



Amman - Jordan

**The Impact of Talent Management on Attaining
Competitive Advantage: A Field Study on Jordanian
Telecommunications Companies**

أثر ادارة المواهب في تحقيق الميزة التنافسية: دراسة ميدانية في شركات
الاتصالات الأردنية

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Thesis submitted in partial fulfillment of the requirements for the degree
of Master of Business Administration.

Business Administration Department

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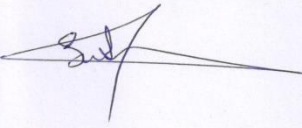
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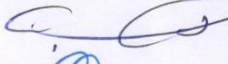
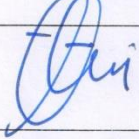
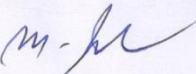
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Examination Committee's Decision

This thesis of the student Sajeda A. AL-Hadid, which studied "**The Impact of Talent Management on Attaining Competitive Advantage: A Field Study on Jordanian Telecommunications Companies**", has been defined, accepted and approved on the 4th of June 2017, by the following committee members:

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Dedication

To my father and mother, who stand beside me and believed in me with their endless support and encouragement throughout my life to reach this stage.

To my brothers and sisters.

To my friends.

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The Impact of Talent Management on Attaining Competitive Advantage: A Field Study on Jordanian Telecommunications Companies

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Abstract

This study aims to investigate the impact of Talent Management processes on Attaining Competitive Advantage in the Jordanian telecommunications companies: Orange and Umniah. In order to achieve the objective of this study, the data were collected through questionnaire filled out by (169) managers out of about (700) managers working at the targeted companies. The collected data were coded against Statistical Package for Social Sciences (SPSS ver.21). The results of the current study shows that there is a high level of Talent Management in the Jordanian telecommunications companies, there is a high level of Competitive Advantage in the Jordanian telecommunications companies, the results also shows that Talent Management processes have an impact on Attaining Competitive Advantage of the Jordanian telecommunications Companies, Talent development has rated the highest, followed by talent discovery, then talent recruitment and finally talent retention.

The current study recommends the companies to pay attention for talented employees and to invest in talent and intellectual capital which is one of the most important companies' assets in this high competitive environment.

Key words: Talent Management, Competitive Advantage, Jordanian telecommunications companies.

أثر ادارة المواهب في تحقيق الميزة التنافسية: دراسة ميدانية في شركات الاتصالات الأردنية

اعداد:

ساجدة أحمد الحديد

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د. نضال أمين الصالحي

ملخص

هدفت هذه الدراسة إلى بحث أثر ادارة المواهب في تحقيق الميزة التنافسية في شركات الاتصالات الاردنية أورانج وأمنية.ولتحقيق أهداف الدراسة قامت الباحثة بجمع المعلومات من خلال استبانات قامت بتوزيعها على عينة الدراسة (169) مدير من أصل حوالي (700) مديراً في الشركات المستهدفة. تم استخدام برنامج الحزم الإحصائية للعلوم الاجتماعية للتحليل الإحصائي.وبعد إجراء عملية التحليل لبيانات الدراسة وفرضياتها توصلت الدراسة إلى عدد من النتائج أبرزها:هناك مستوى عالي لادارة المواهب في شركات الاتصالات الأردنية و مستوى عالي للميزة التنافسية في شركات الاتصالات الأردنية و اشارت النتائج ايضاً لوجود أثر معنوي لادارة المواهب في تحقيق الميزة التنافسية . وأوصت الدراسة الشركات المستهدفة بضرورة الاهتمام و الاستثمار في المواهب فهي رأس مال فكري للشركات ومن أهم الأصول بسبب حدة المنافسة بين الشركات في سوق العمل.

الكلمات المفتاحية: ادارة المواهب، الميزة التنافسية،شركات الاتصالات الأردنية.

Chapter One:

Introduction

1.1 Background:

Nowadays, companies are facing a variety of global challenges as a result of the rapid and constant development in the business market. Tangible assets such as land, capital and fixed assets are no longer key resources for the companies to be highly competitive, Human capital is a key resource to adapt companies to the worldwide competition (Lyria,2013).

The Biggest and the most valuable asset of any company is its people, people are the key assets in the new world market and all other assets are nothing more than commodities that can be purchased at market prices, but only the human asset has potential to learn, grow and contribute(Pahuja & Dalal,2012). That's why, companies are competing against each other's to acquire and keep talents in order to maintain their operations and continue to grow (Shafieian,2014).

For companies across the globe, Talent Management of knowledge workers and high potentials is one of the most discussed concepts in today's business world (Tymon et al., 2010). Talent in general refers to the capabilities, skills or the art of a particular person possess in a specific field. In other words, it refers to those people who have high potential,

rare knowledge and skills or who can successfully bring out transformation and change in the company (Kaur,2013).

Talent Management was coined by David Watkins in 1998, its defined as the process of recruiting, retaining and developing the most talented and superior employees (Stan,2012), it also refers to the critical corporate function where the company strives to have the best talent, closing all the talent gaps and managing the talent by insuring that the right person is in the right job at the right time to achieve the best possible results(Keçecioglu & Yilmaz,2014).

The strategic importance of talent was appreciated after the study of McKinsey "The War for Talent " (Axelrod et al., 2001) founded that the most important corporate resource over the next 20 years will be talented people who are technologically literate, globally astute and operationally agile, The war for the shortage of talent between companies is the biggest human resources concern (Michaels et al., 2001). The quantity and quality of talents can directly impact an company's efficiency, effectiveness and profitability; it's the key to success in this highly competitive business world. As the global marketplace continue to expand and technology advances the need for talent is increasing.

Competitive advantage is a collection of unique features, efficient use of resources that allow better corporate performance than competitors, are not easily to simulate and the ability to provide more valuable products and services to customers (Shahmansouri et al.,2013).

Companies realize that if they can attract and hire talented employees, they will have a competitive advantage (Ramadan, 2012). In essence, companies are competing on

the basis of their intellectual capital. Their ability to acquire talented employees is critical due to the "war for talent", which increase competition for highly skilled employees and creating an open and innovation culture to provide the company with competitive edge to retain and attract the talents to achieve company goals (Shrimali & Gidwani, 2012).

Therefore, the current study is trying to investigate the role of Talent Management in the Jordanian telecommunications companies (Orange,Umniah) and its impact on attaining competitive advantage.

1.2 Study Problem:

One of the biggest challenges that face companies all over the world is building and sustaining a Competitive Advantage (Dash,2013). These days Jordanian companies are facing a variety of global challenges as a result of the rapid and constant development in the business market ,economic changes and the lack of resources in Jordan, Which prompted companies to search for successful practical steps to face these challenges and after interviewing some of the Jordanian telecommunications companies managers the researcher noticed that most companies need to find new ways to differentiate and create unique competitive advantage, difficult to imitate from other organizations to sustain, success and compete in this global, dynamic and highly competitive environment.

1.3 Study Questions:

Based on the discussion above, it seems that it is justified to study the topic of the impact of Talent Management on attaining Competitive Advantage; therefore the main purpose of this research is to answer the following main questions:

1-What is the level of Talent Management processes in Jordanian Telecommunications companies (Orange, Umniah)?

2-What is the level of Competitive Advantage dimensions in Jordanian Telecommunications companies (Orange, Umniah)?

3-Do Talent Management processes impact on Attaining Competitive Advantage in Jordanian Telecommunications companies (Orange, Umniah)?

Based on the processes of Talent Management the main question can be divided into the following sub-questions:

3.1- Does Talent Discovery impact on Attaining Competitive Advantage in Jordanian Telecommunications companies (Orange, Umniah)?

3.2- Does Talent Recruitment impact on Attaining Competitive Advantage in Jordanian Telecommunications companies (Orange, Umniah)?

3.3- Does Talent Development impact on Attaining Competitive Advantage in Jordanian Telecommunications companies (Orange, Umniah)?

3.4- Does Talent Retention impact on Attaining Competitive Advantage in Jordanian Telecommunications companies (Orange, Umniah)?

1.4 Study Purpose and Objectives:

The study purpose:

The current study identifies the processes of Talent Management and its impact on attaining Competitive Advantage

The study objectives can be summarized as follows:

1- Investigating the impact of Talent discovery on attaining Competitive Advantage of the Jordanian telecommunications companies.

2- Investigating the impact of Talent recruitment on attaining Competitive Advantage of the Jordanian telecommunications companies.

3- Investigating the impact of Talent development on attaining Competitive Advantage of the Jordanian telecommunications companies.

4- Investigating the impact of Talent retention on attaining Competitive Advantage of the Jordanian telecommunications companies.

5- Provide sound recommendations to Jordanian telecommunications companies.

1.5 Study Importance:

Theoretical importance: The importance of this study is to enhance its contribution in the limited existing research (according to the researcher's knowledge) related in study the variables, between Talent Management processes (talent discovery, talent recruitment,

talent development and talent retention) and Competitive Advantage dimensions (cost, quality, flexibility and innovation).

Practical (Applied) importance: The results of this study will provide sufficient data to managers that give them supportive guidance to manage Talent Management processes effectively to attain a Competitive Advantage.

1.6 Study Hypotheses:

The following hypotheses can be derived from the mentioned above questions.

The main Hypothesis:

H₀: There is no significant impact of Talent Management (Talent Discovery, Talent Recruitment, Talent Development, Talent Retention) on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

Based on Talent Management processes the main hypothesis can be divided into the following sub-hypotheses:

H₀₁: There is no significant impact of Talent Discovery on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

H₀₂: There is no significant impact of Talent Recruitment on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

H₀₃: There is no significant impact of Talent Development on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

H₀₄: There is no significant impact of Talent Retention on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

1.7 Study Model:

Based on problem statement and its elements, the following model has been developed to illustrate the impact of Talent Management on attaining Competitive Advantage, as shown in Figure (1).

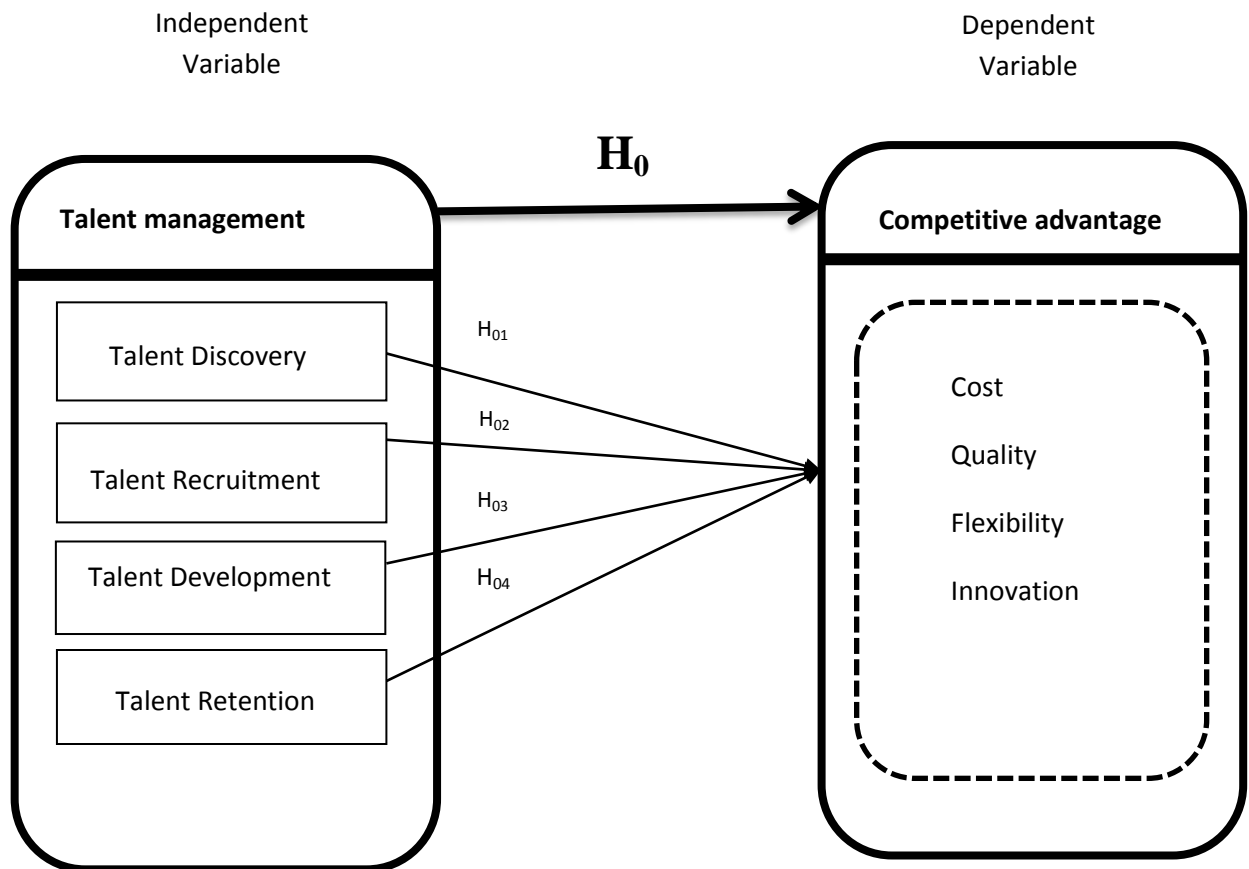


Figure (1.1): Study Model

Sources: Model was developed based on the previous studies: Independent variable: (Lyria, 2013; Shafieian, 2014; Mohammed, 2015). Dependent variable: (Urbancova, 2013; Diab, 2014).

1.8 Study Limitations:

Human Limitations: The study targets different categories of managers who are working in the Jordanian Telecommunications companies (Orange,Umniah).

Location Limitations: The Jordanian telecommunications companies, Zain telecommunications company refused to participate in this research due to the polices of the company's headquarters in Kuwait and their privacy issues, this leaves two Jordanian telecommunication companies Orange and Umniah.

Time Limitations: This study was carried within the period between the first semester and the second semester of academic year 2016/2017.

1.9 Study Delimitations:

This study examined the Impact of Talent Management processes on attaining Competitive Advantage at Telecommunications Companies in Jordan (Orange,Umniah). Collected data depends on managers' response to the questionnaires. Generalizing Jordanian setting on other countries has to be questionable and the use of one sector limits its generalizability to other sectors.

Limitations to data access refer to the fact that data gathering through the questionnaires is controlled to the period of these questionnaires, which may limit the quantity and quality of the data collected.

1.10 Procedural (Operational) Definitions:

In this study, the following procedural definitions will be used:

1- Talent Management: a set of processes include (Talent Discovery, talent Recruitment, Talent Development and Talent Retention) to meet current and future business needs of talents.

2-Talent Discovery: the process of identifying the strength and weaknesses of employees to determine the current talents and talent gap to forecast future needed talents.

3-Talent Recruitment: the process of attracting and selecting talents from internal and external sources.

4-Talent Development: the process of helping talented employees to acquire the skills and knowledge they need to succeed and improve performance.

5-Talent Retention: the efforts of an company to keep its talented employees and to reduce their turnover.

6-Competitive Advantage: is a set of unique features of service such as (cost, quality, flexibility and innovation) that differentiate the company.

7-Cost: when the company is able to reduce its costs to create maximum value to customers with the lowest possible price.

8-Quality: to meet customers' expectation and achieve their satisfaction.

9-Flexibility: the ability to keep pace with technology development and respond to the changes in customer expectations and needs.

10- Innovation: the process of translating an idea or invention into a service that creates value for customers.

Chapter Two:

Literature Review and Previous Studies

This chapter includes conceptual and literature review, previous studies and the contribution of the current study compared to previous studies.

2.1. Conceptual and literature review:

This section includes the basic definitions and concepts of the Talent Management and Competitive Advantage.

2.1.1 Talent Management:

Talent Management is the process of developing the potentials and skills of the company's employees to success in the workplace and to concentrate on achieving high performance and professional development (Clark, 2009).

Khatri et al. (2010) see Talent Management as the process of managing, recruiting and developing the company's most eligible talented employees by adopting a system and specific procedure to measure the improving of the employees' talents, skills and potentials.

According to Cannon & McGee (2011) Talent Management is considered the operation where the organisation develop and control the current and future employees, by illustrate strategies that company adopt to achieve its goals, create development tools to provide the

needs of the employments and retain the talented employees who will lead to the success of the company.

Moreover, Talent Management is the execution of strategies or plans created to increase the productivity of employees by developing their talents and recruiting new individuals with new skills in order to achieve high goals in the future (Kehinde, 2012).

Stan (2012) sees Talent Management as a combination of measured strategies to recruit, develop and retain the employees that have a special talent to sustain the company's development.

Talent Management is a strategy that the company establishes to achieve human resources goals and to improve talented employees (Moczyłowska, 2012).

According to Ahmadi et al. (2012) Talent Management can be defined as practices that involves developing, mobilizing and mentoring the employees and to direct the performance and the career path of every employee based on putting them in the right places.

Talent Management is a collection of practices that company takes to develop and recruit new employees to improve performance (Dhanabhakym & Kokilambal, 2014).

Shafieian (2014) defined Talent Management as the process that assures that every employee is suitable for his job, by observing the talents and the skills of the employees and making sure to develop and measure their performances and productivity between now and then.

According to Tepayakul & Rinthaisong (2016) Talent Management is a way of managing successful human resources, in order to enable the company reach a high level in the market and to make the employees top qualified for the job position.

Based on the researcher's view, Talent Management is a set of processes includes Discovery, Recruitment, Development and Retention of talented employees to meet current and future business needs of talents, improve performance and achieve companyal goals.

2.1.2 Objectives of Talent Management:

Talent management plays a significant role in any company of any sector, as it fulfils its needs and expectation for future employees, career advancement and internal workforce matters. it is also considered essential because talent includes the competency that is the core aspect to individual employability, Talent Management processes also help retaining employees, focus on “fit” ease transitions and make a position attractive for future employees. Moreover, the strategic focus of Talent Management structures could result higher scores in financial outcomes measures such as profit, talent productivity and market value. It also increases nonfinancial outcomes at two levels such as company attractiveness by reducing replacement time, attaining business goals, operational excellence, customer satisfaction at the company level. Job satisfaction, motivation, commitment, work quality and qualifications on talent level. Companies with automated talent systems are better at developing leaders, employees and planning future talent needs. Talent Management also serves companies by allowing them to hire the best and superior people, place the right people in the right positions, create high engagement, improve employee productivity,

retain top performers, build career paths and promote employees (Dhanabhakya & Kokilambal,2014).

2.1.3 Importance of Talent Management:

According to Sharma & Raval (2016) Talent Management serves quite a purpose when it comes to attracting, and recruiting future employees, talented employees are considered as strategic assets that have enough potential to produce and capture value and execute business strategies. This is apparent in different aspects, which are as follows:

1. Globalisation, as it provides a wider scope of possibilities for job seekers around the globe. One can know the opportunities available in any part of the world easily.

2. Increasing competition, which necessitated talent management to ensure a consistently good performance, thus, making companies put in all effort possible to hire, train, and retain the best talent available within the field of operation.

3. Increasing knowledge, to retain those who are talented and possess the ability to adapt to new technologies and knowledge, that are growing at a very fast pace. Talent management is very important in such case because it brings together significant human resources and management initiatives. Usually, organisations that adopt a talent management approach would focus on coordinating and integrating the following:

A-Recruitment, to ensure that the right people are attracted to the organisation at the right time.

B-Retention, to ensure the implementation and development of practices that reward and support employees.

C-Employee development, to ensure continuous informal and formal learning and development processes.

D-Leadership and “high-potential employee” development, to ensure the availability of specific development programs for current and future leaders.

E-Performance management, to ensure the availability of specific processes that could improve and support performance, including feedback and measurement.

F-Workforce planning, to ensure the availability of plans for business and general changes, including the older staff as well as existing and future shortage in skills;

G-Culture, which ensures the development of a positive, progressive, and high performance “way of operating.”

2.1.4 Approaches of Talent management:

In oppose to Koranteng et al. (2014) talent management divided into three approaches:

1. **Humanistic approach:** This approach recognises that each staff member to have some kind of talent; thus, all employees are viewed as talented. This approach is characterised by the idea that talent is developable rather than born. Companies with a humanistic approach prioritise the effort of "creating" talent, thus, opportunities are given to all employees regardless of their professional background.

2. Competitive approach: This approach recognises that only some employees have the abilities that could make them stand out as being talented. It can be considered as an exclusive approach since it only identifies a small group of employees as being talented unlike the humanistic approach; this group of people would have excellent performance and high potential that sets them apart from other employees. In this manner, employers concentrate more on recruiting those who are talented rather than creating them.

3. Entrepreneurial approach: The final approach recognises that the aspiration and performance of employees as opposed to their mere ability when defining talent. This approach is recognised by the opportunities given to these talented people in order to prove themselves. It holds a particular comprehensive view on talent, claiming, nevertheless, that not all employees are talented, but can still have the potential to become as such. This approach derives its practices from the idea that talent is developed through practical experience and not programs or talent pool activities.

2.1.5 Processes of Talent management:

1. Talent discovery

The process of finding the right talent at the right time for the right opportunity. In order to source the right person for the job, the first thing that needs to happen is a strategic talent needs analysis. If the right talent is available internally, and what are the talent needs currently and for the future. Next, a job analysis is essential to begin to staff the work. A job analysis provides the basis for all assessment interventions. Recruitment and pre-screening and pre-employment testing will identify the person(s) who will fit into the talent

gap(s). Of the assessment interventions and opportunities described earlier, several apply to the Discovery dimension. Specifically, the assessment interventions of job analysis, recruitment/prescreening, pre-employment testing, and promotional assessment, and the assessment opportunities of strengthening job-relevant group norms and offering career development and enrichment are assessment applications relevant to the Discovery dimension. (Newhouse et al., 2004).

Based on the researcher's view, Talent discovery is the process of identifying the strength and weaknesses of employees to determine the current talents and talent gap to forecast future needed talents.

2. Talent recruitment

Company should use various techniques and methods for attracting and selecting the right talent. The recruitment of talent pool is the first and important task of the talent management process the talent pool is a group of candidates that are the potentials executive of the company who will steer the company towards the competitive performance. So to gain and maintain the performance of the company the recruitment and selection the talented individuals is very crucial. The creation of talent pool can be done in two forms, one is internal and second one is external. The internal recruitment of talent pool will be from the already existing employees of the company. The internal recruitment may can give advantage as the employees already know the culture and way of doing work in the company and it also might uplift the morale of the employees if their position is

uplifted (Davis et al., 2007). However, the external sources will be the best way of gathering a talent when company wants to bring the cultural change and wants innovation (Ballesteros & Inmaculada, 2010). Employer branding includes development of an company's image, good enough to attract employees. Without the good brand image, it is difficult to attract the right talents (Ana, 2009).

Based on the researcher's view, Talent recruitment is the process of attracting and selecting talents from internal and external sources.

3.Talent development

In this competitive and dynamic business environment learning and development has become a backbone of success, without continuous learning maintain performance may become impossible because of that strategy makers and HR practitioners are moving their focus towards learning and development of the talented employees to enhance companyal performance, Talent development is process of improving the skills and attitude of the employees (Williamson,2011). As the business continuously keep on changing the technologies business models and new strategies to cope up with these changes company needs to enhance and improve the knowledge of their employees and making strategies for development practitioners must keep in mind the integration and strategic fit between the current talent and the skills of the employees (Mendez & Stander, 2011).

Based on the researcher's view, Talent development the process of helping talented employees to acquire the skills and knowledge they need to succeed and improve performance.

4. Talent retention

Talent retention is a process of keeping the talented employees with the company for a longer period of time, talented employees turn over in any company is very harmful for many reasons such as a reduction in the productivity as well as more cost to attract the new pool of talent (Echols, 2007). Talented employees leave company if they are not satisfied with the total rewards, leadership and companyal policies etc. Some of the common factors that can support employees' interest to work for the same companies include engagement, empowerment, trust, opportunities to grow in their career and good work environment. The working condition and environment plays a critical role in supporting employee job satisfaction and commitment. Some of the important components that employers should pay attention are friendly work environment which is free from stress, emphasizes open communication and cordial work relationships (Vaiman, 2010).

Based on the researcher's view, Talent retention is the efforts of an company to keep its talented employees and to reduce their turnover.

2.2.1 Competitive Advantage:

Competitive Advantage means to assure a reduced cost or to create a unique product or service that is clearly different through its quality by the competition's offer (Goksoy et al., 2013).

Competitive Advantage is a collection of resources and unique skills that the company have against their competitors to provide better and more valuable products and services for customers (Shahmansour et al., 2013).

Dash (2013) sees Competitive Advantage as a group of resources and skills that the company takes into consideration to make their rivals compete more effectively in the market.

Competitive Advantage is a series of valuable resources that any firm choose to compete with other firm and make it difficult for them to attract more customers (Dirisu et al., 2013).

According to Srivastava et al., (2013) Competitive Advantage is a collection of skills that the company focuses on to make their products more successful in the competitive market.

Awwad et al., (2013) defined Competitive Advantage as the factors that the company maintain to serve the customers in more effective way than other companies to achieve higher performance.

Competitive Advantage is a plan that the company depends on, by managing an affective resources and capabilities that competitors do not have and will lead high competitive performance in the marketplace (Urbancova, 2013).

Xu & Quaddus(2013) defined that Competitive Advantage is when an company have a product or service that its competitors do not have so it use it to rise the competition and maximize its value in the marketplace.

According to Wang (2014), Competitive Advantage is to provide high quality of services and products to achieve superior performance than competitors, in order to attract customers and achieve high satisfaction.

Based on the researcher's view, the definition of Competitive Advantage is a superiority gained by an company when it can provide the same value as its competitors but at a lower cost or providing greater value through quality, flexibility and innovation.

2.2.2 Importance of the Competitive Advantage:

The importance of the competitive advantage would be shown through the following sides (Lynch, 2000):

1. The importance of competitive advantage in studying strategic management; the studies and researches of strategy and its management contain the concept of the competitive advantage especially during the last two decades.

2. Competitive Advantage is regarded as an important and a core factor for companies work, because it is the base upon which the company competitive strategy is built.

3. Competitive Advantage is regarded as a tool for facing the other companies' challenge that company would meet in the concerned sector. This would be achieved through the company's endeavor to develop its competitive knowledge and its ability to satisfy the client's needs in the future through the unification of production techniques and skills that enable it to adapt quickly the changing opportunities.

4. Competitive Advantage represents a very important standard for successful companies, because the successful companies are the companies that find new forms for the continually used advantage, as long their old forms have become known and available widely while the competitors fully know them.

2.2.3 Features of Competitive Advantage:

When speaking about the characteristics of the Competitive Advantage, there should be a primarily focus on the continuance and survival Competitive Advantage. The advantage would perish as soon the competitors had an ability to imitate it or simulate its elements and in case that the company wanted to maintain the competitive advantage through making it more lasting, it should establish strategies to make the imitation extremely difficult and highly expensive for the competitors, the characteristics, and features of the Competitive Advantage according to Sultan (2007) could be summarized as follows:

1. It is relative; meaning that it could be achieved through comparison with competitors and it is not absolute.
2. It leads to the superiority for the company over the competitive companies.
3. It is originated from inside the company.
4. It reflects through the company performance efficiency for its activities, or the value of what the company provides for the clients or both.
5. It should have a role in the effect on clients and their perception of the preference in the services that the company provides through motivating them to get benefit from these services.
6. It is achieved for a long time and it does not disappear fast when it is developed and renewed.

2.2.4 Factors that contribute towards Competitive Advantage:

According to Al-Qahtani (2010), factors that contribute towards competitive advantage are external factors and internal factors:

1. External Factors

It is the change of the customer's needs as a result of the technological, economic or legal changes that would create a competitive advantage for some companies as a result of their fast response to changes. For example, the company that uses developed technology that is required in the market is faster than other companies in creating a competitive advantage through its fast response to the technological change and market needs. This indicates to the company's ability to respond to external changes depending on the company's flexibility and its ability to cope with the changes through analyzing and expecting the changes

2. Internal Factors:

It is the capacity of the company to own resources and to build abilities, which are not available for other competitors. The company that presents services different from those are presented by other companies has a chance of possessing a competitive advantage through building experiences or employing individuals having the experiences that would help in delivering a distinctive service. Hence, creation and innovation have a big role in creating a competitive advantage, however, creation is not limited to the ability to develop the services but it exceeds this to include the creation of work methods or used technology.

2.2.5 Main Types of Competitive Advantage:

According to Porter (1985) there are two types of Competitive Advantage:

1. Cost Advantage

Companies could be distinctive through the production ,selling and providing the same products and services for prices less than competitors. This advantage is resulted from the company's ability to control and decrease its costs.

2. Differentiation Advantage

Other companies have the ability to provide products and services with an added value to customers to make these companies more distinctive than other companies.

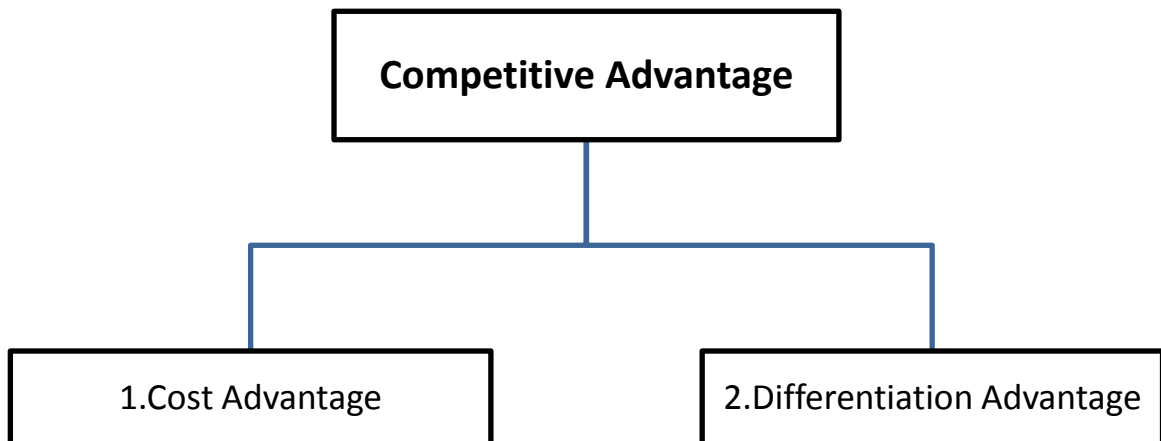


Figure (2.1) main types of competitive advantage

Source: Prepared by researcher

2.2.6 Competitiveness Strategies

They are the competitive strategic alternatives that are accepted among the possible alternatives to achieve the objectives of the company and to strengthen the competitive center in the market, It is also known as the plan of the company in creating a balance between its internal strengths and weakness and external opportunities and threats for maintaining the competitive advantage (Dessler, 2006, pp. 677 – 695).

1. Cost Leadership Strategy

It is the ability of an company or a business unit to design, provide and market a comparable products or services more efficiently than its competitors. It is also known as the strategy that depends on the usage of the competitive advantage on the basis of the least cost through the deletion, reduction and cancelling each activity that does not achieve an additional value to the market and that targets big markets to be capable of pricing its products and services with prices less than its competitors with the ability to achieve a specific profit margin, It is also known as the strategy followed by the company for reaching a competitive advantage in case that it could provide its products and services with the least cost in the sector it works in with the necessity to maintain a relatively acceptable level, (Wheelen & Hunger, 2015, P. 204).

2. Differentiation Strategies

It is the ability of an company to provide unique and superior value to the clients in term of quality, special features or after sale service. it also known as the strategy that is based on

creating unique characteristics of products and services to be highly evaluated by clients and therefore they become more distinctive than the products or services of competitors. (Dess et al., 2011, P. 163)

3.Focus Strategy

It is the ability of an company to provide unique and superior value to a specific buyers group, segment of the market line or geographical market. It is the strategy that is based on selecting a small competitive frame in the industry (David,2007)

		Competitive Advantage	
		Lower costs	Differentiation
Competitive Scope	Broad Target	1. Cost leadership	2. Differentiation
	Narrow Target	3a. Cost Focus	3b. Differentiation Focus

Figure (2.2) Competitiveness Strategies

Source: (Porter,1985)

2.2.7Competitive Advantage Dimensions:

Authors and researchers provided different dimensions to attain a competitive advantage, table(2.1)

Table (2.1) **competitive advantage dimensions**

Authors	Dimensions
Slack	Design, flexibility, use, innovation.
Krajewski & Ritzman	Cost, quality, flexibility, time.
Kotler & Armstrong	Best product or service, lowest price, the most recent, the fastest.
Macmillan & Mahen	Cost, differentiation, flexibility, time, technology.

Table (2.1) shows that there are different dimensions to attain a Competitive Advantage according to researchers and authors, because of that the researcher will depend on Cost, quality, flexibility and innovation as Competitive advantage dimensions in this study.

1. Cost:

Cost is the mostly used dimension by companies, especially those in markets where the customers are sensitive to prices; the company is able to utilize its skilled workforce,

inexpensive raw materials, controlled costs and efficient operations to create maximum value to consumers with lower prices than competitors.

The company could achieve the cost advantage through a changeable cost less than the marketing costs or achieve lower levels in operational and administrative costs; it means that there should be a balance between the costs of this provided product or service and its specifications. Usually, companies tend to reduce its fixed costs, practice continual control over the primary materials, work on reducing the wages rates, and achieve high productive levels (Diab,2014).

Based on the researcher's view, cost is the ability of an company to reduce its costs by creating maximum value to customers with the lowest possible price.

2.Quality:

Companies focus on the quality of services and products to achieve customer satisfaction and meet expectations through quality of product or service design, in addition to the quality of the service itself. Many companies work to achieve high quality for their services or products in order to remain and continuous working in the competition market. Uses quality as a tool for competition requires companies to consider the quality as the entrance to satisfy customers not just as a way to solve problems and reduce costs. Quality is a necessity for all companies' services, industrial, general or private as it forms a principal factor for the success of companies because of its role in exploiting resources and achieving a competitive position in the market (Diab, 2014).

According to Urbancova (2013) quality has a big importance either for companies or clients:

Global Competition: The different environmental changes affect the production method and the distribution and exchanging of products with a big scale in the international competitive market. The quality has a big significance to this because of the endeavor of all companies for its achievement for helping them in entering these international markets.

Company's Reputation: The Company gets fame and reputation through the quality of its products and services. This is shown through the relations that link the company to the suppliers in addition to the workers' experience and the trial of presenting products satisfying the needs and desires of clients. In case that these products were with low quality, the quality should be promoted to achieve the reputation that enables the company competing the similar companies in the same field.

Client's Protection: The application of quality in the companyal activities helps protecting client from the commercial fraud and enhances the confidence in the company. If the quality level was reduced, the demand for the company's product and service would be also reduced and vice versa.

Main Entrance to the Competitive Advantage: This would be through the endeavor of companies to determine quality from the perspective of the client expectation.

Based on the researcher's view, quality is the ability of an company to meet customers' expectation and achieve their satisfaction.

3.Flexibility:

Flexibility is the company's ability to provide a variety and different levels in the target market through its ability to keep up with the developments in technology and to provide products and services according to customer expectations. The ability of the companies

respond to the changes in the customer needs and wants quickly and efficiently. The low cost and the best quality are no more regarded as a competitive distinction after the increase of the change and variety of the clients' desires; however, the price and quality are two core issues in the products of many business companies. As a result, the flexibility has become the crucial competitive dimension represented in the ability of the company in adaption for providing specific products and services (Agha et al., 2012).

Based on the researcher's view, flexibility is the ability of an company to keep pace with technology development and respond to the changes in customer expectations and needs.

4.Innovation:

Innovations are new ideas that consist of new products and services, new use of existing products and services or new markets for existing products or new marketing methods. It is also known as a process that provides added value and a degree of novelty to the company, suppliers and customers, developing new procedures, solutions, products and services and new ways of marketing. The ability of an company to put forward an idea of a higher value can be a source of competitive advantage and represents the reason for which a customer may opt for one company to the disadvantage of another (Urbancova,2013).

According to Tidd & Bessant (2011) innovation contributes to achieving a competitive advantage in several aspects, the most important characteristics of innovations include:

1. A strong relationship between market performance and new products and services.
2. New products and services help maintain market shares and improve profitability.
3. Also by means of non-price factors: design, quality, individualization.

4. Innovation of processes that lead to providing time shortening and speed up new product and services development in comparison to competitors.

Based on the researcher's view, innovation is the process of translating an idea or invention into a service that creates value for customers.

2.3 Previous Studies:

An overview of previous studies:

Shaban (2011) study titled: **“The Intellectual Capital and its Role in Achieving Competitive Advantage”** The study aimed to clarify the role of Intellectual Capital in achieving a Competitive Advantage in Jawwal Telecommunication Company in Palestine. The data were obtained from 105 employees in administrative positions through questionnaire survey. The findings showed that there is a significant relationship between the intellectual capital and achieving competitive advantage. The study recommendation was the great need of top management to deal with intellectual capital as a major and strategic resource, keep and develop it because of its importance and role in the company success and achieve the competitive advantage.

Tan (2011) study titled: **“Impact of talent management practices towards companyal commitment”** the aim of this study was to examine the impact of talent management practices (attracting talent, selecting talent, engaging talent, developing talent and retaining talent) on companyal commitment. The results are generated using regression analysis to test the hypothesis .The data were obtained from 300 employees working in Malaysian

companies. The findings showed that talent management practices were positively related to companyal commitment and talent management practices (attracting talent, selecting talent, engaging talent, developing talent and retaining talent play an important role towards companyal commitment.

Kehinde(2012) study titled: **“Talent management effect on companyal performance”** the aim of this study was to examine the effect of talent management on companyal performance. The data were obtained from 16 senior managers in Nigeria. The findings showed that there is a positive impact of talent management on performance of the multinational and the national companies but the small and medium companies have not been gaining from this new technique within the Nigerian business environment. The study recommends that talent management should be used for all categories of staff within the companies that have special talent and that should separate between their talent management scheme and the total human recourses management style of the companies.

Ramadan (2012) study titled: **“The Influence of Talent Management on Sustainable Competitive Advantage of Small and Medium Sized Establishments”**. The study aimed to test the influence of talent management on competitive advantage. The study used the analytical and descriptive approach. The sample consisted of all manufacturing establishments in Wisconsin in US, totalling 492 establishments. The finding showed that talent management has a strong association with growth and maximize the competitive advantage.

Shrimali & Gidwani (2012) study titled: **“Role of Talent Management in Sustainable Competitive Advantage: Rising to Meet Business Challenge”**. The study aimed to

clarify the role of talent management as a key resource for competitive advantage. The study used the analytical approach. The results revealed that increasing competition for the skilled talents has a great effect on providing the company to achieve its goals.

Urbancova (2013) study titled: **“Competitive advantage achievement through innovation and knowledge ”** the aim of this study was to show the importance of innovation and knowledge in gaining a competitive advantage. The data were obtained through a questionnaire survey in 189 Czech Republic companies. The findings showed that knowledge and experience of employees encourage the success of innovations to gain a competitive advantage to survive in today’s highly competitive environment.

Fakhr El Din(2013) The study titled:" **The Effect of Talent Management on Companyal Success**" The study aimed to examine the effect of Talent Management on employee engagement, employee satisfaction, companyal growth and high performance in the Petroleum Sector in Egypt. The study used the analytical approach. The findings showed that there is a positive and significant relation between Talent Management and positive companyal outcomes (employee engagement, employee satisfaction, companyal growth and high performance) that contribute to companyal success.

Lyria (2013) study titled: **“Role of Talent Management on Company Performance in Companies Listed in Nabob Security Exchange in Kenya: Literature Review”**. The study aimed to provide a literature review related to the role of talent management on Company Performance to establish gaps for further studies on the topic and to clarify the role of Talent Management on Companyal performance in Companies Listed in Nabob

Security Exchange in Kenya. The study used the analytical approach. The findings showed that Talent Management has a very important role in improving company performance.

Diab (2014) study titled: **“Using the Competitive Dimensions to achieve Competitive Advantage”** the aim of this study was to know if the Jordanian private hospitals use the competitive advantage dimensions (cost, quality, flexibility, and delivery) to achieve competitive advantage, the data were obtained from 200 managers. The finding showed that the Jordanian private hospitals used all competitive dimensions (cost, quality, flexibility and delivery) to achieve competitive advantage.

Shafieian (2014) study titled: **“Defining talent management components”** the aim of this study was to know the importance of Talent development, retention and define the components of Talent management in the University of Chalooos in Iran to. The data were obtained from 198 employees in Chalooos University through questionnaire. The findings showed that Talent management components provide a way to reduce challenges and improve employee performance.

Al-Azzam (2015) study titled: **"Talent Management Strategies and its Role in Achieving Competitive Advantage: Case Study; Princesses Rahma Hospital for Pediatric in Jordan"** The study aimed to find out the effect of Talent Management strategies (attraction, development, retention and succession planning) on Competitive Advantage achievement. The study used the analytical and descriptive approach. The data were obtained from 164 staff at Princess Rahma Hospital for Pediatrics through questionnaire survey. The findings showed that there is a significant statistical effect of talent management strategies on achieving competitive advantage, development strategy of

Talent Management is the most influential in achieving competitive advantage at the hospital, followed by attraction strategy in second place in terms of importance and then retention strategy and finally succession planning strategy.

Jarrah & Doleh(2015) study titled: **“The Impact of Applying Talent Management Strategies in Enhancing the organizational Affiliation among Faculty Members in Jordanian Public Universities”** the aim of this study was to investigate the impact of applying talents management strategies to enhance companyal affiliation. The data were obtained from 300 members of Jordanian Universities. The finding showed that there were a medium level of applying talents management strategies and a medium level of companyal affiliation among the members of faculty in the Jordanian Universities, and there is a significant impact of talents management strategies on companyal affiliation.

Mohammed (2015) study titled: **“The Impact of Talent Management on Employee Engagement, Retention and Value Addition in achieving Companyal Performance”** The study aimed to present the association between talent management and employee engagement, retention, value addition and companyal performance in Poland. The study used the analytical approach. The findings showed that there is a positive impact of Talent Management on employee engagement, retention and value addition that will improve companyal performance.

Mathur (2015) study titled: **“Achieving Competitive Advantage through Employees”** The study aimed to identify employees as a source to achieve competitive advantage in the companies. The study used the analytical approach. The findings showed that attracting &

retaining right people in the right jobs with the right skills and attitude is the source to success in today's highly competitive business market and companyal success depends on employees behavior, perception and dedication. The recommended that Companies should pay much more importance to employee needs, welfare and a positive atmosphere to work.

Khurshid & Darzi (2016) study titled: “**Managing Talent for Competitive Advantage**”. The study aimed to identify the importance of using talent management and its impact on competitive advantage by retaining and developing the most valuable assets of an company. The study used the analytical approach. The result revealed that talent management has increased the competition for companies to maintain their great market share and improving its position in the competitive business market.

2.4 Expected Contributions of the Current Study as Compared with Previous Studies:

To clarify what distinguishes the current study from previous studies, some comparisons have been made, which are presented as follows:

1. **Talent Management and Competitive Advantage:** The current study expects to increase awareness about the role of Talent Management on attaining Competitive Advantage.
2. **Environment:** All previous studies have been mainly conducted in America, Czech Republic, Egypt, Iran, Kenya, Malaysia, Nigeria and Poland. In contrast, the current study was carried in Jordan.

3. **Industry:** this study is about a Telecommunications Companies Orange and Ummiah in Jordan.

4. **Purpose:** Most of the previous studies were conducted to measure either Talent Management or Competitive Advantage. Few studies were carried out to study both Talent Management and Competitive Advantage and the impact of Talent Management on attaining Competitive in Jordanian telecommunications companies.

5. **Methodology:** Most previous studies were based on case studies and used the analytical approach of different companies and industries. The current study used the analytical and descriptive approach.

6. **Comparison:** The researcher will compare the results of the current study with the results of previous studies mentioned earlier to highlight similarities and differences.

Chapter Three:

Study Methodology

3.1 Introduction

In this chapter the researcher describes methods and procedures used to achieve the objectives of the study. It includes a description of the study methodology, the study Population and its sample, the study tool and methods of verifying its validity and reliability, the study variables and the statistical treatments used in analyzing the study data in order to answer the study hypotheses, In the final section, the researcher discussed the statistical treatment that used in the analysis of the collected data.

3.2 Study Tool

This study deploys the quantitative methodology through investigating the related previous studies and by using questionnaires presented to the unit of analysis.

3.2.1 The questionnaire

The questionnaire was developed based on literature review and developed through panel of judge committee. The questionnaire was constructed by three sections which are:

1. The demographic part, which includes the following dimensions: age, gender, education, job position and experience.

2 .Independent variable (Talent Management) which includes four sub-variables (talent discovery, talent recruitment, talent development and talent retention) each was measured by 5 paragraphs.

3. Dependent variable (Attaining Competitive Advantage) includes four dimensions (cost, quality, flexibility and innovation) each was measured by 5 paragraphs.

3.3 Study Population

The population of this study is all managers working in Jordanian telecommunications companies, Zain telecommunications company refused to participate in this research due to the policies of the company's headquarters in Kuwait and their privacy issues, this leaves two Jordanian telecommunication companies (Orange and Umniah), which include (700) managers from the researcher's interviews.

3.4 Study Sample

The Sample of this study Consists of (169) managers (Sekaran and Bougie, 2013:268), were chosen randomly who are working at Jordanian telecommunication companies; the sample of this study is a simple random sample. The questionnaire was sent to a contact point within the Jordanian telecommunication companies (Orange and Umniah) who assigned by manager, and 187 questionnaires were handed in to the contact point and this number was determined according to companies permission. Only (175) responded to

the questionnaire. Out of the returned questionnaires, (6) responses were excluded due to missing values and multiple answers to questions. Accordingly, only (169) responses were valid for data analysis marking 90% of response rate. Table (3.1) shows describing the characteristics of the study sample

Table (3.1): Study respondents' characteristics

Variable	Categories	Frequency	Percent
Gender	Male	94	55%
	Female	75	45%
	Total	169	100.0
Age	less than 30	45	27%
	30- less than35	50	30%
	35- less than 40	55	33%
	40 - and More	19	10%
	Total	169	100.0
Educational Qualification	Diploma o	40	24%
	Bachelor's Degree.	70	41%
	Master's Degree.	50	30%
	PHD Degree.	9	5%
	Total	169	100.0
Job position	Manager	10	6%
	Assistant manager	45	26.5%
	Head section	44	25.5%
	Supervisor	70	42%
	Total	169	100.0
Experience	Less than 5 years.	50	30%
	5-10 years.	70	41%
	11-15 years.	40	24%
	More than 16 years.	9	5%
	Total	169	100.0

Table (3.1) shows that:

- For Gender variance, the highest category (Male) by frequency (94) percentage (55%), but the lowest category (Female) by frequency (75) percentage (45%).
- For Age variable, the highest category (35- less than 40) by frequency (55)percentage (33%), but the lowest category (40 - and More) by frequency (19) percentage (10%).
- For Educational Qualification variable, the highest category (Bachelor's Degree.) by frequency (70) percentage (41%), but the lowest category (PHD Degree.) by frequency (9) percentage (5%).
- for Job position variable, the highest category(supervisor) by frequency (70) percentage (42%), but the lowest category (Manager) by frequency (10) percentage (6%).
- For Experience variable, the highest category (5-10 years) by frequency (70) percentage (41%), but the lowest category (More than 16 years.) by frequency (9) percentage (5%).

3.5 Data Sources:

To achieve the current study, data were collected from two sources primary and secondary:

1-Secondary Data

The secondary data were collected from different sources such as books, journals, researches, dissertations, articles, thesis, working papers and the worldwide web. This way

facilitated building strong theoretical background to clarify the problem definition, testing and comparing study results with literature results.

2-Primary Data

The primary data were collected through questionnaire.

3.6 Validity and Reliability

Validity

The researcher distributed the study questionnaire on (12) professors of arbitrators specialized in Business management, and scientific research in Middle East University and other universities (Appendix1), in order to judge the entire questionnaire to escape the unclearness in the style of questions, difficulties in the language that was used, inappropriate response types for some questions, and to confirm that the questionnaire was well designed. to express their opinions on the degree of clarity of the clauses of the tool constructively, the degree of validity of each paragraph in measuring what was set for measurement, And the degree of accuracy and integrity of the language, as well as any changes to the wording, integration, deletion or addition of paragraphs of the instrument. In the light of the amendments and observations of the arbitrators, amendments and corrections were made to the language of some paragraphs.

Reliability

To ensure the study reliability, the study used test – re test method correlation coefficients between each paragraph and domain and between each domain and study tool were extracted. To test reliability, Cronbach's Alpha will be used.

Table (3.2): the result of reliability (Cronbach' Alpha) and Person correlation for Talent Management

No.	Variables	No of paragraphs	Cronbach's alpha	Person correlation
1	Talent Discovery	5	0.90	0.70
2	Talent Recruitment	5	0.76	0.73
3	Talent Development	5	0.75	0.78
4	Talent Retention	5	0.81	0.71

Table (3.2) shows that: The Cronbach' alpha value range between (0.75-0.90) and the correlation person value range between (0.70 -0.78) for independent variables.

Table (3.3): the result of reliability (Cronbach' Alpha) and Person correlation for Competitive Advantage

No.	Variables	No of paragraphs	Cronbach's alpha	Person correlation
1	Cost	5	0.85	0.71
2	Quality	5	0.81	0.70
3	Flexibility	5	0.89	0.73
4	Innovation	5	0.79	0.76

Table (3.3) shows that: The Cronbach' alpha value range between (0.79-0.89) and the correlation person value range between (0.70-0.76) for dependent variables.

3.7The normal distribution of the variables

(Kolmogorov– Smirnov Z) test was applied to dependent and independent variables to reveal normality. (Z) value for each variable less than the criteria value (1.96), this indicates to normality distribution for variable data, Table (3.4) shows that.

Table (3.4): the normal distribution of the variables of the study

No	Variables	Kolmogorov-Smirnov Z	Sig
1	Talent Discovery	1.542	0.541
2	Talent Recruitment	1.198	0.210
3	Talent Development	1.510	0.071
4	Talent Retention	1.231	0.109
5	Cost	1.541	0.089
6	Quality	1.421	0.073
7	Flexibility	1.253	0.119
8	Innovation	1.345	0.287

3.8 Study Statistical Techniques

The researcher used the suitable statistical process will be carried out on SPSS-v.21 program, the statistical tools employed include:

Percentage and Frequencies, Cronbach's Alpha reliability (α), Arithmetic Mean, Standard Deviation, Multiple Regression and Simple Regression analysis.

In addition, the researcher relied mainly on the descriptive analysis to get the means and the standard deviations for the study constructs along with their paragraphs. The paragraphs were measured using a Likert-type scale and the degree to which they correspond as follows:

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

Based on the aforementioned details, the means of the study's constructs were dealt with according to the following formula.

Interval Length = (Highest Value – Lowest Value) / Number of Levels

Interval Length = $(5-1) / 3 = 4/3 = 1.33$ and thus;

- **Low Level** = $1+1.33 = 2.33$ and Less

- **Medium Level** = $2.34+1.33 = 3.67$ so this level range is from 2.34 to 3.67

- **High Level** = 3.68 and above

Chapter four:

Data analysis and hypothesis testing

4.1. Introduction

This chapter presents the findings of the study which aims to know the impact of Talent management on attaining Competitive Advantage of Jordanian telecommunication companies (Orange and Umniah) and hypothesis testing.

4.2 Descriptive statistics Analysis

The researcher has calculated the means and the standard deviations for the study constructs along with the paragraphs based on the responses from the study's sample, as Follows:

1. Means and standard deviation for "**Talent discovery** " paragraphs and total means of them, table (4.1) shows that.

Table (4.1): Means and standard deviation for "Talent discovery" paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company conducts regular forecasting studies to determine its needs of talents.	4.09	0.94	1	High
2	The company identifies the existing human competencies.	3.92	0.91	3	High
3	The company identifies its future	3.11	0.92	4	Medium

	business needs in term of knowledge.				
4	The company conducts gap analysis to identify its needs of talents.	3.93	1.01	2	High
5	The company uses qualitative forecasting methods.	3.01	1.05	5	Medium
Mean of the means		3.61	0.81	-	Medium

Table (4.1) shows that the means of Talent discovery range paragraphs from 4.09 to 3.01, which means that there is a semi agreement among respondents on high to medium importance of these paragraphs. The mean of the means of Talent discovery is 3.61, which means that there is an agreement on medium importance of Talent discovery.

2. Means and standard deviation for " **Talent recruitment** " paragraph and total means of them, table (4.2) shows that.

Table (4.2): Means and standard deviation for " Talent recruitment ', paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company has a specific staff for attraction.	3.10	0.88	2	Medium
2	The company actively searches for talents from external sources.	3.80	0.90	1	High
3	Before a vacancy is announced, effort is made to tap from the internal talent pool.	3.00	0.86	3	Medium
4	The company has a clear plan to attract talented employees.	2.89	0.91	4	Medium
5	The company relies on modern methods to search for talents.	2.83	0.93	5	Medium

Mean of the means	3.12	0.81	-	Medium
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Table (4.2) shows that the means of Talent recruitment range paragraphs from 3.80 to 2.83, which means that there is a semi agreement among respondents on high to medium importance of these paragraphs. The mean of the means of Talent recruitment is 3.12, which means that there is an agreement on medium importance of Talent recruitment.

3. Means and standard deviation for " **Talent development:**" paragraphs and total means of them, table (4.3) shows that.

Table (4.3): Means and standard deviation for " Talent development:" paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company evaluates talented employees' performance constantly.	3.78	0.91	3	High
2	The company has effective training programs to develop its talented employees.	3.72	0.93	5	High
3	The company tries to improve talented employee's knowledge through seminars.	3.88	0.93	2	High
4	The company creates a positive environment that improves knowledge sharing.	3.78	0.95	3	High
5	Cross functional training is provided in the company such as job rotation.	3.93	1.00	1	High
Mean of the means		3.82	1.05	-	High

Table (4.3) shows that the means of Talent development range paragraphs from 3.93 to 3.72, which means that there is a semi agreement among respondents on high importance of these paragraphs. The total mean of Talent development is 3.82, which means that there is an agreement on a high importance of Talent development.

4. Means and standard deviation for "Talent retention" paragraphs and total means of them, table (4.4) shows that.

Table (4.4): Means and standard deviation for " Talent retention:" paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company offers salaries and incentives that are suitable to employees' competencies.	3.04	0.73	4	Medium
2	The company respects its employees.	3.01	0.70	5	Medium
3	The company treats its employees as partners rather than workers.	3.92	1.06	3	High
4	The company rewards distinguished employees.	3.96	0.76	1	High
5	The company has policies that encourage career growth and developmental opportunities.	3.94	0.91	2	High
Mean of the means		3.57	0.80	-	Medium

Table (4.4) shows that the means of Talent retention range paragraphs from 3.96 to 3.01, which mean that there is semi agreement among respondents on high to medium importance of these paragraphs. The mean of the means of Talent retention is 3.57, which means that there is an agreement on medium importance of Talent retention.

5. Means and standard deviation for "Cost" paragraphs and total means of them, table (4.5) shows that.

Table (4.5): Means and standard deviation for "Cost" paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company searches for ways to provide service at lower cost.	3.72	0.98	1	High
2	The company provides lower costs services than competitors.	2.76	0.91	4	Medium
3	The company optimally uses its available resources without waste.	2.75	0.93	5	Medium
4	The company offers discounts for customers.	3.10	1.01	3	Medium
5	The company is able to reduce its operational costs.	3.20	0.97	2	Medium
Mean of the means		3.11	0.29	-	Medium

Table (4.5) shows that the means of Cost range paragraphs from 3.72 to 2.75, which mean that there is semi agreement among respondents on high to medium importance of these paragraphs. The mean of the means of Cost is 3.11, which means that there is an agreement on medium importance of cost .

6. Means and standard deviation for " Quality" paragraphs and total means of them, table (4.6) .

Table (4.6): Means and standard deviation for "Quality" paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company constantly improves its customer services.	4.10	1.10	1	High

2	The company provides unique services.	4.09	0.94	2	High
3	The company has diverse services to fit all.	3.57	1.08	5	Medium
4	The company creates services that meet customers' needs and exceed their expectations.	4.08	1.13	3	High
5	The company is willing to help customers.	3.70	1.11	4	High
Mean of the means		3.91	0.54	-	High

Table (4.6) shows that the means of quality range paragraphs from 4.10 to 3.57, which means that there is a semi-agreement among respondents on Medium to high importance of these paragraphs. The mean of the means of quality is 3.91, which means that there is an agreement on high importance of quality.

7. Means and standard deviation for " **Flexibility** " paragraph and total means of them, table (4.7) shows that.

Table (4.7): Means and standard deviation for " Flexibility " paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company has high skilled employees make them able to perform more than one function.	4.15	0.94	1	High
2	The company responds quickly to customers' needs and wants.	4.01	0.99	4	High
3	The company reacts quickly to competitor's actions.	4.06	1.02	3	High
4	The company detects the changes in marketplace.	3.52	1.12	5	Medium

5	The company creates useful customers feedback surveys.	4.12	0.91	2	High
Mean of the means		3.97	0.36	-	High

Table (4.7) shows that the means of flexibility range paragraphs from 4.15 to 3.52, which mean that there is semi agreement among respondents on Medium to high importance of these paragraphs. The mean of the means of flexibility is 3.97, which means that there is an agreement on high importance of flexibility.

7. Means and standard deviation for " **Innovation**" paragraph and total means of them, table (4.8) shows that.

Table (4.8): Means and standard deviation for "Innovation" paragraphs and total means of them (n= 169)

No	Paragraphs	Mean	Standard. Deviation	Rank	Agreement Degree
1	The company encourages employees to develop new ideas and discover new ways for doing things and solving problems.	4.12	1.13	1	High
2	The corporate culture encourages creativity.	3.90	1.11	3	High
3	The company is quick to introduce new services.	3.96	0.54	2	High
4	The company outperforms its competitors through developing new services.	3.11	1.10	4	Medium
5	Few good ideas for new services come from external sources.	3.06	0.94	5	Medium
Mean of the means		3.63	1.08	-	Medium

Table (4.8) shows that the means of innovation range paragraphs from 4.12 to 3.06, which means that there is a semi agreement among respondents on high to medium importance of these paragraphs. The total mean of innovation is 3.63, which means that there is an agreement on medium importance of innovation.

4.3 Hypothesis testing

Before applying regression analysis to test the hypotheses of the study, the researcher conducted some tests to ensure that the data fit the regression analysis assumptions as follows:

Table (4.9): Multi-Collinearity Test for Main Hypothesis

Variables	VIF	Tolerance
Talent Discover	1.629	0.796
Talent Recruitment	1.298	0.735
Talent Development	1.726	0.778
Talent Retention	1.962	0.629

Table (4.9) result shows that the Variance Inflation Factory (VIF) values are less than 10 and the tolerance values are more than 0.05, this indicates that there is no multi-collinearity within variables of the study.

The main hypothesis: There is no significant impact of Talent Management on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

To test this hypothesis and to detect the impact of Talent Management on Attaining Competitive Advantage in the study sample companies, the (Multiple Regression) analysis was used; table (4.10) shows that.

Table (4.10): result of the (Multiple Regression) analysis of the impact of Talent Management on Attaining Competitive Advantage in the study sample companies (n= 169)

Independent variable	"T" value	"T" sig	Beta	R	R ²	Adjusted R ²	"F" value	"F" sig
Talent Discovery	29.651	0.00	0.274	0.871	0.758	0.755	310.05	0.00
Talent Recruitment	50.341	0.00	0.429					
Talent Development	33.546	0.00	0.275					
Talent Retention	49.54	0.00	0.431					

* **Dependent variable:** Competitive Advantage

Table (4.10) shows that a statistically a significant effect at a significant level ($\alpha \leq 0.05$) Of the Talent Management on Attaining Competitive Advantage in the study sample companies, where "f" value reached (310.05) by statistically significant (0.00). (R) value reached (0.871), (R²) value reached (0.758); which means that the value of 76.8% of changes in Competitive Advantage, from changes in the talent Management processes at all variable.

So the main hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

There is a significant impact of Talent Management on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

The first sub hypothesis: There is no significant impact of Talent Discovery on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

To test this hypothesis and to detect the impact of Talent Discovery on Attaining Competitive Advantage in the study sample companies, the (Simple Linear Regression) analysis was used; table (4.11) shows that.

Table (4.11): result of the (Simple Linear Regression) impact of Talent Discovery on Attaining Competitive Advantage in the study sample companies s (n= 169)

Independent variable	R	R²	Adjusted R²	"F" value	"F" sig
Talent Discovery	0.651	0.423	0.416	201.61	0.00

* **Dependent variable:** Competitive Advantage

Table (4.11) shows that a statistically a significant effect at a significant level ($\alpha \leq 0.05$) of impact of Talent Discovery on Attaining Competitive Advantage in the study sample companies where "f" value reached (201.61) by statistically significant (0.00). (R) value reached (0.651), (R²) value reached (0.423); which means that the value of 29.5% of changes in Competitive Advantage, from changes in talent Discovery practices.

So the first sub hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

There is a significant impact of Talent Discovery on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

The second sub hypothesis: There is no significant impact of Talent Recruitment on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

To test this hypothesis, and to detect the impact of Talent Recruitment on Attaining Competitive Advantage in the study sample companies, the (Simple Linear Regression) analysis was used; table (4.12) shows that.

Table (4.12): result of the (Linear Regression) analysis of impact of Talent Recruitment on Attaining Competitive Advantage in the study sample companies (n= 169)

Independent variable	R	R ²	Adjusted R ²	"F" value	"F" sig
Talent Recruitment	0.317	0.100	0.089	60.67	0.00

* **Dependent variable:** Attaining Competitive Advantage

Table (4.12) shows that a statistically a significant effect at a significant level ($\alpha \leq 0.05$) Of Talent Recruitment on Attaining Competitive Advantage in the study sample companies. where "f" value reached (60.67) by statistically significant (0.00). (R) value reached (0.317), (R²) value reached (0.100); which means that the value of 19.6% of changes in Competitive Advantage, from changes in talent Recruitment practices.

So the second sub hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

There is a significant impact of Talent Recruitment on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

The third sub hypothesis: There is no significant impact of Talent Development on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

To test this hypothesis, and to detect the impact of (Talent Development on Attaining Competitive Advantage in the study sample companies, at ($\alpha \leq 0.05$), the (Simple Linear Regression) analysis was used; table (4.13) shows that.

Table (4.13): result of the (Linear Regression) analysis of the impact of Talent Development on Attaining Competitive Advantage in the study sample companies (n= 169)

Independent variable	R	R ²	Adjusted R ²	"F" value	"F" sig
Talent Development	0.651	0.424	0.417	298.51	0.00

* **Dependent variable:** Attaining Competitive Advantage.

Table (4.13) shows that a statistically a significant effect at a significant level ($\alpha \leq 0.05$) Of Talent Development on Attaining Competitive Advantage in the study sample companies, where "f" value reached (298.51) by statistically significant (0.00). (R) value reached (0.651), (R²) value reached (0.424); which means that the value of 39% of changes in Competitive Advantage, from changes in talent Development practices.

So the third sub hypothesis was rejecting and accepts the alternative hypothesis to read as follows:

There is a significant impact of Talent Development on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

The fourth sub hypothesis: There is no significant impact of Talent Retention on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).

To test this hypothesis, and to detect the impact of Talent Retention on Attaining Competitive Advantage in the study sample companies, the (Simple Linear Regression) analysis was used; table (4.14) shows that.

Table (4.14): result of the (Linear Regression) analysis of t the impact of Talent Retention on Attaining Competitive Advantage in the study sample companies (n= 169)

Independent variable	R	R ²	Adjusted R ²	"F" value	"F" sig
Talent Retention	0.414	0.171	0.161	95.61	0.00

* **Dependent variable:** Attaining Competitive Advantage

Table (4.14) shows that a statistically significant effect at a significant level ($\alpha \leq 0.05$) of Talent Retention on Attaining Competitive Advantage in the study sample companies where "f" value reached (95.61) by statistically significant (0.00). (R) value reached (0.414), (R^2) value reached (0.171); which means that the value of 17% of changes in Competitive Advantage, from changes in talent Retention practices.

So the fourth sub hypothesis was rejecting and accepts the alternative hypothesis to read as follows: **There is a significant impact of Talent Retention on Attaining Competitive Advantage in the study sample companies at ($\alpha \leq 0.05$).**

Chapter Five:

Results discussion, Conclusion and Recommendations

5.1 Results Discussion:

The result of the current study shows that there is a high level of Talent Management and a high level of Competitive Advantage of the Jordanian telecommunications Companies (Orange, Umniah).

The result also shows that Talent Management has an impact on Attaining Competitive Advantage of the Jordanian telecommunications Companies (Orange, Umniah), Talent development has rated the highest, followed by talent discovery, then talent recruitment and finally talent retention .

Talent Management deals with talented people which are one of the assets that the company seeks to own, maintain and be considered implicit. It is a non-material competitive advantage that is difficult to imitate from other companies. talented people possess this tacit knowledge and valuable expertise that the company tries to uphold and maintain as intangible assets and a unique competitive advantage, It also attracts the most talented people ,those who can achieve the company's strategy, possess the appropriate competencies and capacities to be most suited to the current and future employment needs Talent Management has become one of the key features of corporate capacity building for continuous competitive advantage. Therefore, the Company must invest in talented people

that can be attracted, recruited, retained and developed. The results agree with Tan (2011); Kehinde(2012); Ramadan (2012) Which showed that Talent Management has a strong association with growing and maximizing the competitive advantage; Shrimali&Gidwani (2012) which revealed that increasing competition for the skilled talents has a great effect on providing the company to achieve its goals; Urbancova (2013) showed that knowledge and experience of employees encourage innovations to gain a competitive advantage to survive and success in today's highly competitive environment; Fakhr El Din (2013) there is a positive and significant relation between Talent Management and positive company outcomes such as employee engagement, employee satisfaction, company growth and high performance which contribute to corporate success; Lyria (2013) showed that Talent Management has a very important role in improving company performance; Diab (2014) showed that the Jordanian private hospitals used all competitive dimensions (cost, quality, flexibility and delivery) to achieve competitive advantage; Al-Azzam (2015) showed that there is a significant statistical effect of talent management strategies on achieving competitive advantage, development strategy of Talent Management is the most influential in achieving competitive advantage at the hospital, followed by attraction strategy in second place in terms of importance and then retention strategy and finally succession planning strategy; Mohammed(2015) showed that there is a positive impact of Talent Management on employee engagement, retention and value addition that will improve company performance; Khurshid & Darzi (2016) The result revealed that talent management has increased the competition for companies to maintain their great market share and improving its position in the competitive business market.

5.2 Conclusions

-There is significant impact of Talent Management on Attaining Competitive Advantage in the Jordanian telecommunications companies Orange and Umniah at ($\alpha \leq 0.05$). When company has talented employees with high skills, knowledge and abilities it will help the company to differentiate and improve performance to success, compete and attain a competitive advantage.

-Talent development has rated the highest, it's very important to have talented employees with high skills, knowledge and abilities but the most important process is to keep their talent and improve it by creating a knowledge sharing environment and by carrying out effective training programs.

-Talent discovery, it's very important to evaluate employees to know their strengths and weaknesses to discover the current talents and the future needs of talents to success in the business market.

-Talent recruitment to attract and select talents needs internally or externally, this process needs high costs especially external recruiting.

-Talent retention, because of the high competition between the Jordanian telecommunication companies it's very difficult to keep talented employees at the company and reduce their turn over.

5.3 Recommendations:

In the light of the current study results, some suggestions and recommendations can be showed as follows:

1. The current study recommends companies to pay attention for talented employees and to invest in talent and intellectual capital which is one of the most important companies' assets.
2. To support the training and development efforts of talented employees to provide and enhance them with new skills, knowledge and experience.
3. To constantly evaluate employees to discover current talents and determine talent gap and future needs of talents.
4. The companies should offer salaries and incentives that are suitable to employees' competencies to retain talented employees, keep them and reduce their turn over.
5. The current study recommends companies to appoint managers from PHD degree holders.
6. Companies should attract and select talents internally recruitment, from the already existing employees before attracting and selecting new talents.

Recommendations for Academic and future Research:

The researcher suggested some future studies as follows:

7. Carry out a study to examine the relation between talent management strategies and the quality of service provided to customers.
8. Carry out a study to examine the impact of talent management strategies on the market share.

9. Carry out more studies in the Arab environment on the concept of talent management and how to apply and maintain the strategies of retention.

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Appendices:

Appendix (1): Panel of Referees Committee

No.	Name	University
1.	Prof.Dr. Abdul jabbar Albaiati	Middle East University
2.	Prof.Dr. Hasan Al-Zu'bi	Applied Science University
3.	Associate Prof. Dr. Samer Dahiyat	Jordan University
4.	Associate Prof. Dr. Ahmad Ali Salih	Middle East University
5.	Associate Prof. Dr. Asmahan Altaher	Middle East University
6.	Associate Prof. Dr. Hebah Nasereddin	Middle East University
7.	Associate Prof. Dr. Mohammad Almaaitah	Middle East University
8.	Associate Prof. Dr. Azzam Abu Maghli	Applied Science University
9.	Associate Prof. Dr. Issam Dabagh	Al Ahliyya Amman University
10.	Associate Prof. Dr. Asaad Al-Ali	Al Ahliyya Amman University
11.	Assistant Prof. Dr. Sameer Aljabaly	Middle East University
12.	Assistant Prof. Dr. Tasneem Al-Falah	Applied Science University

Appendix (2): Questionnaire



Dear Participant,

This study intends to measure "**The Impact of Talent Management on Attaining Competitive Advantage**".

Please take your time to complete this questionnaire by answering all items appropriately depending on your experience. The information collected will be dealt with confidentially for scientific purpose only.

Please provide complete responses to all questionnaire items of this academic research.

Gratefully thank you for your contribution to this research.

Demographic Data

Please indicate to the answer by placing the sign (✓) in the opposite box to the left.

Gender

- Male female

Age

- less than 30 30- less than35
 35- less than 40 40 - and More

Years of experience

- less than 5 years 5- 10 years 1- 15 years
 16- and more

Qualification

- Diploma Bachelor Master Doctorate

Job position

- Manager Assistant manager
 Head section Supervisor

NO.	Paragraphs of the questionnaire	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	The company conducts regular forecasting studies to determine its needs of talents.	1	2	3	4	5
2.	The company identifies the existing human competencies.	1	2	3	4	5
3.	The company identifies its future business needs in term of knowledge.	1	2	3	4	5
4.	The company conducts gap analysis to identify its needs of talents.	1	2	3	4	5
5.	The company uses qualitative forecasting methods.	1	2	3	4	5
6.	The company has a specific staff for attraction.	1	2	3	4	5
7.	The company actively searches for talents from external sources.	1	2	3	4	5
8.	Before a vacancy is announced, effort is made to tap from the internal talent pool.	1	2	3	4	5
9.	The company has a clear plan to attract talented employees.	1	2	3	4	5
10.	The company relies on modern methods to search for talents.	1	2	3	4	5
11.	The company evaluates talented employees' performance constantly.	1	2	3	4	5
12.	The company has effective training programs to develop its talented employees.	1	2	3	4	5

13.	The company tries to improve talented employee's knowledge and experience through seminars.	1	2	3	4	5
14.	The company creates a positive environment that improves knowledge sharing.	1	2	3	4	5
15.	Cross functional training is provided in the company such as job rotation.	1	2	3	4	5
16.	The company offers salaries and incentives that are suitable to employees' competencies.	1	2	3	4	5
17.	The company respects its employees.	1	2	3	4	5
18.	The company treats its employees as partners rather than workers.	1	2	3	4	5
19.	The company rewards distinguished employees.	1	2	3	4	5
20.	The company has policies that encourage career growth and developmental opportunities.	1	2	3	4	5

21.	The company searches for ways to provide service at lower cost.	1	2	3	4	5
22.	The company provides lower costs services than competitors.	1	2	3	4	5
23.	The company optimally uses its available resources without waste.	1	2	3	4	5
24.	The company offers discounts for customers.	1	2	3	4	5
25.	The company is able to reduce its operational costs.	1	2	3	4	5
26.	The company constantly improves its customer services.	1	2	3	4	5
27.	The company provides unique services.	1	2	3	4	5
28.	The company has unique and diverse services to fit all.	1	2	3	4	5
29.	The company creates services that meet customers' needs and exceed their expectations.	1	2	3	4	5
30.	The company is willing to help customers.	1	2	3	4	5
31.	The company has high skilled employees make them able to perform more than one function.	1	2	3	4	5
32.	The company responds quickly to customers' needs and wants.	1	2	3	4	5
33.	The company reacts quickly to competitor's actions.	1	2	3	4	5
34.	The company detects the changes in marketplace.	1	2	3	4	5
35.	The company creates useful customers feedback surveys.	1	2	3	4	5
36.	The company encourages employees to develop new ideas and discover new ways for doing things and solving problems.	1	2	3	4	5

37.	The corporate culture encourages creativity.	1	2	3	4	5
38.	The company is quick to introduce new services.	1	2	3	4	5
39.	The company outperforms its competitors through developing new services.	1	2	3	4	5
40.	Few good ideas for new services come from external sources.	1	2	3	4	5

Appendix(3) Arabic questionnaire



استبانة لأغراض البحث العلمي

عزيزى المشارك:

تحية طيبة وبعد،،،

تهدف هذه الدراسة إلى قياس "أثر ادارة المواهب في تحقيق الميزة التنافسية".

الرجاء التكرم بالإجابة على جميع الأسئلة الواردة في هذه الاستبانة بما ترونه مناسباً من خلال الخبرة التي تتمتعون بها. وإننا نعدكم بأننا سوف نستخدم هذه البيانات لأغراض البحث العلمي فقط وسنحافظ على سريتها.

ارجو أن أدركم بأهمية إجابتم على جميع فقرات الاستبانة لخدمة البحث.

مع خالص الشكر والامتنان لما بذلتموه من جهد في سبيل إنجاز هذا البحث.

1- النوع الاجتماعي:

ذكر أنثى

2- العمر

أقل من 30 سنة 30- أقل من 35 سنة 35- أقل من 40 سنة 40 وأكثر

3- المؤهل العلمي

دبلوم بكالوريوس ماجستير دكتوراه

4- الخبرة

أقل من 5 سنوات 5- 10 سنوات 11 - 15 سنة 16 سنة وأكثر

5- طبيعة العمل

مدير عام نائب مدير عام مدير ادارة رئيس قسم

موافق بشدة	موافق	محايد	غير موافق	غير موافق بشدة	الفقرات
5	4	3	2	1	1. تجري المنظمة تنبؤات منتظمة لتحديد احتياجاتها من المواهب.
5	4	3	2	1	2. تعرف المنظمة الكفاءات البشرية الحالية.
5	4	3	2	1	3. تعرف المنظمة احتياجاتها المستقبلية من المعرفة.
5	4	3	2	1	4. تقوم المنظمة بتحليل الفجوة لمعرفة حاجتها للمواهب.
5	4	3	2	1	5. تستخدم الشركة أساليب نوعية للتنبؤ.
5	4	3	2	1	6. تمتلك الشركة كادر جذب متخصص.
5	4	3	2	1	7. تبحث الشركة عن المواهب من مصادر خارجية.
5	4	3	2	1	8. تبحث الشركة عن المواهب من داخل المنظمة قبل اللجوء الى المصادر الخارجية.
5	4	3	2	1	9. تمتلك الشركة خطة واضحة لجذب المواهب.
5	4	3	2	1	10. تعتمد الشركة أساليب حديثة للبحث عن الموهوبين.
5	4	3	2	1	11. تقييم المنظمة أداء العاملين بشكل مستمر.

5	4	3	2	1	تمتلك المنظمة برامج تدريب فعالة لتطوير الموهوبين .	12.
5	4	3	2	1	تسعى المنظمة لتحسين معرفة وخبرة الموهبين من خلال المؤتمرات.	13.
5	4	3	2	1	تخلق المنظمة بيئة ايجابية تشجع على تبادل المعرفة.	14.
5	4	3	2	1	توفر المنظمة التناوب الوظيفي .	15.

5	4	3	2	1	تقدم المنظمة رواتب وحوافز تتلائم مع كفاءات العاملين.	16.
5	4	3	2	1	تتحترم المنظمة موظفيها.	17.
5	4	3	2	1	تعتبر المنظمة الموظفين شركاء لا إجراء.	18.
5	4	3	2	1	تكافأ المنظمة الموظف المتميز .	19.
5	4	3	2	1	تشجع سياسات المنظمة النمو الوظيفي وفرص التطوير .	20.
5	4	3	2	1	تبحث المنظمة عن طرق لتقديم خدماتها بتكلفة أقل.	21.
5	4	3	2	1	تقدم المنظمات خدمات بتكلفة أقل من الشركات المنافسة.	22.
5	4	3	2	1	تستغل المنظمة مواردها الاستغلال الأمثل.	23.
5	4	3	2	1	تقدم المنظمة خصومات لعملائها.	24.
5	4	3	2	1	لدى المنظمة القدرة على تخفيض تكاليفها التشغيلية.	25.
5	4	3	2	1	تعمل المنظمة على تحسين خدمة العملاء باستمرار .	26.
5	4	3	2	1	تقدم المنظمة خدمات فريدة.	27.

5	4	3	2	1	28. لدى المنظمة خدمات متنوعة لتلائم جميع العملاء.
5	4	3	2	1	29. تقدم المنظمة خدمات تتلائم مع حاجات العملاء وتتخطى توقعاتهم.
5	4	3	2	1	30. المنظمة على استعداد دائم لمساعدة العملاء .
5	4	3	2	1	31. يمتلك العاملون في المنظمة مهارات متعددة تجعلهم قادرين على أداء أكثر من وظيفة واحدة.
5	4	3	2	1	32. تستجيب المنظمة سريعاً لحاجات ورغبات العملاء.
5	4	3	2	1	33. تتفاعل المنظمة سريعاً لأفعال المنافسين.
5	4	3	2	1	34. تراقب المنظمة التغيرات في سوق العمل.
5	4	3	2	1	35. تقدم المنظمة استطلاع آراء العملاء .
5	4	3	2	1	36. تشجع المنظمة عامليها على تطوير واكتشاف طرق لانجاز المهام وحل المشكلات.
5	4	3	2	1	37. تشجع ثقافة المنظمة الابداع.
5	4	3	2	1	38. تعتبر المنظمة سريعة في تقديم الخدمات الجديدة للعملاء.
5	4	3	2	1	39. تتفوق المنظمة على منافساتها في تطوير خدمات جديدة.
5	4	3	2	1	40. القليل من الأفكار الجديدة والابتكارات تأتي من مصادر خارجية .