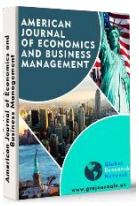

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The Role of Talent Management in Enhancing Corporate Entrepreneurship Performance – A Survey Study of a Sample of Individuals Working at Asiacell

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Abstract:
The research aims to answer the question (How can talent management affect entrepreneurial performance). To measure the talent management variable, the dimensions (talent attraction, talent retention, and talent development) were adopted. The entrepreneurial performance variable was measured based on the dimensions (acquired networks and resources, achieved innovations, technology transfer activities, emerging and new spin-off activities). A questionnaire was used as a data collection tool. A research sample of 86 individuals, representing 110 employees of Asiacell Communications Company, was selected using a comprehensive enumeration method. The entire population was studied, and statistical methods were adopted to analyze the sample's responses, including standard deviation, response intensity, impact factor, and structural equation modeling. The research yielded several conclusions, including (there is a strong, positive, and significant relationship between "talent attraction and entrepreneurial performance in the company under study. This indicates that the company's efforts in analyzing its talent needs, planning effective recruitment strategies, and utilizing diverse sources for employment contribute significantly to enhancing its entrepreneurial performance.

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1- Research Methodology

1-1- Research Problem:

Since the company's inception, Asiacell has occupied a special position among cellular service operators in Iraq. It has many tasks and responsibilities, being an Iraqi company that emerged from the heart of Iraqi society and among the Iraqi people. Therefore, it is the most knowledgeable about their needs and requirements. Given the company's connection and position to the performance and management of talent in general, this significantly impacts the quality of services provided by the company.

In addition, entrepreneurial performance represents the outcome that most companies aim to achieve by investing in their employees' resources, talents, and skills in various forms, especially those related to knowledge and leadership, including individual talents and their management. To help companies, including Asiacell, enhance entrepreneurial performance and improve their local and global standing, companies that need the ambition to manage talent effectively must invest heavily in integrating and managing these dimensions. The research highlighted the lack of awareness among the research community and sample of the concept of entrepreneurial performance and its dimensions, as well as the lack of investment in talent at Asiacell in Iraq. Based on the above, the research problem stems from the main question:

"What is the role of talent management in enhancing entrepreneurial performance?" This question stems from several sub-questions, as follows:

1. To what extent does Asiacell focus on talent management and its stages?

2. To what extent do the dimensions of entrepreneurial performance exist in the researched company?

3. To what extent do talent management and its dimensions enhance entrepreneurial performance at the researched company?

1-2- Research Objectives:

Talent management models aim to clarify the interrelationship between their dimensions and the value they add to the company. Accordingly, the research objectives can be defined as follows:

1. Describe the extent of talent management, fully and partially, and the level of each stage at Asiacell.

2. Determine the level of integration of the talent management model by diagnosing the mutual influence of its dimensions at Asiacell.

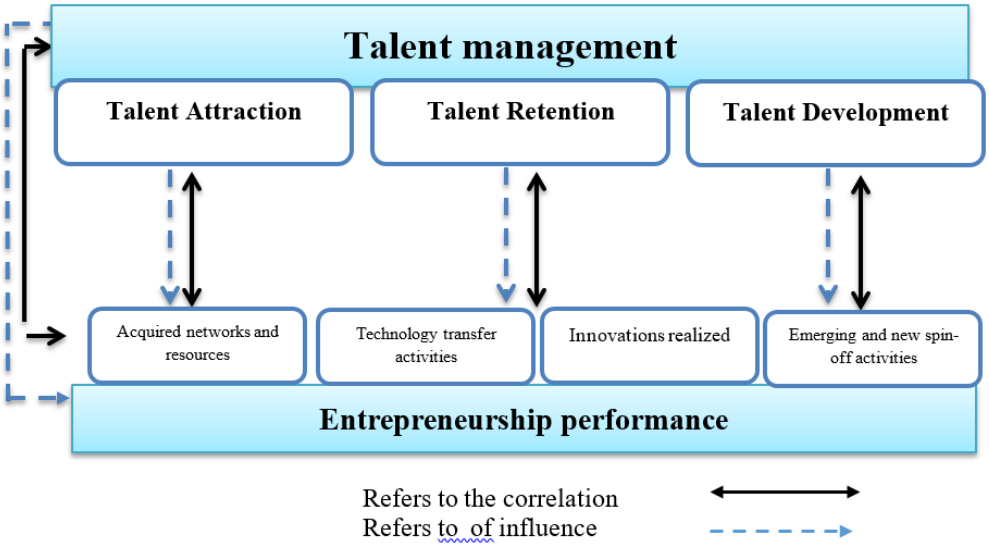
3. Provide recommendations that can add value to Asiacell and other companies.

1-3- Significance of the Research:

Private companies are among the key factors contributing to the development and recovery of societies. Therefore, the research attempts to examine the importance of an integrated model for talent management at Asiacell, which would enhance its position among local and global companies.

1-4- Research Hypothetical Outline:

The hypothetical outline was formulated to align with the current research problem. It includes the main variables (talent management - corporate entrepreneurial performance) to clarify the relationship between the main research variables and their dimensions. Therefore, the research hypothetical outline is as follows:



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***Source: Prepared by researchers based on the mentioned sources.**

1-5- Research Hypotheses

The research is based on a main hypothesis: "There is a significant influence of the talent management variable on the entrepreneurial performance variable." From this, four sub-hypotheses branch out as follows:

1. (H1-1): There is a significant influence between talent attraction and entrepreneurial performance in the company under study.

2. (H1-2): There is a significant influence between talent retention and entrepreneurial performance in the company under study.

3. (H1-3): There is a significant influence between talent development and entrepreneurial performance in the company under study.

1-6- Research Limits

A. Spatial Limits: Asiacell, one of the telecommunications companies in Iraq, was chosen as the research community.

B. Time Frame: The research period lasted approximately nine months, covering both theoretical and practical aspects, from September 2, 2024, to May 22, 2025. The research included distributing the practical questionnaire and interviewing managers, officials, and employees at Asiacell to obtain data and documents related to the company.

1-7- Statistical Methods and Tools:

The following statistical methods were adopted:

◎ The five-point Likert scale was adopted, one of the most widely used methods in survey studies in the social sciences. It is also characterized by clarity and accuracy. The scale values were set from 1 for the lowest value to 5 for the highest value.

- Percentages and frequencies.
- Arithmetic mean.
- Response intensity
- Standard deviation
- Regression analysis
- Structural equation modeling

1-8- Research population and sample:

Asiacell was chosen as the research population, as it is one of the companies affiliated with the Ministry of Communications, in the field of research. Founded in 1999 by the well-known Iraqi businessman, Mr. Farouk Mustafa Rasool, it was Iraq's first mobile telecommunications company. Asiacell is considered Iraq's most prominent mobile telecommunications service provider, as it covers all eighteen Iraqi governorates. It is distinguished by its advancement, diversity, and competitive prices. Asiacell offers a wide range of modern services, from local telecommunications services, including calls within the Asiacell network and calls to other telecommunications networks operating in Iraq, and international calls to all Arab and foreign countries. Given the company's cooperation with the researchers in providing data and information and facilitating the completion of research requirements, the company was chosen as the research population. The population size reached 110 individuals, including individuals working at the company's headquarters. (110) questionnaires were distributed, and (24) questionnaires were not returned. This was because some sample members were sent to other governorates or countries. Furthermore, managers and officials were unavailable and busy performing their assigned duties at the time of questionnaire distribution. The final research sample was 86 individuals.

1-9- Research Measures

The measures shown in Table (1) were adopted to achieve the research objectives, which indicate the scale for each variable and its associated dimensions.

Table No. (1) shows the standards adopted in determining the dimensions of the research variables.

	Variable	Dimensions	Scale
1	Variable Talent Management	Talent Attraction	(Al-Najjar,2018) (Narrated & Ahmed,2021) (Wali & Abu Bakril, 2021)،
		Talent Retention	
		Talent Development	
2	Entrepreneurial performance	Acquired networks and resources	(Del Giudice et al., 2017)

		Technology transfer activities	
		Innovations realized	
		Emerging and new spin-off activities	

"Source prepared by researchers based on the literature mentioned in the table."

Chapter Two: Theoretical Framework of the Research

2- Literature Review

2-1- Talent Management

2-1-1- Concept and Dimensions of Talent Management

The concept of talent refers to the abilities and energies possessed by working individuals, whether inherited or acquired, current or expected, which are reflected in their behavior, performance, and relationships (Abdul Wahab, 2015: 96). Talent has been exploited as human capital, which can be evaluated in terms of value and uniqueness (Tlaiss, 2021: 64). Since employees can make changes in the performance of the entrepreneurial company either through their immediate and long-term contribution or by demonstrating a higher level of potential, therefore, the focus in talent management is on identifying employees who constitute the main human capital resources (Peterson, et al., 2022: 121). Cooke, Saini & Wang, 2014: 14 believe that talented individuals are those who have a high level of education and can achieve high achievements and high performance in the company. As for talent management, there is no clear and specific definition for the term (talent management), as it is considered a modern term with multiple interpretations. The term "talent management" emerged in the 1990s following the McKinsey study "War on Talent" (Younas & Waseem, 2020). Talent management is considered a challenging function, key to a company's success, and essential for its sustainability. Talent management is a modern topic and has been studied by academics in specific fields (Guerra et al., 2023: 2). From the perspective of (Obeidat et al., 2018: 56), talent management refers to a set of strategies, activities, and skills undertaken by human resources that qualify them to perform within the organization, as well as to employ and fully utilize these talents to increase organizational efficiency, ingenuity, and improve skills. Ansar & Baloch (2018:230) define talent management (TM) as an integrated set of processes, programs, and cultural norms within a company designed and implemented to attract, develop, deploy, and retain talent to achieve strategic objectives and meet future business needs. In addition to the above, Beamond et al. (2016:14) define it as a set of activities and processes that contribute to achieving sustainable creativity and innovation in companies by developing talent at the top of their hierarchy and increasing flexibility in filling critical positions. Meanwhile, Mahabis (2020:82) defines talent management as developing and retaining existing employees and working to attract skilled individuals to work for the company. In contrast, Ibrahim et al. (2020) define talent management as a set of quantitative and qualitative capabilities individuals possess, including knowledge, experience, skills, and all the capabilities they provide for use in developing work and enhancing performance for the company's benefit.

Some companies seek to attract talented employees, while others seek to retain them by investing in human resources and developing a talent management system. Researchers' opinions on the dimensions of talent management varied significantly, as they were limited to a set of dimensions, including (selection, assessment, development, retention, recruitment, talent identification, succession planning, employee empowerment, human resource planning, performance management, compensation, organizational culture, talent development, and others). In contrast, researchers (Al-Najjar, 2018), (Wali & Abu Bakril, 2021), (Narrated & Ahmed, 2021) agreed on three dimensions of talent management in this research (talent attraction, talent retention, and talent development), as follows:

1. **Talent attraction:** This stage seeks to provide leadership talent suitable for future business requirements and enable them to achieve the company's goals. Talent attraction means selecting and hiring the best applicants from within or outside the company. This includes identifying talent and their capabilities, testing their abilities, and suitability for the management positions they will assume. Many factors influence talent attraction, including work-life balance, compensation, and the availability of challenging work for talent (Odeesh, 2021:29).

2. **Talent retention:** Talent retention represents a method that encourages continued investment in employees with a strategic focus on retaining talent within the company. Many variables, such as economic growth, create alternatives to hiring outside the company and force companies to increase their focus on talent retention (Moudhar, 2023:29).

3. **Talent development:** Attracting highly talented employees is not enough, as these skills and abilities are expected not to be retained throughout their employment. Therefore, it is necessary to rely on development, training, and skill and capability development processes, which must occur at all company levels. In comparison, many companies in developed countries are adopting strategies to retain and develop talent (Moudhar, 2023:29).

2-2- Corporate Entrepreneurial Performance

2-2-1- The Concept and Dimensions of Corporate Entrepreneurial Performance

In today's innovative virtual world, corporate entrepreneurial performance is pivotal to a company's sustainable growth and competitive advantage (Wang, & Zhang, 2024:2). Therefore, corporate entrepreneurial performance is one of the most studied topics in management research in general and entrepreneurship in particular. It is the most important criterion for evaluating companies, their procedures, and their environments. Improving performance is a prerequisite for strategic management of a company that seeks to maximize performance. Corporate entrepreneurial performance is defined as the quality of work, employee decision-making competence, process improvement and development, employee relationships with their leaders, diversity of services and products, innovations, market share, and employee skills and experience in problem-solving, new methods, and technology. Modern approaches to product development (Abualoush et al., 2018:285-286).

The essence of entrepreneurial performance is the strategies through which the firm engages with its external environment. On the other hand, entrepreneurial firms actively receive customer information and perform better than competitors, as they can realign resources, including marketing capabilities, and respond more quickly to competitors' environmental changes. Thus, entrepreneurial firms can gain greater competitive advantages (Shahmohammadi, 2022:136). Al-Adwani and Muhammad (2013: 85) define corporate entrepreneurial performance as the results of a company's innovative use of its various resources across all its activities, ensuring the achievement of optimal goals.

These goals are often characterized by innovation, creativity, and creativity, which impact acquiring significant competitive advantages in the company's market leadership. In other words, it is performance in which the benefits of superiority are not limited to the company's mere achievement of its planned goals, but extend beyond that to include creativity and innovation in achieving these goals in a way that makes the company a market leader and a target for other companies to emulate. Chavez et al. (2017: 33) point out that corporate entrepreneurial performance reflects the extent to which a company succeeds in achieving its market and financial goals. (Wu et al., 2024: 2) Entrepreneurial performance is a market-oriented strategy that focuses on customer needs and actively and effectively exploits market opportunities to gain competitive advantages for the firm. Research indicates that such strategies can enhance entrepreneurs' sensitivity to market demand and foster entrepreneurial creativity and innovative business models, ultimately enhancing entrepreneurial performance. Entrepreneurial firms are those whose managers adopt entrepreneurial management styles, as evidenced by the firm's strategic decisions and operational management philosophy. Entrepreneurial performance tends to emphasize flexibility and high degrees of creativity and risk-taking. The strategies pursued by entrepreneurial firms tend to be aggressive or proactive. These firms compete primarily by engaging in the development of new, large, and technologically advanced products (Jarrar, & Smith, 2014: 2). While Gao et al. (2018:4) explained that companies can obtain available resources in the market through competition and monopoly, this will determine whether the new organization can achieve higher entrepreneurial performance through the proper implementation of its strategy, thus avoiding many risks. Some companies seek to attract talented employees, while others seek to retain them by investing in human resources and developing a talent management system. Researchers' opinions on the dimensions of talent management have varied significantly, as they have been limited to a set of dimensions, including (selection, assessment, development, retention, attraction, talent identification, succession planning, employee empowerment, human resource planning, performance management, compensation, organizational culture, talent development, and others). In contrast, researchers Al-Najjar (2018), Wali & Abu Bakril (2021), and Narrated & Ahmed (2021) agreed on three dimensions of talent management (talent attraction, talent retention, and talent development) in this study, as follows:

The researchers addressed the dimensions of entrepreneurial performance, which differed from one researcher to another. (Dawoud, 2016: 220) focused on planning, efficiency, effectiveness, entrepreneurship index, innovation, and modernization. (Al-Malhami & Alwan, 2024: 81) identified the dimensions of entrepreneurial performance in another group: risk, creativity, entrepreneurial culture, and competitive advantage. The researchers noted a clear difference in the opinions of researchers regarding establishing criteria to define the measure. Therefore, the researchers relied on a model in the study (Giudice Del et al., 2017) that is consistent with the nature of the community, objectives, and variables of the study, which includes four main dimensions that can be explained as follows:

1-**Acquired networks and resources:** Success is not limited to individual invention alone; it also shows the capacity to create strong partnerships and guarantee the required resources. Whether with institutions, investors, or colleagues, these networks give researchers financial and intellectual assistance and create new paths for cooperation and skill sharing. Likewise, a sign of entrepreneurial competence is the capacity to get resources, physical or emotional.

2-**Innovations realized** are the concrete results of the endeavor at invention. Principal investigators' entrepreneurial performance goes beyond their capacity for fresh idea conception, including turning these concepts into workable solutions. Whether they are

fresh ideas, better goods, faster procedures, or creative solutions, these developments show scientific creativity and the capacity to spot business prospects.

3-**Technology Transfer Activities:** Especially for main researchers, a crucial factor influencing entrepreneurial achievement is Success in entrepreneurship goes beyond the simple acquisition of information to include the capacity to convert it into useful applications benefiting business and society. These operations cover a wide spectrum of initiatives, from patenting and commercial licensing of inventions to creating spin-offs depending on research results.

4-**Ging and new spin-off activities**: Particularly for main scholars, emerging and innovative spin-offs are crucial in evaluating entrepreneurial performance. Success as an entrepreneur transcends simple knowledge generation or even conventional technology transfer. It also covers the capacity to turn scientific discoveries into autonomous, value-added business enterprises. These initiatives involve the founding of new businesses directly dependent on research results, thereby reflecting

3-The field aspect of the research

Data from the three axes of the questionnaire were analyzed, represented by the first axis (description of the research sample), the second axis (talent management with its dimensions: talent attraction, talent retention, talent development), and finally, the data from the third axis (entrepreneurial performance with its dimensions: acquired networks and resources, technology transfer activities, achieved innovations, emerging and new spin-off activities). The following will be completed:

3-1- Description of the research sample

Table No. (2) shows the description of the research sample.

Categorical variables	Category	Repetitions	%
Gender	Male	57	66.3%
	Female	29	33.7%
	Total	86	100.0%
Academic achievement	Bachelor's	14	16.3%
	Master's	37	43.0%
	Doctorate	35	40.7%
	Total	86	100.0%
Age	25 years and younger	11	12.8%
	26-35	41	47.7%
	36-45	16	18.6%
	46-55	7	8.1%
	56 years and older	11	12.8%
	Total	86	100.0%

"The researcher prepared the table based on the field study".

Table No. (2) The research sample shows the following:

- Gender: Males with 57 instances (66.3%) have the highest category.
- Lowest category: 29 occurrences (33.7%), female

This distribution shows that men make up most of the research sample.

Educational Attainment:

- With 37 occurrences (43.0%), the Master's degree highest category
- Lowest category: fourteen instances (16.3%) Bachelor's degree

With 43.0% and 40.7%, respectively, most of the sample possesses advanced degrees—master's and PhD. This suggests a high degree of education in the sample, which could help them grasp entrepreneurial performance and talent management ideas. It also suggests that the sample probably has a thorough theoretical understanding of their domains of activity.

Age: 41 events (47.7%) from the highest category: 26–35.

* The 46–55 age range has seven events (8.1%), the lowest age group.

Reflecting the existence of a youthful and active workforce at Asiacell, most of the sample falls in the young and medium age bracket (26–35 years). Given that people in this age range are frequently more receptive to new ideas, more flexible in change, and may have strong professional goals relating to talent management, this might be a favorable indication for the research.

3-2- "Tests of scale stability and normal distribution":

Cronbach's alpha test was used to guarantee the questionnaire's internal consistency, verifying the study tool's dependability. According to Sekaran & Bougie (2016), a Cronbach's alpha value of 0.70 or above is reasonable. The internal consistency of the questionnaire was evaluated using the Cronbach's alpha test to guarantee the study tool's dependability. Sekaran & Bougie (2016) consider a Cronbach's alpha value of 0.70 or above reasonable. This guarantees strong internal consistency of the questionnaire and consistent and repeatable data collecting, lowering mistakes and improving the dependability of the findings.

Moreover, employing skewness and kurtosis factors helped to guarantee that the gathered data sufficiently reflects the research population. Hair et al. (2010) claim that reasonable values are between +1.96, -1.96. The fact that every skewness and kurtosis coefficient for the research variables fell within this range suggests that the data displayed a normal distribution. This makes parametric statistical techniques available for analysis, which depend on the presumption of a normal data distribution.

Table (3) "Reliability coefficient and normal distribution of dimensions and items"

Variables	**Dimensions**	**Number of paragraphs**	**Crombach coefficient**	**Skewness**	**Kurtosis**
Talent Management	Talent Attraction	**5**	**90.1%**	**1.176**	**-1.265**
	Talent Retention	**5**	**75.3%**	**1.529**	**-1.606**
	Talent Development	**5**	**94.4%**	**0.543**	**-0.456**
All paragraphs of the talent management dimensions		**15**	**86.6%**	**1.083**	**-1.109**
Entrepreneurial performance	Acquired networks and resources	**5**	**89.7%**	**0.632**	**-0.642**
	Technology transfer activities	**4**	**76.9%**	**0.832**	**-0.976**
	Innovations realized	**6**	**83.5%**	**1.872**	**-1.745**
	Emerging and new spin-off activities	**5**	**91.1%**	**0.874**	**-0.905**
All paragraphs of the dimensions of entrepreneurial performance		**20**	**85.3%**	**1.053**	**-1.067**

"Source prepared by researchers based on the SPSS program".

- The Cronbach's alpha test results confirmed that the questionnaire had excellent reliability levels, both at the level of individual items and the scale as a whole. This indicates that the questions measure the targeted concepts reliably and internally consistently.

- In addition, examining the skewness and kurtosis coefficients revealed that all values fell within the acceptable range (+1.96, 1.96). This confirms that all items and variables in the study follow a normal distribution, meaning that the data are symmetrically distributed. This normal distribution enables us to use parametric statistical methods in the analysis, which require this assumption.

3-3- "Descriptive analysis of sample responses"

This part of the study aims to analyze the opinions and preferences of Asiacell employees (a study sample of 86 individuals) regarding the items on the measurement tool. We will focus on descriptive statistical analyses, such as the arithmetic mean, standard deviation, relative importance, and the level and direction of the response for each item of the studied variables.

The five-point Likert scale was divided into categories to measure the level and direction of the response. The range was calculated (5-1=4), then divided by the number of categories (5), resulting in (4/5=0.80). (0.80) was then added to the lower limit of each category to determine the categories.

Relative importance was measured by dividing the lowest and highest categories of the level and direction of the response by the highest gradation on the five-point Likert scale (5). Table 4 shows the degree of differentiation in the level and direction of the response.

Table (4) "Availability criteria for study variables"

Relative Importance Level	Categories	Response Level	Answer direction	Categories
Very Weak	**0.36– 0.01**	Very Low	Completely disagree	**1.80 – 1**
Weak	**اكبر من 0.36 – 0.52**	Low	Disagree	**2.60 – 1.81**
Average	**اكبر من 0.52 – 0.68**	Average	Neutral	**3.40 – 2.61**
Good	**اكبر من 0.68 – 0.84**	High	Agree	**4.20 – 3.41**
Excellent	**اكبر من 0.84 – 1**	Very High	Completely agree	**5 – 4.21**

Akadiri O. P. (2011), Development of Multi-Criteria Approach for Selection: Wolver Hampton, U.K.

Based on the highest relative importance value, dimensions were prioritized and ranked. When evaluating key dimensions and variables, this indicator is regarded as an indicator of the highest levels of availability and interest in the company surveyed.

1-Talent management variable: -

The table and figure below summarize the results related to the talent management variable. Overall, the mean for this variable was 3.598, indicating a high level of agreement. With a standard deviation of 0.804 and a relative importance of 72.0%, it is clear that the company studied was highly interested in talent management. As for the variable's dimensions, the degree of elevation varied among them, as the following results illustrate.

- Regarding availability and interest in the firm the survey covered, the "Talent Attraction" factor came last. With an arithmetic mean (3.418) and a standard deviation (0.869), it reported the lowest relative importance, 68.4%. The findings revealed that the concerned organization gives talent acquisition top priority. This emphasis is clear in assessing future staff demands based on present and future requirements and in the frequent forecasting studies management conducts to ascertain its talent needs. Still, the findings show that this concentration stays below the ideal range.
- Regarding availability and interest in the business the survey covered, "talent retention" scored highest. Having an arithmetic mean (3.754) and a standard

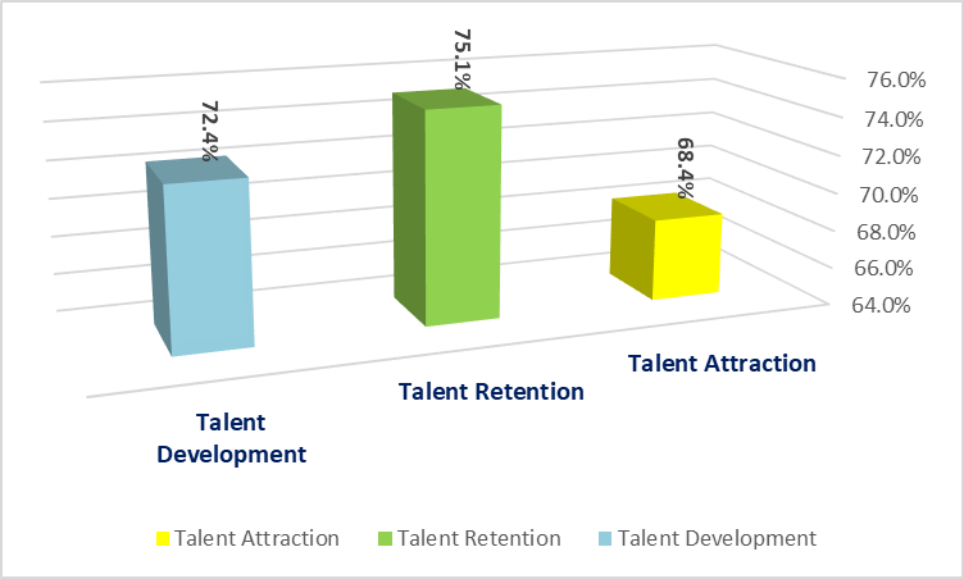
deviation (0.732), it registered the highest relative significance (75.1%). The findings revealed that the organization gives talent retention much thought. This is shown in how it designs personalized development plans for staff members using performance management data, years of service, and personal information. The organization also depends on well-defined standards to ascertain the demands for staff development plans. These findings, however, show that the degree of this attentiveness stays below the required threshold.

- Regarding availability and the companies covered by the survey, the dimension of "talent development" came second. Recording a relative relevance of 72.4%, it had an arithmetic mean of 3.621 and a standard deviation of 0.811. According to the results, the business gives talent development much thought. The company's successful training initiatives clearly show how to help gifted workers grow their skills. The organization's management strives to establish a favorable environment that facilitating information sharing among gifted people. These findings show that the degree of this curiosity still falls short of the target.

Table 5: Summary of descriptive indicators for the dimensions of the talent management variable

	Dimensions of talent management variable	M-average	S, D	Answer direction	relative importance	Answer level	No.
1	Talent Attraction	3.418	0.869	I agree	68.4%	high	3
2	Talent Retention	3.754	0.732	I agree	75.1%	high	1
3	Talent Development	3.621	0.811	I agree	72.4%	high	2
talent management variable		3.598	0.804	I agree	72.0%	high	

"Source: SPSS V.28 outputs"



"Figure (2) Relative importance of the dimensions of the talent management" variable

"SOURCE: SPSS V.28 OUTPUTS"

2- Entrepreneurial performance variable: -

You may find a summary of the findings concerning the entrepreneurial performance variable in the table and figure that follow. There was a great deal of consensus, since the global mean for this variable was 3.582. A relative importance of 71.6% and a standard deviation of 0.801 indicate that the investigated firm placed a high value on entrepreneurial success. According to the data below, the degree of elevation varied

throughout the variable's dimensions.

- Second in terms of availability and business covered by the research was the "Networks and Acquired Resources" component. With an arithmetic mean of 3.686 and a standard deviation of 0.678, it registered a relative relevance of 73.7%. This suggests that "Networks and Acquired Resources" is a topic the business considers. This is shown in the new research projects financed during the previous five years, the new research projects presented to funding organizations during the same period, and the activation of ties with the industrial sector-related initiatives (funded and nonfunded) over the past five years. The results show that this interest has not yet attained the required level.

Regarding availability and firm covered by the research, the "technology transfer activities" feature came last. With an arithmetic mean (3.406) and a standard deviation (0.903), it recorded the lowest relative importance (68.1%), suggesting that the firm gives technology transfer activities great emphasis. Technology transfer agreements signed during the last five years, licensing earnings attained last year, and presently valid licenses and licensing agreements concluded over the past five years clearly show this interest in technology transfer. The results show that this interest has not yet attained the required level.

- Regarding availability and company covered by the research, the dimension of "realized innovations" came first. With an arithmetic mean (3.732) and a standard deviation (0.703), it noted the highest relative importance, 74.6%. The findings reveal that the corporation gives realized innovations great importance. This is clear from invention disclosures, the patents acquired, and applications filed throughout the preceding five years. These findings, however, show that the degree of this curiosity has not yet approached the required level.
- Regarding availability and company covered by the research, the "New and Emerging Spin-Offs" component placed highest. With an arithmetic mean (3.501) and a standard deviation (0.821), it reported the highest relative importance, 70.0%. According to the findings, the corporation gives new and developing spin-offs great attention. Active academic spin-offs clearly show this interest, whether they have received university or corporate support. This also covers newly founded academic spin-offs during the previous five years and already operational ones. These findings, however, show that the degree of this enthusiasm has not yet reached the required level.

Table 6: Summary of descriptive indicators for the dimensions of the entrepreneurial performance variable

	Dimensions of the entrepreneurial performance variable	M-average	S, D	Answer direction	relative importance	Answer level	No.
1	Acquired networks and resources	3.687	0.778	I agree	73.7%	high	2
2	Technology transfer activities	3.406	0.903	I agree	68.1%	high	4
3	Innovations realized	3.732	0.703	I agree	74.6%	high	1
4	Emerging and new spin-off activities	3.501	0.821	I agree	70.0%	high	3
The entrepreneurial performance variable		3.582	0.801	I agree	71.6%	high	

"**Source: SPSS V.28 outputs**"

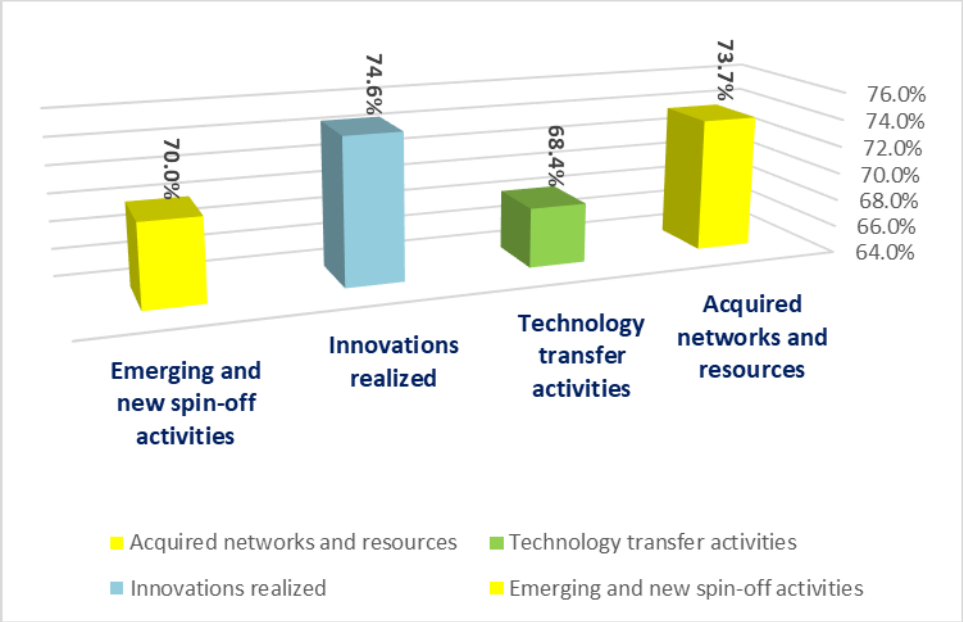


Figure (3) Relative importance of the dimensions of the entrepreneurial performance variable

"source: SPSS v.28 outputs"

3-4- testing the study hypotheses:

In this section, the study hypotheses will be tested sequentially using structural factor modeling and regression analysis, as follows:

1-Main hypothesis (h1): The sixth main hypothesis states: "There is no statistically significant effect" of talent management on entrepreneurial performance.

A basic idea in structural equation modeling (SEM), confirmatory factor analysis (CFA) was applied as the main instrument to guarantee correct measurement of the strength of the correlation between items and their dimensions and to ascertain the degree to which each item aligns with the dimension it was designed to measure. By determining the degree to which each item fits the theoretical dimension it intends to measure, this study seeks to minimize many variables to a smaller set. These variables had to satisfy goodness-of- fit requirements if we were to guarantee consistent interpretation of the confirmatory factor analysis of the research variables. The following table shows the goodness-of-fit indicators based on the structural equation modeling technique.

Table (7) "Structural Modeling Equation Quality of Matching Indicators"

Index	Rule
Root Mean Square Error of Approximation (RMSEA)	Less than (0.05) is acceptable, values between (0.05 - 0.08) are good, values between (0.10 - 0.08) are average, values greater than (0.10) are rejected.
Item Saturation Ratio	Greater than (0.40)
Comparative Fit Index (CFI)	The value range is between (0) - (1). Acceptance rule: greater than 0.90 and greater than 0.95 are acceptable.
Tucker Lewis Index (TLI)	
Goodness-of-Fit Index (GFI)	

"Source prepared by the researcher based on Hair et al." (2010)

Table 7), the study proved that the goodness-of-fit criteria were higher than the necessary indications based on Hair et al. (2010) using a structural model with confirmed validity and reliability.

Below is a table showing the results of the goodness-of-fit indicators for the structural equation model. The values of the chi-square ratio to the degrees of freedom (2.332), the root mean square error of approximation (RMSEA) (0.077), and the regression saturation (>0.40) all exceed what is considered a high level of congruence.

Table 8: Confirmatory factor analysis of research variables

item	path	The dimension	Estimate	S.E.	C.R.	P
X11	<---	**Talent Attraction**	.894	.050	23.609	***
X12	<---		.920	.044	24.801	***
X13	<---		.846			
X14	<---		.697	.049	15.943	***
X15	<---		.776	.052	18.654	***
X21	<---	**Talent Retention**	.823	.055	17.278	***
X22	<---		.775			
X23	<---		.764	.050	15.840	***
X24	<---		.770	.062	15.984	***
X25	<---		.673	.059	13.690	***
X31	<---	**Talent Development**	.692	.055	14.334	***
X32	<---		.775			
X33	<---		.700	.057	14.515	***
X34	<---		.822	.064	17.587	***
X35	<---		.809	.069	17.266	***
Y11	<---	**Acquired networks and resources**	.872	.047	22.117	***
Y12	<---		.873	.049	22.157	***
Y13	<---		.847			
Y14	<---		.802	.049	19.350	***
Y15	<---		.441	.044	8.976	***
Y21	<---	**Technology transfer activities**	.812	.047	20.783	***
Y22	<---		.872			
Y23	<---		.869	.041	23.475	***
Y24	<---		.881	.042	24.076	***
Y31	<---	**Innovations realized**	.735	.090	13.717	***
Y32	<---		.698	.077	13.045	***
Y33	<---		.713			
Y34	<---		.728	.073	13.589	***
Y35	<---		.626	.072	11.732	***
Y36	<---		.634	.075	11.863	***
Y41	<---	**Emerging and new spin-off activities**	.790	.095	12.926	***
Y42	<---		.734	.086	12.242	***
Y43	<---		.655			
Y44	<---		.600	.092	10.378	***
Y45	<---		.586	.093	10.168	***

"Source: AMOS Program Outputs"

These results confirm the existence of a strong, statistically significant, positive relationship between talent management and entrepreneurial performance. The structural model demonstrated the strength of this relationship, showing that a one-unit increase in

talent management leads to a significant increase in entrepreneurial performance of 0.860 ($p < 0.001$, critical value = 12.540, standard error = 0.074). Based on these results, the null hypothesis was rejected and the alternative hypothesis was accepted, conclusively demonstrating that increased attention to talent management within a company is closely related to increased entrepreneurial performance.

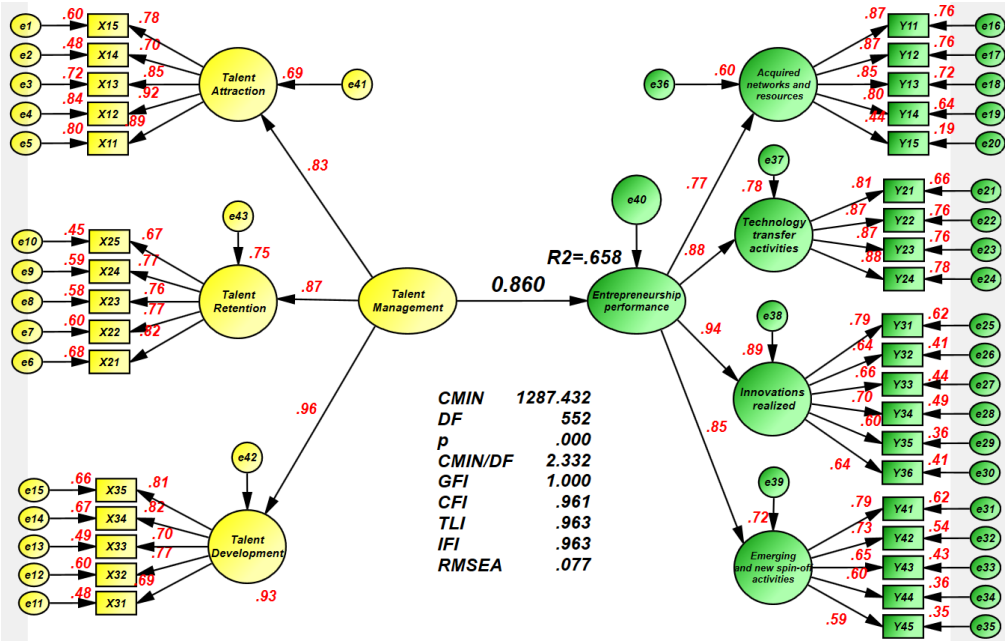


Figure 4: The structural model for talent management in entrepreneurial performance

Source: "Prepared by researchers based on the outputs of the statistical package AMOS. V. 26.

According to the research, Talent management has a role in improving entrepreneurial success. However, it only accounts for 34.2% of that increase, meaning that other, unstudied factors impact 65.8% of entrepreneurial performance.

Table (9) "Final results of the direct impact of" talent management and entrepreneurial performance

PATH			direct impact	S.E	critical value	R2	Sig.
talent management	<--	entrepreneurial performance	0.860	0.074	12.540	65.8%	0.000

Source:" Prepared by researchers based on the outputs of the statistical package AMOS. V. 26.

From the table below, which analyzes the sub-hypotheses, the following is clear:

1. (H1-1): "There is a significant relationship between talent attraction and entrepreneurial performance in the company under study.

From the review of the analytical values in the table, we deduce that the two variables have a noteworthy relationship since the value of the fixed effect coefficient alpha reached (a=1.53). The value of the beta effect level reached (b=0.713), and the value of the interpretation coefficient reached (85.7%), and this result supports the verification of this hypothesis. The more the company is interested in attracting talent, which is embodied in the management analyzing gaps to ascertain its talent needs, planning and using specific strategies to attract talented employees, and employing diverse sources to employ human competencies, the more this is reflected positively in increasing the company's entrepreneurial performance.

2. (H1-2): "There is a significant relationship between talent retention and entrepreneurial performance in the studied company

The analytical numbers in the table show that the two variables have a noteworthy correlation. With a=1.78, the fixed effect coefficient alpha had a value; with b=0.653, the value of the beta effect level was. The interpretation coefficient has a value of 49.2%. The influence is noteworthy as the computed (F) value exceeded the tabular (F) value. This finding validates this theory. This shows that the more a company pays close attention to talent retention, which is clear in connecting compensation systems to employee development plans to guarantee a relationship between pay and performance, and supporting the management with talented employees and managers in formulating a development plan based on job performance methods. Consistency and long-term renewal based on changing knowledge about the workplace and talented people define employee development plans; more benefits leadership performance.

3. (H1-3): "There is a significant relationship between talent development and entrepreneurial performance in the company under study.

From reviewing the analytical values in the table, we conclude that "There is a significant relationship between" the two variables, as the value of the fixed effect coefficient alpha reached (a=1.88) and the value of the beta effect level reached (b=0.802). The value of the interpretation coefficient reached 43.1%, and the effect is significant because the calculated (F) value was higher than the tabular (F) value. This result supports this hypothesis. This explains that the more the company pays thoughtful attention to talent development, which is evident in: the company's management rewarding outstanding employees, providing development opportunities for talented employees, and the company's management's efforts to improve the knowledge of talented employees through seminars; this is reflected positively in increasing the company's entrepreneurial performance.

Table 10: Results of the influence relationships between the dimensions of talent management and entrepreneurial performance

Recorded value	Indicators	Variable	Recorded value	Indicators	Variable
29.004	***F-Cal***	Talent retention	***44.543***	***F-Cal***	Talent Attraction
0.000	***P***		***0.000***	***P***	
0.492	***R^2***		***0.587***	***R^2***	
1.78	***α***		***1.53***	***α***	
0.653	***β***		***0.713***	***β***	
63.619				***F-Cal***	Talent Development
0.000				***P***	
0.431				***R^2***	
1.88				***α***	
0.802				***β***	

F (0.05) =3.84 F (0.01) = 6.63

4- Conclusions and Recommendations

1. Interest in the components of talent management was moderate, as most respondents' responses to most items were neutral to agreed. This indicates the need for increased attention to talent management by the company under study.

2. There is moderate interest in entrepreneurial performance, as most of the study sample's responses were neutral to high. This indicates a need to enhance the entrepreneurial performance of the company under study.

3. A "statistically significant relationship" exists between talent management and entrepreneurial performance in the company under study, indicating that enhancing talent management contributes positively to improving entrepreneurial performance.

4. A strong, positive, and significant relationship exists between "talent attraction and entrepreneurial performance in the company under study. This indicates that the company's efforts to analyze its talent needs, plan effective recruitment strategies, and utilize diverse recruitment sources significantly enhance its entrepreneurial performance.

5. There is a significant, positive, and "significant relationship between talent retention and entrepreneurial performance in the company. This indicates that the company's focus on linking compensation systems with employee development plans, supporting talented employees and managers in building performance-based development plans, and developing renewable and consistent plans leads to a tangible improvement in entrepreneurial performance.

6. There is a significant and positive relationship between talent development and entrepreneurial performance within the company. This demonstrates that the company's focus on rewarding outstanding employees, providing them with development opportunities, and striving to enhance their knowledge through seminars, positively impacts its entrepreneurial performance.

Secondly: Suggestions

The report advises Asiacell to concentrate on three main aspects of people management if it is to raise entrepreneurial performance:

- While using more creative recruitment methods, the organization could improve its talent acquisition strategy by strengthening its reputation as an appealing employer and developing close partnerships with colleges.
- Asiacell could start talent retention initiatives by more precisely tying salary to performance, providing efficient individual development plans for staff members, and creating a supportive corporate culture that supports stability and belonging.
- Expanding learning and training possibilities, supporting work rotation and internal initiatives, and creating strong mentoring and guiding programs to transmit knowledge and experience help to invest in staff capacities continuously.

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