806) with a standard deviation of (0.926). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: The college adopts specific and clear criteria and foundations for the development and training of talented teaching staff.
7. The arithmetic mean of the variable reached (3.96) with a standard deviation of

- (1.068). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: Performance development plans rely on information, personal characteristics of teaching staff, and years of service.
8. The arithmetic mean of Variable 8 reached (3.86) with a standard deviation of (0.904). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: Development plans are characterized by continuity and continuous updating in accordance with evolving requirements and changing events.
9. The arithmetic mean of Variable 9 reached (3.86) with a standard deviation of (0.948). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: The development plans for talented teaching staff are based on job performance methods.
10. The arithmetic mean of Variable 10 reached (3.80) with a standard deviation of (0.881). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of this statement: There is a balance between performance and wages, based on objective plans and criteria.

### C- Talent Retention:

The process that strategically focuses on retaining talent within the college by encouraging continuous investment in its employees.

Table (3): Analysis of the Talent Retention Dimension

Variables	Strongly Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Strongly Disagree (5)		simply Mean	Standard Deviation
	Count	%	Count	%	Count	%	Count	%	Count	%		
X11	13	26	22	44	10	20	4	8	1	2	3.84	0.976
X12	11	22	16	32	18	36	5	10	0	0	3.66	0.939
X13	9	18	26	52	9	18	3	6	3	6	3.70	1.035
X14	10	20.0	19	38.0	17	34.0	4	8.0	0	0	3.70	0.886
X15	14	28.0	25	50.0	7	14.0	3	6.0	1	2.0	3.96	0.925

11. The arithmetic mean of Variable 11 reached (3.84) with a standard deviation of (0.976), which is higher than the hypothetical mean of (3). This indicates the clarity of the statement: The college provides an integrated information system regarding the career paths of talented teaching staff.
12. The arithmetic mean of Variable 12 reached (3.66) with a standard deviation of (0.939), which is higher than the hypothetical mean of (3). This indicates the clarity of the statement: The Human Resources Information System provides information about changes in the characteristics of talented teaching staff.
13. The arithmetic mean of Variable 13 reached (3.70) with a standard deviation of (1.035), which is higher than the hypothetical mean of (3). This indicates the clarity of the statement: The college clearly communicates its vision and mission to talented teaching staff.
14. The arithmetic mean of Variable 14 reached (3.70) with a standard deviation of (0.886), which is higher than the hypothetical mean of (3). This indicates the clarity of the statement: The college encourages a spirit of creativity among its talented teaching staff.
15. The arithmetic mean of Variable 15 reached (3.96) with a standard deviation of (0.925), which is higher than the hypothetical mean of (3). This indicates the clarity of the statement: The college considers an appropriate system of material and moral incentives one of the basic requirements for retaining talented staff and motivating them to accomplish work tasks as required.

### **Third: Analysis of the responses of the study sample related to the second variable, Entrepreneurial Success:**

The following tables present the frequency distributions, arithmetic means, and standard deviations related to entrepreneurial success.

#### **First Dimension: The Financial Dimension:**

This dimension contributes to achieving rapid success and development in

universities and is represented by the resources that can be utilized to implement strategies.

Table (4): Analysis of the Financial Dimension

Variables	Strongly Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Strongly Disagree (5)		simply Mean	Standard Deviation
	Count	%	Count	%	Count	%	Count	%	Count	%		
Y1	29	58.0	16	32.0	4	8.0	1	2.0	0	0	4.46	0.734
Y2	20	40.0	22	40.0	6	12.0	2	4.0	0	0	4.20	0.808
Y3	13	26.0	25	50.0	9	18.0	3	6.0	0	0	3.96	0.832
Y4	13	26.0	25	50.0	9	18.0	3	6.0	0	0	3.96	0.832
Y5	23	46.0	16	32.0	5	10.0	6	12.0	0	0	4.12	1.023

1. The arithmetic mean of Variable 17 reached (4.46) with a standard deviation of (0.734). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: The college has achieved sufficient benefits during the recent past years.
2. The arithmetic mean of Variable 2 reached (4.20) with a standard deviation of (0.808). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: The college currently achieves high benefits compared to the recent past years.
3. The arithmetic mean of Variable 13 reached (3.96) with a standard deviation of (0.812). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: It is expected that the college will achieve higher profits and an increase in its financial benefits in the coming years.
4. The arithmetic mean of Variable 4 reached (3.96) with a standard deviation of (0.832). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: It is expected that the college will achieve an increase in its benefits in the coming years.
5. The arithmetic mean of the variable reached (4.125) with a standard deviation of (1.023). It is evident that the arithmetic mean is greater than the hypothetical

mean (3), which indicates the clarity of the statement: Do you think that the university relies on diversified and sustainable sources of income, such as funding, employment of funds, and investment?

### Second Dimension: Entrepreneurial Satisfaction:

It is the positive feeling experienced by entrepreneurs toward their work, which makes them more motivated and committed.

Table (5): Analysis of the Entrepreneurial Satisfaction Dimension

Variables	Strongly Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Strongly Disagree (5)		simply Mean	Standard Deviation
	Count	%	Count	%	Count	%	Count	%	Count	%		
Y6	20	40.0	20	40.0	6	12.0	2	4.0	2	4.0	4.08	1.027
Y7	20	40.0	21	40.0	4	8.0	4	6.0	2	4.0	4.08	1.047
Y8	17	34.0	22	34.0	5	10.0	5	12.0	0	0	4.00	0.969
Y9	13	26.0	16	26.0	11	22.0	11	18.0	1	2.0	3.62	1.123
Y10	14	28.0	20	28.0	7	12.0	7	16.0	1	2.0	3.76	1.098
Y11	10	20.0	24	48.0	7	14.0	7	14.0	2	4.0	3.66	1.081

- The arithmetic mean of Variable 6 reached (4.08) with a standard deviation of (1.027). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: I am very satisfied with the success I have achieved through my work at the university.
- The arithmetic mean of Variable 7 reached (4.08) with a standard deviation of (1.047). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: The university has made significant progress in achieving my overall goals.
- The arithmetic mean of Variable 8 reached (4.00) with a standard deviation of (0.969). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: I am extremely satisfied with the progress I have made toward achieving my benefit-related goals.
- The arithmetic mean of Variable 9 reached (3.629) with a standard deviation of (1.123). It is evident that the arithmetic mean is greater than the hypothetical

mean (3), which indicates the clarity of the statement: I see self-actualization through my work at the university.

10. The arithmetic mean of Variable 10 reached (3.76) with a standard deviation of (1.098). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: The organization works to increase employee satisfaction through continuous development, which enhances their job performance.
11. The arithmetic mean of Variable 11 reached (3.66) with a standard deviation of (1.081). It is evident that the arithmetic mean is greater than the hypothetical mean (3), which indicates the clarity of the statement: I have achieved much success for which I am grateful.

### Third Dimension: Feeling of Gratitude:

It is a psychological energy and positive response toward the actions of others that have benefited us, resulting in happiness and satisfaction for both parties. Therefore, gratitude is the key to success in all aspects of life.

Table (6): Analysis of the Feeling of Gratitude Dimension

Variables	Strongly Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Strongly Disagree (5)		simply Mean	Standard Deviation
	Count	%	Count	%	Count	%	Count	%	Count	%		
Y12	15	30.0	25	50.0	5	10.0	2	4.0	3	6.0	3.94	1.058
Y13	4	8.0	32	64.0	8	16.0	4	8.0	2	4.0	3.64	0.898
Y14	10	20.0	20	40.0	13	26.0	5	10.0	2	4.0	3.62	1.048
Y15	11	22.0	26	52.0	9	18.0	3	6.0	1	2.0	3.86	0.904
Y16	9	81.0	19	38.0	15	30.0	6	12.0	1	2.0	3.58	0.992

12. The arithmetic mean of Variable 13 reached (3.64) with a standard deviation of (0.898). It is higher than the hypothetical mean (3), which indicates the clarity of the statement: I feel gratitude toward the university.
13. The arithmetic mean of Variable 14 reached (3.62) with a standard deviation of (1.048). It is higher than the hypothetical mean (3), which indicates the clarity of

the statement: I feel gratitude toward the employees at the university.

14. The arithmetic mean of Variable 15 reached (3.86) with a standard deviation of (0.904). It is higher than the hypothetical mean (3), which indicates the clarity of the statement: I feel gratitude toward a group of employees who were instrumental in my success.
15. The arithmetic mean of Variable 16 reached (3.58) with a standard deviation of (0.992). It is higher than the hypothetical mean (3), which indicates the clarity of the statement: When I look at society, I do not see much to be grateful for.

Table (7): Correlation Coefficient

Correlations		X	Y
Spearman's rho X	Correlation Coefficient	1.000	0.704
	Sig. (2-tailed)	.	000.
	N	50	50
Y	Correlation Coefficient	0.704	1.000
	Sig. (2-tailed)	000.	.
	N	50	50

Compellation is significant at the 0.01 level (2-tailed)

The Spearman's correlation between Talent Management and Entrepreneurial Success was 0.704, indicating a strong relationship between the research variables.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
1(Constant)	453.	485.		951.	0.347
X	744.	110.	698.	6.689	000.

It is evident from the table above that when the rank of the independent variable changes by 0.744 (increase or decrease), the rank of the dependent variable changes by one unit in the same direction (increase or decrease).

## Chapter five: Results and Recommendations

The current section includes the most important conclusions that represent the final outcome based on the field research analyses and results.

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### First: Conclusions:

1. The College of Administration and Economics relies more on attracting talented male employees than females when filling administrative positions, given the productive workforce with primary university qualifications.
2. Human talent development was the most influential dimension of human resource management on the entrepreneurial success dimension at the College of Administration and Economics.
3. There is a lack of talent retention within the college in a manner that earns the trust and respect of employees, in addition to insufficient emphasis on building a set of shared values among staff.
4. The college administration does not fully recognize the type or method of academic motivation that should be applied when classifying employees in line with achieving the college's goals and vision.
5. The college administration showed the need to enhance its capacity to create a suitable work environment for employees by generating new opportunities through talent retention.
6. The research results indicated that both the College of Administration and Economics and the College of Medicine have relatively simple human talent management systems, and there are no clear practices by the administration to manage them. This may be due not only to the internal environment but also to factors in the external environment.

### Second: Recommendations:

1. The College of Administration and Economics should increase its focus on human talent, including female staff, treating them equally to male staff based on academic qualifications. In addition, attention should be given to external recruitment of competencies to achieve a balance between young talent and

- experienced staff in alignment with the college's operational context.
2. Emphasize development by improving the level of talent management, requiring the college administration to apply quality and efficiency standards. Additionally, human resources should be a top priority, as they are the fundamental pillar for the sustainability and continuity of the college.
  3. The college should enhance talent retention by distributing workloads and functional responsibilities objectively, fairly, and transparently among employees. Employees should also be consulted in administrative decisions before they are finalized.
  4. The college must increase attention to the quality of work life by supporting staff through leadership initiatives aimed at achieving a better work environment, in addition to restricting work to official working hours.

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