

The Effective Role of Talent Management Strategies in Organisational Performance Through Knowledge Sharing

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ABSTRACT

This research article explores the effectiveness of talent management strategies employed by manufacturing companies in Erbil, Kurdistan in improving organisational performance. Based on the analysis of 415 human resources managers, employees, finance managers, and managing directors, a multi-stakeholder perspective was taken. Face-to-face interviews with 3 industry experts and consultants were also conducted. A skills gap, rapid technological advancements and evolving industry demands were identified as major obstacles to manufacturing companies' effective talent acquisition, development and retention strategies. The findings highlight that talent acquisition plays a crucial role in driving organizational performance, as well as knowledge creation and collaboration. It was revealed that providing individuals with opportunities to enhance their skills and expand their knowledge leads to a myriad of positive outcomes that directly impact their collective intelligence, new knowledge creation and the group's collaborative potential. The resultant positive effects of such outcomes on driving organizational performance and

promoting sustainable growth were supported. According to the findings, knowledge sharing and collaboration's limited mediating effects on talent management strategies and organizational performance mirror the ineffectiveness of companies' knowledge management practices. The study expands knowledge and understanding of talent management practices, challenges, and opportunities specific to this region, and offers insights into the multi-stakeholder perspective. Furthermore, the findings can inform policymakers and industry associations in developing policies and guidelines to support talent management practices in Kurdistan's manufacturing sector. As a theoretical proposition, the findings are consistent with the knowledge-based view theory, which emphasizes the importance of knowledge assets and capabilities in achieving sustainable competitive advantage.

1. Introduction

Talent management in manufacturing companies is an essential aspect of human resource management that focuses on attracting, developing, and retaining skilled employees to drive organizational success. With manufacturing companies relying heavily on their workforce to operate machinery, optimize production processes, and deliver high-quality products, the importance of talent management in this context is highly significant. As such, effective talent management practices are critical for ensuring a skilled and motivated workforce that can meet the demands of the industry. Alhajjar et al. (2018) defined talent management as a process to develop and advance the careers of talented people in an organization using formal procedures, resources, and policies for the future of the organization. In the context of manufacturing companies, talent management encompasses various activities and strategies that aim to identify, develop, and retain top talent. Drawing from Abdollahbeigi, Salehi and Jayashree (2017) recruitment and selection processes that target individuals with the right skills and competencies needed in the manufacturing sector are also included. Once recruited, talent development initiatives such as training programs, skill enhancement workshops, and career progression

opportunities are provided to nurture the potential of employees and align their skills with organizational needs. Meanwhile, retention of talent is equally important in manufacturing companies. The sector often faces challenges in retaining skilled employees due to factors such as competition, changing job preferences, and global market dynamics. Effective talent management strategies in manufacturing companies focus on creating an attractive work environment, providing competitive compensation and benefits, and offering opportunities for growth and advancement (Cui, Khan & Tarba, 2018; Hejase et al., 2016). Employee engagement initiatives and recognition programs are also utilized to enhance job satisfaction and loyalty.

This matter gains huge credence when analysed in the context of Kurdistan's manufacturing companies. As related studies are concentrated on findings inferred from countries like China (Cui, Khan & Tarba, 2018), India (Yadav & Sagar, 2015) and Malaysia (Kaliannan, Abraham & Ponnusamy, 2016), studying Kurdistan's manufacturing companies has been a long-standing inquiry. Besides, attempts to devise specific strategies tailored made to the context of Kurdistan's manufacturing companies have proved to be a complex task. This is because ideas in this regard are still in their infancy stages as various talent management strategies are deemed to be industry and country-specific. To reinforce this notion, talent management strategies have been specifically linked to Small to Medium Enterprises (SMEs), (Cui, Khan & Tarba, 2018; Kaliannan, Abraham & Ponnusamy, 2016) and emerging markets (Ahammad et al., 2018). Thus, in contribution to existing studies, this current study will assess the current talent management strategies implemented in manufacturing companies in Erbil, Kurdistan. Additionally, the study also identifies the challenges and opportunities faced by these organizations in talent acquisition, development, and retention. This will be accomplished by exploring the perspectives of multiple stakeholders, including employees, managers, and HR professionals, regarding talent management strategies. Amid such attempts, the aim is to investigate the effectiveness of talent management strategies and identify areas for improvement to enhance the talent management practices within these organizations. Therefore, the research questions guiding the study are:

1. What are the talent management strategies currently employed by manufacturing companies in Erbil, Kurdistan?
2. What are the main challenges faced by these organizations in attracting, developing, and retaining talented employees?
3. How do different stakeholders perceive the effectiveness of talent acquisition, talent development, and talent retention strategies in manufacturing companies in improving organisational performance?

The study holds significance by providing valuable insights and recommendations for manufacturing companies in Erbil, Kurdistan, enabling them to develop more effective talent management strategies. This can contribute to better talent acquisition, development, and retention practices, leading to enhanced organizational performance and competitiveness. Academically, the study expands knowledge and understanding of talent management practices, challenges, and opportunities specific to this region, and offers insights into the multi-stakeholder perspective. Furthermore, the study's findings can inform policymakers and industry associations in developing policies and guidelines to support talent management practices in the manufacturing sector in Erbil, Kurdistan. This can help create an enabling environment for talent development and contribute to the region's economic growth and development. By examining talent management practices and their impact on employees, the study can shed light on how organizations can create a conducive environment for employee growth, development, and job satisfaction. The article contributes by offering practical implications and recommendations for talent management strategies based on the RBV theory.

2. literature review

2.1 Examination of theoretical perspectives in talent management

In the context of talent management in manufacturing companies in Erbil, Kurdistan, several theories can be applied to provide theoretical frameworks and insights. One relevant theory is the Resource-Based View (RBV) theory. According to Osakwe et al. (2022), the RBV theory suggests that a firm's sustainable competitive advantage and

superior performance stem from its unique resources and capabilities. As it pertains to talent management, RBV emphasizes that human resources are valuable and rare resources that can contribute to a firm's competitive advantage. In this regard, the application of RBV theory allows for a deeper understanding of how manufacturing companies in Erbil, Kurdistan can take advantage of their talent management practices to gain an advantage over their competitors. To enhance organizational performance, the RBV focuses on the strategic management of talent as a valuable resource.

2.2 Review of relevant literature on talent management strategies

Studies on talent management strategies, especially those concerning their effectiveness have always been the subject of debate in human resources management. Such attempts are well documented in prior examinations. For instance, to demonstrate their effectiveness, Bethke-Langenegger, Mahler and Staffelbach (2011) uncovered that retention and development talent management strategies have a statistically significant positive impact on job satisfaction, motivation, commitment and trust in leaders. However, given that the effects are reflected in human resource outcomes, attempts to assess their ultimate effects on organisational performance are still insatiable. Besides, the effective deployment of talent management strategies, especially in the contemporary business situation to aid companies in achieving sound performance levels is long-wanting. By mentioning COVID-19's challenges, one can underscore the importance of tapping into such avenues to boost organisational performance.

2.3 Hypotheses development

2.3.1 Talent acquisition, organizational performance and knowledge creation and collaboration

Commencing with talent acquisition, Nicholas (2021) relates talent acquisition to the tactics and approaches used by organisations to attract, invite, and recruit new talent to grow their value proposition. Recruitment enables firms to make hiring decisions and choose the most suitable candidates based on job requirements. Medical and

background checks, interviews and tests are part of the selection process. Shaikh (2021) says such recruitment and selection methods are used to assess candidates' employment behaviour, attitude and performance based on talent attraction. Hence, when effectively done, their resultant effects on knowledge sharing and collaboration as well as organisational performance are expected to be highly positive and significant. This is congruent to the RBV's emphasis denoting that human resources are valuable and rare resources that can contribute to a firm's competitive advantage (Osakwe et al., 2022).

By default nature, both talent management strategies (talent acquisition, talent development, talent retention) serve to enhance knowledge creation and sharing (Wibawa, Hamidah & Wibowo, 2022) and organizational performance (Alruwaili, 2018; Nicholas, 2021). Despite being empirically sidelined in long-standing talent management debates, benefits such as access to specialized skills and expertise, diversity of perspectives, knowledge sharing and learning culture, and cross-functional collaboration are highly conceivable. Adding further, by relating talent acquisition's benefits to improved skill and competency levels, increased productivity and efficiency, innovation and creativity, employee engagement and retention, and competitive advantage, improvements in organizational performance are highly achievable. Furthermore, with outcomes such as job satisfaction, motivation, commitment and trust in leaders (Bethke-Langenegger, Mahler & Staffelbach, 2011), knowledge sharing and collaboration (Glaister, 2018) and productivity (Wibawa, Hamidah & Wibowo, 2022) coming into play, the positive effects of all the talent management strategies on organisational performance and knowledge creation and collaboration can hold. This mirrors the RBV's proposition suggesting that a firm's sustainable competitive advantage and superior performance stem from its unique resources and capabilities (Hajar et al., 2022). Therefore, it is at this juncture that the following hypotheses were proposed;

- **H₁**: Talent acquisition has a significantly positive impact on organisational performance.

- **H₂**: Talent acquisition has a significantly positive impact on knowledge creation and collaboration.

2.3.2 Talent development and knowledge creation and collaboration

Mitosis et al. (2021) assert that talent development is intended to improve the abilities and skills of existing personnel of an organization to attract new talent. Through continuous learning and development, the organization will be able to provide new technology with modern skills and knowledge. Al Aina and Atan (2020) argue that talent development is an opportunity for personal growth and professional development to promote work-life balance. However, attempts to incorporate other vital transmission channels have been limited in this regard. In support of a positive connection, this current study upholds that by investing in the development of individuals' skills, expertise, and continuous learning, organizations can create an environment that fosters collaboration, cross-pollination of ideas, knowledge sharing, and innovation. These outcomes collectively contribute to the generation of new knowledge, enhance organizational performance, and drive sustainable growth. This mirrors the RBV's propositions asserting that companies' sustainable competitive advantage and superior performance stem from improvements in unique resources and capabilities (Osakwe et al., 2022). Therefore, it is empirically sound to posit that talent development has a significantly positive impact on knowledge creation and collaboration within organizations. As a result, the following hypothesis was formulated:

- **H₃**: Talent development has a significantly positive impact on knowledge creation and collaboration.

2.3.3 Talent retention, knowledge creation and collaboration, and organizational performance

As it pertains to talent management, the RBV emphasizes that human resources are valuable and rare resources that can contribute to a firm's competitive advantage (Osakwe et al., 2022). Hence, retaining such valuable and rare resources sustains knowledge creation and collaboration, and boosts performance. In support of this

notion, Nicholas (2021) indicated that organisations use talent retention strategies, policies, and practices to extend high-performing employees' tenure. Despite the lack of clear evidence that talent retention has a direct correlation with knowledge creation or collaboration, available evidence indicates that talent retention improves certain conditions that facilitate knowledge creation and collaboration. This in turn positively impacts organisational performance. For instance, the study by Park et al. (2019) on South Korean SMEs closely links talent retention to employee engagement and motivation. Amid such observations, the following hypotheses were proposed:

- **H₄:** Talent retention has a significantly positive impact on knowledge creation and collaboration.
- **H₅:** Talent retention has a significantly positive impact on organisational performance.
- **H₆:** Knowledge creation and collaboration have a significantly positive impact on organisational performance.

2.3.4 Knowledge creation and collaboration's mediating effects

With other outcomes and activities directly and indirectly linked to knowledge creation and collaboration, the mediating effects are also bound to hold. Apart from Son et al. (2020) who confined examinations to HRM investment's moderating effects, the possibility of other factors mediating talent management strategies' interactive influences was overruled. To further create an empirical dent, related examinations are confined to the moderating role of in-service training (Alparslan & Saner, 2020). With limited studies exploring possible mediating effects, both knowledge creation and collaboration, and organizational performance judgements are bound to be clouded. Consequently, it is important to conduct further research into the relationship between talent retention and knowledge creation and collaboration, as well as its effect on organizational performance. This will help provide a clearer picture of the role that talent retention plays in the successful functioning of organizations. As a result, these empirical voids will be addressed in the context of Kurdistan's manufacturing companies. Hence, the following

hypotheses are proposed in line with the methodological gap concerning knowledge creation and collaboration's empirically sidelined mediating effects;

- **H₇**: Knowledge creation and collaboration positively mediate the relationship between talent acquisition and organisational performance.
- **H₇**: Knowledge creation and collaboration positively mediate the relationship between talent retention and organisational performance.
- **H₇**: Knowledge creation and collaboration positively mediate the relationship between talent development and organisational performance.

This article adds to that literature and suggests further research particularly concerning the existence of positive interactive connections linking talent acquisition, talent development, talent retention and knowledge sharing and collaboration with organisational performance. This will be examined with the aid of a conceptual framework provided in Figure 1 described in the next section.

2.3 Conceptual framework of talent management in manufacturing companies

It is in light of the aforementioned theoretical and empirical examinations and contributions that the conceptual framework depicted in Figure 1 was developed. As such, talent acquisition, talent development, and talent retention strategies' effects on knowledge sharing and collaboration, and organisational performance are depicted in hypotheses 1 to 6. Amid such developments, the next section of the study provides methodological procedures undertaken to test this conceptual model.

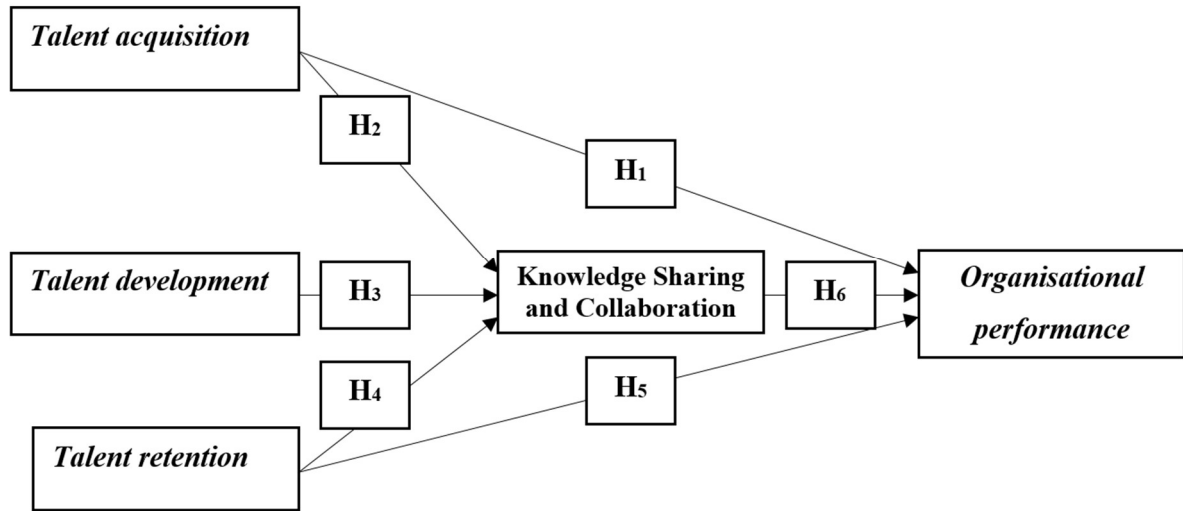


Figure 1. Conceptual model

Source: Author (2024)

3. Research Approach

As each stakeholder group brings unique insights, experiences, and perspectives to the discussion, it was decided to apply a multi-stakeholder perspective to the talent management practices in manufacturing companies in Erbil, Kurdistan. A rationale for incorporating multiple stakeholder perspectives contributes to triangulating and validating the data collected. This was vital for eliminating potential biases and capturing a more accurate picture of talent management strategies implemented within organizations. By addressing the diverse needs, interests, and challenges of different stakeholders within manufacturing companies, this approach enhances the practical relevance of the research. To validate the stakeholders' perspective in this regard, a Structural Equation Modelling (SEM) approach was incorporated. The SEM approach assisted in testing the mediating effects of knowledge sharing and collaboration in addition to related studies testing HRM investments' moderating effects (Son et al., 2020). As a result of this approach, the validity of the research is

enhanced, a nuanced analysis of complex relationships can be undertaken, and statistical insights can be used to guide talent management practices in the region (Kline, 2023; Ringle, Da Silva & Bido, 2015).

3.1 Sampling techniques and participant selection criteria

Concerning the study population, 20 major reputable manufacturing companies in Erbil, Kurdistan were selected. They are a force to be reckoned with on the economic development front of the Kurdistan region which is in the process of recovering from a series of political and financial instabilities, with minimum annual revenues ranging from US\$3.6M to US\$119.4 million¹. As a result, studying Kurdistan's manufacturing companies offers insights into talent management practices in a sector that generates employment opportunities, drives economic growth and contributes to overall industry employment. Besides, manufacturing companies require specialized skills, knowledge and a diverse range of technical expertise. By studying the talent management strategies employed by these companies, we can identify the specific opportunities and challenges associated with attracting, developing, and retaining skilled workers.

In order to satisfy the proposed inquiries, a multi-stakeholder perspective approach in conjunction with a Structural Equation Modelling (SEM) approach was applied. The multi-stakeholder perspective enables a holistic understanding of talent management practices, challenges, and opportunities in the specific context of manufacturing companies in Erbil, Kurdistan. As a result, the findings and recommendations from this study can inform decision-making processes and facilitate the development of tailored talent management strategies that contribute to organizational success in a competitive global market. Therefore, guided by a multi-stakeholder perspective, questionnaires were distributed to each company's 1 human resources manager, 20 randomly selected employees, 1 finance manager and 1 managing director. This

¹ The companies were selected based on publications provided by Zoominfo available at <https://www.zoominfo.com/companies-search/location-iraq--arbil--erbil-industry-manufacturing>.

entails that 23 questionnaires were distributed to 20 manufacturing companies in Erbil, Kurdistan resulting in a sample size of 460 participants.

415 questionnaire responses were collected and a description of the study participants is provided in Table 1.

Table 1. *Description of the study participants*

Variable	Description	Frequency	Percentage	p-value
Gender	Male	285	68.67	0.000
	Female	130	31.33	
	Total	415	100	
Age	18-24 years	117	28.19	0.000
	25-31 years	186	44.82	
	32-38 years	88	21.20	
	39-45 years	21	5.06	
	46 years and above	3	0.72	
	Total	415	100	
Academic qualification	High school	34	8.19	0.000
	Diploma	68	16.39	
	Bachelor's degree	149	35.90	
	Master's degree	84	20.24	
	Ph.D. degree	8	1.93	
	Total	415	100	
Position	Managing director	15	3.61	0.000
	Human resources manager	20	4.82	
	Finance manager	10	2.41	
	Employee	370	89.16	
	Total	415	100	
Years of experience	Less than 1 year	40	9.64	0.000
	1-5 years	70	16.87	
	6-9 years	186	44.82	
	10 years and above	119	28.67	
	Total	415	100	

According to Table 1, the questionnaire responses were solicited from 285 male participants and 130 female participants. The respondents were highly qualified (Bachelor's degree=35.90%, Master's degree=84% and Ph.D.=1.93%) implying that they were well versed in the necessary talent management strategies essential in enhancing the companies' performance. In this regard, employee perspectives dominated (89.16%), indicating a very important aspect of an organization's talent acquisition, development, and retention strategies. The study was predominantly characterised by a high number of participants aged 18-24 years (n=117), 25-31 years, 186) and 32-38 years (n=88). This implies the need to consider generational perspectives, career stage influences, retention and engagement factors, technology adoption, succession planning, training and development needs, workplace diversity, and the customization of policies and programs. Such implications contribute to a comprehensive understanding of effective talent management strategies for a diverse workforce in the manufacturing sector.

The distribution of participants based on years of experience also suggests that the study can gain valuable insights into the expertise, stability, leadership potential, adaptability to change, succession planning, career development, employee engagement, and the effectiveness of talent retention strategies within manufacturing companies in Erbil, Kurdistan. As noted in Table 1, the highest number of years of experience of 6-9 years (44.82%) followed by 10 years and above (28.67%). This further suggests that companies are implementing effective talent development and retention strategies causing employees to significantly commit to the companies. The study's scope was further broadened by capturing three industry experts' and consultants' perspectives through face-to-face interviews.

3.2 Data collection methods

We developed a questionnaire based on Kaewnaknaew et al.'s (2022) study on talent management in construction companies' performance in Bangkok. As a result, 6 talent acquisition, 8 talent development, 7 talent retention and 12 organisational performance measures were created. As a contribution to existing studies, eight new

construct measures of knowledge sharing and collaboration have been developed. A five-point Likert scale was used to measure each item, with 1 representing strong disagreement and 5 representing strong agreement. As part of the multi-stakeholders perspectives, face-to-face interviews with 3 industry experts and consultants were conducted. By interviewing industry specialists and consultants in talent management, we can gain insights into emerging trends, best practices, and innovative strategies in talent management. In addition to their expertise in different industries, these individuals can offer valuable insight into talent management challenges and opportunities in a global market environment.

3.3 Validity, reliability and model fitness tests

Factor loadings were utilised in determining related constructs and only items with factor loadings of at least 0.60 were selected (Taherdoost, Sahibuddin & Jalaliyoon, 2022). Further validity tests involving the application of the Fornell and Larcker method testing for discriminant validity and the Average Variance Extracted (AVE) testing for convergent validity were applied (Kline, 2023). The former requires the diagonal values to exceed their underlying values while the latter demands AVE values to exceed 0.50 (Kline, 2023). Concerning the variables' validity, the study deployed Cronbach's alpha and the composite reliability tests whose decision criteria spell out that reliability is established when their related values are at least 0.70 (Kline, 2023; Tavakol & Dennick, 2011).

To ensure that the estimated model is fit for providing robust results essential for strategic decision-making and policy formulation purposes, model fitness tests were deployed. Among the tests applied is the Normed Fit Index (NFI) through which it was determined that the model has an acceptable fit when the NFI value exceeds 0.95 (Ringle, Da Silva & Bido, 2015). To further validate this, an absolute measure of the model's fit was assessed using the Standardized Root Mean Square Residual (SRMR). The decision criteria was to accept the model as a fit when the SRMR value is less than 0.08 (Ringle, Da Silva & Bido, 2015). Along similar lines, the chi-square test together

with D_G and D_ULS criteria were used to provide details of the model's fitness (Ringle, Da Silva & Bido, 2015).

4. Results and Analysis

4.1 Primary challenges faced in attracting, retaining, and developing talented employees

As part of the current study's analysis, three industry experts and consultants' perspectives were analysed. The objective was to identify the primary challenges faced by manufacturing companies in attracting, retaining, and developing talented employees. It was commonly observed that a skills gap is a major force to reckon with for manufacturing companies. This can be evidenced by the following responses:

“Manufacturing companies often struggle to find employees with the specific skills and competencies required for their operations”, (P1).

“Rapid technological advancements and evolving industry demands create a skills gap” (P2).

“Continuous changes in technology and industry demands make it a challenge to attract individuals with the right technical expertise and knowledge” (P3).

Other challenges hampering manufacturing companies in attracting, retaining, and developing talented employees were listed as competition for talent, perception and image, retirement and an aging workforce, workforce diversity and inclusion, and work-life balance (P1; P2; P3). To address these challenges, a proactive and strategic approach is required. Thus, manufacturing companies need to invest in strategies to attract and retain talented individuals to remain competitive in today's labour market. This also includes creating a positive work environment, offering competitive compensation packages, providing training and development opportunities, fostering diversity and embracing technological advances. Amid such discoveries, the study proceeds further to ascertain how different stakeholders perceive the effectiveness

of manufacturing companies' talent acquisition, talent development, and talent retention strategies in improving organisational performance.

4.2 Applied talent management strategies currently

After identifying talent acquisition, talent development, and talent retention strategies as the talent management strategies currently employed by Kurdistan's manufacturing companies further tests were conducted. Among the tests conducted were factor analysis, validity and reliability tests as shown in Table 2.

Table 2. Validity and reliability tests

Variable	Items	Loadings	AVE	α	CR	FL
Talent acquisition	TC1	0.682	0.775	0.818	0.824	0.701
	TC2	0.744				
	TC3	0.814				
	TC4	0.822				
	TC5	0.785				
	TC6	0.800				
Talent development	TD1	0.801	0.816	0.832	0.836	0.660
	TD2	0.842				
	TD3	0.816				
	TD4	0.804				
Talent retention	TR1	0.844	0.817	0.836	0.842	0.645
	TR2	0.838				
	TR3	0.799				
	TR4	0.807				
	TR5	0.818				
	TR6	0.820				
	TR7	0.790				
Knowledge Sharing And Collaboration	KSC1	0.623	0.708	796	0.801	0.613
	KSC2	0.714				
	KSC3	0.733				
	KSC4	0.789				
	KSC5	0.695				
	KSC6	0.697				
	KSC7	0.705				
Organizational performance	OP2	0.645	0.791	0.826	0.834	0.587
	OP3	0.726				
	OP4	0.825				
	OP5	0.830				
	OP6	0.816				
	OP7	0.818				
	OP8	0.803				
	OP9	0.801				
	OP10	0.800				
	OP11	0.822				

	OP12	0.815				
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Source: Author (2024)

Where, α =Cronbach's alpha, Composite Reliability and Fornel and Larcker.

The applied factor loadings denoted that the selected items were related as evidenced by their factor loadings that exceeded 0.50 (Taherdoost, Sahibuddin & Jalaliyoon, 2022). In this study, the AVE values exceeded 0.50, indicating convergent validity, while Cronbach's alpha and composite reliability test values indicated high reliability with values exceeding 0.70 (Ringle, Da Silva & Bido, 2015). The Fornel and Larcker values supported the variables' discriminant validity. Consequently, 6 talent acquisition, 4 talent development, 7 talent retention, 7 knowledge sharing and collaboration, and 11 organisational performance measures were used in estimating the structural equation model.

In the next section of the study, the established SEM results were examined after satisfying the required discriminant validity, convergence validity, and reliability. Amid such observations, the study proceeded to determine the fitness of the estimated SEM.

4.3 Model fitness

The study reported an SRMR value of 0.051 which is less than 0.08 indicating an acceptable fit (Ringle, Da Silva & Bido, 2015). To buttress the model's fitness, an NFI value of 0.974, which is higher than 0.95 and a significant Chi-square value of 127.683 were obtained (Ringle, Da Silva & Bido, 2015). Lastly, d_G and d_ULS values of 1.579 and 2.082 were lower than their respective confidence interval values. This entails that the estimated structural equation model was fit for investigating the effectiveness of talent management strategies and identifying areas for improvement to enhance the talent management practices within manufacturing companies.

Table 3. Model fitness

	SRMR	NFI	Chi-Square	d_G	d_ULS
Saturated Model	0.051	0.974	127.683*	1.579	2.082
Estimated Model	0.051	0.974	127.683*	1.579	2.082

Source: Author (2024)

4.4 Path analysis

Talent acquisition's immediate positive effects on organisational performance ($\beta=0.644$; $p=0.000$) and knowledge sharing and collaboration ($\beta=0.322$; $p=0.000$) were validated. Hence, hypotheses 1 and 2 were accepted. In acceptance of hypothesis 3, talent development had significant direct effects on knowledge sharing and collaboration of 0.479.

Table 4. Path analysis

	Estimate	P Values	Impact	Hypothesis
TA -> OP	0.644	0.000	Significant	H ₁ : Supported
TA -> KSC	0.322	0.000	Significant	H ₂ : Supported
TD -> KSC	0.479	0.001	Significant	H ₃ : Supported
TR -> KSC	0.095	0.072	Insignificant	H ₄ : Not supported
TR -> OP	0.507	0.001	Significant	H ₅ : Supported
Mediating effects				
TA -> KSC -> OP	0.053	0.185	Insignificant	H ₆ : Not supported
TD -> KSC -> OP	0.071	0.616	Insignificant	H ₇ : Not supported
TR-> KSC -> OP	0.582	0.000	Significant	H ₈ : Supported

Source: Author (2024)

Drawing further, Table 4 shows that talent retention had insignificant direct effects of 0.095 on knowledge sharing and collaboration. However, its significant effects on organisational performance ($\beta=0.507$; $p=0.001$) were not refuted leading to the rejection of hypothesis 4 and acceptance of hypothesis 5. As part of attempts to test knowledge sharing and collaboration's mediating effects, no mediating effects between talent acquisition and organisational performance ($p=0.185$), and between

talent development and organisational performance ($p=0.616$) were found. However, knowledge sharing and collaboration mediated the relationship between talent retention and organisational performance ($p = 0.000$).

DISCUSSION

As noted by the three industry experts' and consultants' perspectives, challenges undermining talent acquisition, development and retention are a prominent feature among manufacturing companies. Consequently, the study unravels specific challenges within the context of manufacturing companies that were empirically sidelined in prior examinations. For instance, Park et al. (2022) only identified the prevalence of macro talent management in the mature emerging market of South Korea. Sehatpour, Abedin and Kazemi (2022) specifically listed environmental, human resources, managerial and culturally-related factors as the key challenges affecting talent management in Iran's government banks. To add empirical substance to these studies, the study's findings list challenges comprising skills gap, rapid technological advancements and evolving industry demands, competition for talent, perception and image, retirement and an ageing workforce, workforce diversity and inclusion, and work-life balance challenges. Therefore, possibly indicating the existence of industry-specific challenges requiring unique and tailor-made solutions. Hence, in that context, these findings recommend manufacturing companies invest in strategies to attract and retain talented individuals to remain competitive in today's labour market. This also includes creating a positive work environment, offering competitive compensation packages, providing training and development opportunities, fostering diversity and embracing technological advances.

This current study builds on Kaewnaknaew et al.' (2022) findings on Bangkok construction companies' denoting that talent acquisition significantly enhances talent development by 0.747, which enhances organizational performance (Alruwaili, 2018; Nicholas, 2021). As such, by incorporating organisational performance, talent acquisition's significant positive impact of 0.644 on organisational performance was established.

The current study also uncovers that significant improvements in knowledge sharing and collaboration of 0.322 were conceivable from implementing talent acquisition strategies. With benefits such as access to specialized skills and expertise, diversity of perspectives, knowledge sharing and learning culture, and cross-functional collaboration, such improvements are highly conceivable. This reflects the application of the RBV's propositions to secure valuable and rare human resources that can contribute to a firm's competitive advantage (Osakwe et al., 2022).

According to the current study's findings, talent development positively and significantly impacts knowledge creation and collaboration by 0.479. In a relatively similar instance, Mishra, Sharma and Kumar (2019) discovered that talent development practices have a significant positive impact on Asian hotels' performance by 0.511. When related to Osakwe et al.'s (2022) views about the RBV, sustaining a competitive advantage and superior performance demands that companies continuously develop their unique and valuable resources and capabilities. Hence, it is through continuous learning and development, the organization will be able to provide new technology with modern skills and knowledge. Nonetheless, unearthing the exact channels through which this is feasible has been a huge empirical concern. For instance, Mitosis et al. (2021) argued in line with a systematic literature review of the healthcare sector that talent development intends to improve the abilities and skills of existing personnel of an organization to attract new talent. Al Aina and Atan (2020) argue that talent development is an opportunity for personal growth and professional development to promote work-life balance. As a contribution, this study covers such voids by pointing out that through expertise and specialization, continuous learning culture, cross-pollination of ideas, networking and collaboration, knowledge sharing and mentoring, and innovation and creativity talent development's positive impact on knowledge creation and collaboration is conceivable. This implies that providing individuals with opportunities to enhance their skills and expand their knowledge, leads to a myriad of positive outcomes that directly impact the collective intelligence and collaborative potential of a group.

Drawing further, the study findings depicted that talent retention insignificantly affects knowledge creation and collaboration by 0.095, but significantly impacts organisational performance by 0.507. Along similar lines, Kaewnaknaew et al. (2022) found a significant positive effect of 0.557 among Bangkok construction companies. This is higher than that of Kurdistan's manufacturing companies and suggests the need to improve the manufacturing companies' talent retention strategies. However, in support of these findings, Nicholas (2021) opines that the importance of talent retention strategies, policies, and practices serves to extend high-performing employees' tenure. Talent retention's positive effects on knowledge creation and collaboration, and organisational performance are highly conceivable. For instance, the study by Park et al. (2019) on South Korean SMEs closely links talent retention to employee engagement and motivation. et al., 2023), these findings hold significant empirical and practical grounds.

Lastly, unlike Son et al. (2020) who discovered that HRM investments have a moderating effect on the relationship between talent management and voluntary turnover of 0.21 among South Korean firms, the current study rules out the existence of certain mediating connections. That is, no mediating effects between talent acquisition and organisational performance ($p=0.185$), and between talent development and organisational performance ($p=0.616$) were found. This directs attention to novel establishments of possible knowledge-sharing and collaboration challenges in these companies. Meanwhile, Alparslan (2020) found that in-service training positively and significantly moderates the relationship between talent management and job satisfaction, and between talent management and organizational commitment among selected manufacturing companies in Turkey. Despite that, knowledge-sharing and collaboration mediating effects were upheld within the context of Kurdistan's manufacturing companies. That is, knowledge sharing and collaboration mediated the relationship between talent retention and organisational performance ($p = 0.000$). This suggests that manufacturing companies should focus on providing training and development opportunities, investing in knowledge management systems and tools, and fostering a culture of knowledge

sharing. This also encompasses recognizing and rewarding knowledge sharing and collaboration, encouraging networking and communities of practice, and facilitating collaborative work practices. By implementing these practices, organizations can strengthen the mediating role of knowledge sharing and collaboration, leading to improved organizational performance.

CONCLUSION

Manufacturing companies' ability to attract, develop and retain talent is confronted by challenges whose impact is adversely reflected on their performance. Such challenges are the skills gap, rapid technological advancements and evolving industry demands, competition for talent, perception and image, retirement and an ageing workforce, workforce diversity and inclusion, and work-life balance challenges. Therefore, possibly indicating the existence of industry-specific challenges requiring unique and tailor-made solutions. Hence, the study's practical implications direct attention towards the adoption of proactive and strategic approaches to talent management to enhance competitiveness on a regional and international scale.

Talent acquisition plays a crucial role in driving organizational performance, as well as knowledge creation and collaboration. While talent retention emphasizes the value of experience, stability, and expertise, talent acquisition focuses on attracting high-quality talent and nurturing their skills. By implementing effective strategies for talent retention and acquisition, organizations can create a favourable environment that enhances both performance outcomes and the collaborative generation of knowledge.

Providing individuals with opportunities to enhance their skills and expand their knowledge leads to a myriad of positive outcomes that directly impact the collective intelligence, new knowledge creation and the group's collaborative potential. This has the effect of driving organizational performance and promoting sustainable growth.

By retaining talented employees, companies can tap into their expertise, maintain stability, reduce turnover costs, foster employee engagement and enhance their

reputation. Collectively, these factors contribute to improved overall performance and success. As a theoretical proposition, the findings are consistent with the knowledge-based view theory, which emphasizes the importance of knowledge assets and capabilities in achieving sustainable competitive advantage. With the RBV in mind, talented employees are inimitable, valuable and rare resources, and their retention can give companies an edge over their competitors.

Lastly, the study concludes that knowledge sharing and collaboration's limited mediating effects on talent management strategies and organisational performance mirror ineffectiveness in the companies' knowledge management practices. Hence, the implications place a high demand for a knowledge-sharing culture and platforms and tools for knowledge-sharing. This also includes encouraging cross-functional teams and projects, developing communities of practice and deploying effective leadership support and role modelling programs.

Limitations of the study and suggestions for future research

Given that the study findings represent views extracted from manufacturing companies in Erbil, Kurdistan, generalizing such findings to other cities and countries can prove to be a complex task. Therefore, it is instrumental for future studies to compare these findings with those of other industries and countries to dispel the notion that talent management strategies are industry or country-specific. The study can serve as a foundation for future research on talent management in the context of manufacturing companies in Erbil, Kurdistan. It may inspire further exploration of specific aspects of talent management or the examination of different industry sectors, allowing for a deeper understanding of talent management strategies and their impact on organizational outcomes.

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نایا زانیاری ژمیریاری به‌های دادپه‌روه‌رانه په‌یوه‌ندی هه‌یه و باوه‌رپیکراوه؟ به‌لگه له دامه‌زراوه‌کانی بازاری سه‌رمایه و قهرز له ئوردن

پوخته:

ئهم بابته توژیینه‌وه‌یه به‌دواداچوون بۆ کاریگه‌ری ستراتیژییه‌کانی به‌رپۆه‌بردنی به‌هره‌مه‌نده‌کان ده‌کات که له‌لایه‌ن کۆمپانیاکانی به‌ره‌مه‌پنانه‌وه له هه‌ولپیری کوردستان به‌کارده‌هینرین. به‌پشتبه‌ستن به‌شیکاری 415 به‌رپۆه‌به‌ری سه‌رچاوه‌ مرۆپیه‌کان، کارمه‌ندان، به‌رپۆه‌به‌رانی دارایی و به‌رپۆه‌به‌رانی به‌رپۆه‌بردن، دیدیکی فره‌لایه‌نه وه‌رگیرا. هه‌روه‌ها چاوپیکه‌وتنی رووبه‌روو له‌گه‌ل 3 پسیپۆر و راپوژیکاری پیشه‌سازی ئه‌نجامدرا. که‌لینی کارامه‌یی، پیکه‌وتنی خیرای ته‌کنه‌لوژیا و په‌ره‌سه‌ندنی داواکارییه‌کانی پیشه‌سازی وه‌ک به‌ربه‌ستی سه‌ره‌کی له‌به‌رده‌م ستراتیژییه‌کانی به‌ده‌سته‌هینانی به‌هره‌مه‌نده کاریگه‌ره‌کان، په‌ره‌پیدان و مانه‌وه‌ی کۆمپانیاکانی به‌ره‌مه‌پنان ده‌ستنیشانکران. دۆزینه‌وه‌کان ئاماژه به‌وه‌ ده‌که‌ن که به‌ده‌سته‌هینانی به‌هره‌ پۆلیکی گرنه‌ ده‌گپیت له‌ هاندانی ئه‌دای ریکخراوه‌یی، هه‌روه‌ها دروستکردنی زانیاری و هاوکاری. ئاشکرا بوو که دابینکردنی ده‌رفه‌ت بۆ تاکه‌کان بۆ به‌رزکردنه‌وه‌ی تواناکانیان و فراوانکردنی زانیارییه‌کانیان ده‌بیتته هۆی چه‌ندین ده‌رئه‌نجامی ئه‌رینی بيشومار که پاسته‌وخۆ کاریگه‌رییان له‌سه‌ر زیره‌کی به‌کۆمه‌ل و دروستکردنی

زانیاری نوێ و توانای هاوبهشی گروهی که ههیه. کاریگه‌ریه ئه‌رێنیه‌کانی ده‌رئه‌نجامی ئه‌م جو‌ره ده‌ره‌نجامانه له‌سه‌ر هاندانی ئه‌دای رێکخراوه‌یی و پێشخستنی گه‌شهی به‌رده‌وام پشتگیری کران. به‌پێی دۆزینه‌وه‌کان، کاریگه‌ریه سنوورداره‌کانی نێوه‌ندگیری هاوبه‌شکردنی زانیاری و هاوکاری له‌سه‌ر ستراتیژییه‌کانی به‌رپوه‌بردنی به‌هره و ئه‌دای رێکخراوه‌یی ئاوێنه‌یه‌کی بێکاریگه‌ری پراکتیکه‌کانی به‌رپوه‌بردنی زانیاری کۆمپانیاکانه. توێژینه‌وه‌که زانیاری و تیگه‌یشتن له پراکتیکه‌کانی به‌رپوه‌بردنی به‌هره، ته‌حه‌ددیات و ده‌رفه‌ته تایبه‌ته‌کان به‌م ناوچه‌یه فراوانتر ده‌کات، و تێروانینه‌کان پێشکesh ده‌کات بۆ دیدگای فره‌لایه‌نه په‌یوه‌ندیده‌ره‌کان. جگه له‌وه‌ش، دۆزینه‌وه‌کان ده‌توانن له داپشتنی سیاسه‌ت و رێنمایه‌یه‌کان بۆ پشتیوانیکردن له پراکتیکه‌کانی به‌رپوه‌بردنی به‌هره‌مه‌نده‌کان له که‌رتی به‌ره‌مه‌پێنانی کوردستاندا، دا‌پژه‌رانی سیاسه‌ت و کۆمه‌له‌ پېشه‌سازیه‌یه‌کان ئاگادار بکه‌نه‌وه. وه‌ک گه‌له‌یه‌کی تیوری، دۆزینه‌وه‌کان له‌گه‌ڵ تیوری دیدگای بانه‌مادار به‌ زانیاریدا په‌کده‌گرنه‌وه، که جه‌خت له‌سه‌ر گرنگی سه‌روه‌ت و سامان و توانا‌کانی زانیان ده‌کاته‌وه له به‌ده‌سته‌پێنانی سوودی کێپه‌رکی به‌رده‌وام.

هل المعلومات المحاسبية ذات القيمة العادلة ذات صلة وموثوقة؟ أدلة من مؤسسات سوق رأس المال والديون في الأردن

الملخص:

يستكشف هذا المقال البحثي فعالية استراتيجيات إدارة المواهب التي تستخدمها شركات التصنيع في أربيل، كردستان. واستناداً إلى تحليل 415 من مديري الموارد البشرية والموظفين ومديري المالية والمديرين الإداريين، تم اتخاذ منظور أصحاب المصلحة المتعددين. وأجريت أيضاً مقابلات وجهًا لوجه مع 3 خبراء واستشاريين في الصناعة. تم تحديد فجوة المهارات والتقدم التكنولوجي السريع ومتطلبات الصناعة المتطورة كعقبات رئيسية أمام استراتيجيات اكتساب المواهب الفعالة وتطويرها والاحتفاظ بها في شركات التصنيع. وتسلط النتائج الضوء على أن اكتساب المواهب يلعب دوراً حاسماً في دفع الأداء التنظيمي، فضلاً عن خلق المعرفة والتعاون. وقد تبين أن توفير الفرص للأفراد لتعزيز مهاراتهم وتوسيع معارفهم يؤدي إلى عدد لا يحصى من النتائج الإيجابية التي تؤثر بشكل مباشر على ذكائهم الجماعي، وخلق المعرفة الجديدة، والإمكانيات التعاونية للمجموعة. وقد تم دعم الآثار الإيجابية الناتجة عن هذه النتائج على دفع الأداء التنظيمي وتعزيز النمو المستدام. ووفقاً للنتائج، فإن تأثيرات الوساطة المحدودة لتبادل المعرفة والتعاون على استراتيجيات إدارة المواهب والأداء التنظيمي تعكس عدم فعالية ممارسات إدارة المعرفة في الشركات. تعمل الدراسة على توسيع المعرفة والفهم لممارسات إدارة المواهب والتحديات والفرص الخاصة بهذه المنطقة، وتقديم رؤى حول منظور أصحاب المصلحة المتعددين. علاوة على



ذلك، يمكن للنتائج أن تفيد صانعي السياسات والجمعيات الصناعية في تطوير السياسات والمبادئ التوجيهية لدعم ممارسات إدارة المواهب في قطاع التصنيع في كردستان. وكفرضية نظرية، تتوافق النتائج مع نظرية الرؤية المبنية على المعرفة، والتي تؤكد على أهمية الأصول والقدرات المعرفية في تحقيق الميزة التنافسية المستدامة.