

**THE IMPACT OF TALENT MANAGEMENT STRATEGIES ON ENHANCEMENT OF
COMPETITIVE ADVANTAGE IN BAHRAIN POST**

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Abstract

The research aimed to identify the impact of talent management strategies on enhancement of competitive advantage in Bahrain Post. To achieve this, descriptive and analytical methods were used to answer the research questions and to test the research hypotheses. Primary data were collected through two sources. The first source was a questionnaire developed and distributed to the research community consisting of 395 individuals and the second source was interviews with a group of managers and supervisors.

Results indicated that there was an impact of talent management strategies on enhancement of competitive advantage in Bahrain Post, where the percentage of influence was 62.2%. Also, there was a correlation between different talent management strategies and the enhancement of competitive advantage. The results also showed that the development strategy had the most impact on competitive advantage, followed by the attraction strategy and conservative strategy and finally, succession strategy. In addition, the biggest factor to enhance competitive advantage was quality, followed by creativity, then excellence, responsiveness and finally, efficiency. These results highlight the need to support creative ideas proposed by employees through offering rewards and incentives. It also highlight the need to involve employees in leadership and managerial matters.

Keywords: Talent Management Strategies (Attraction, Development, Preservation, Career Progression), Competitive Advantage (Quality, Efficiency, Creativity, Responsiveness, Excellence), Bahrain Post.

I. INTRODUCTION

Due to the globalization boom and the growing competition that is taking place in the 21st century, a new administrative term now features in the field of human resources, namely: talent management. Currently some institutions and organizations pay attention to talent management when developing their administrative goals through attracting talent, owning talent, retention and rehabilitation. Therefore, organizations or institutions apply the strategies and mechanisms designed to provide the best suitable talent environment and to create a unique competitive advantage. Rizwana khurshid & Mushtaq A Darzi (2016) and Hamidi & Tayeb (2011) state that talent management began to emerge in the beginning of the nineties, where there was intense competition between companies and institutions, most notably competition in human resources. The demand for talent has grown especially for extremely high skills. Also, Saleh & Naji (2014) claim that talent management has become an indivisible part of any organization or institution seeking continuity and success in its field. Regarding the Arab world, Anzi (2011) argues that the public and private sectors are beginning direct attention to human resources, specifically talent management, which in turn contributes to the achievement of strategic and economic visions. Consequently, talent has become a key element for organizations and institutions to achieve their goals with efficiency and excellence.

II. LITERATURE REVIEW

2.1 Concept of Talent Management

The concept of talent management has become one of the most important current topics in human resource management. Current trends have been moving toward rethinking the measures taken by organizations to attract workers, and specifically focusing on attracting talented creators and creative thinkers and retaining them.

Despite the fact that we are inundated with definitions of the concept of talent, there are no clear and explicit ones. Most researchers and writers differ in defining the concept of talent management. Some have linked the terms to direction and orientation and others to fashion, urbanization, and creativity. Talent management means several things. Tansley (2011) considers it as the integration of a range of innovative initiatives with tried and true activities, which include the spirit of community. Pruis (2011) sees it as a set of practices, activities and functions of human resources in organizations, which include selection, development and career planning. Moreover, Bllonas (2009) states that talent management is one of the most important functions of human resources, which plays an important strategic role. In addition, Ingram (2013) argues that talent management is the process of attracting and preserving talented people.

From the above, it is clear that there is agreement that talent management is the implementation of integrated strategies designed to improve the recruitment, development, and retention of highly skilled people and the willingness to meet current and future organizational needs.

Some consider talent management as a policy for selecting the right individuals for the right positions e.g. Whelan & Carcary (2011). In contrast, others like Snell (2007) see it as a wide range of complex operations that relate to human resources, which provide benefits to organizations. Others consider it a series of carefully studied steps that include identifying, attracting, developing and retaining talent e.g. Uren & Samuel (2007). While Liu, et .al (2010) state that it is a process of implementing complete integrated strategies and systems designed to improve and modify the

operations of recruitment, development and retention of highly skilled and qualified staff to meet an organization's requirements currently and in the future.

Moreover, Horvathova (2011) sees talent management as the total activities related to organizations that seek to acquire, develop, motivate and retain talented employees to achieve its current and future goals. This definition complements Collings, David, Mellahi and Kamel (2009) who claim that talent management is a set of interrelated and overlapping activities designed to enable organizations to attract, sustain and develop talented individuals who are currently present in the organizations as well as in the future to enhance competitive advantage.

Based on concepts, the researchers define talent management as a set of integrated operations that focus on the selection of employees according to their skills, abilities and competencies followed by staff development and training inside organizations. Hence, discovering talent inside organizations and then strengthening their abilities through motivation can lead to the achievement of competitiveness of organizations.

2.2 Principles of Talent Management

Talent represents a crucial element in the management of competitive advantage in organizations. There are a set of principles related to talent management outlined by Ziad Azzam (2014), namely:

- In order for organizations to outperform their competitors, they must invest in talented people.
- Directors should strive to discover talent in the work environment and attract and retain them.
- Talent is an investment through which organizations can achieve high returns.
- The administration must retain talent by providing a work environment that allows them to invest their energy in positive ways.
- Talent requires attention to be vibrant, so it needs permanent care, attention and development, as well as safeguarding.
- Talented employees always need to have space to exploit their creativity and innovation under the very direct control of senior management.

2.3 Talent Management Strategies

2.3.1 Attraction Strategy

Attraction strategy is not limited to attracting talent to organizations, but is also used for promotion and marketing through the provision of services and benefits to the customer. This kind of strategy gives the employer a good reputation. A wide range of organizations adopts attraction strategy to encourage discerning and qualified individuals to apply. To attract talent, organizations must identify the sources of talent and choose the best applicants, especially those for important positions in organizations. They must investigate the accuracy and quality of their staff selection processes.

2.3.2 Development Strategy

This strategy is considered one of most necessary strategies to give organizations power, efficiency, and confidence. Areiqat (2010) argues that this strategy relies mainly on the continuous follow-up and analysis of what the organization provides and compares that with supply and demand of human resources. The talent management should understand that talents do not like

routine work. Therefore, talent management must deal with talents in a manner different from others such as giving an assignment never performed before or transferring talent from one job to another if related to his/her specialty and field. Accordingly, departments should cooperate with talent management to assign entire projects to talent in order to be able to activate the talent fully. Full project management makes talent employees feel independent. Moreover, it represents an incentive for them to develop their talents, abilities and skills.

Departments should accept differences in opinion. Talent management should activate its education role with other departments since differences will pave the way for the development of talent. Therefore, it is beneficial to organizations to possess talent resources. It is important for organizations to have plans and budgets for investment in talent in terms of motivation, training and development. Investment in talent is productive for organizations as it is considered a competitive advantage. Researchers believe that the presence of talent in organizations should not be in one only, so talent management should seek to deploy talent in all areas of the organizations in a balanced and coordinated way.

2.3.3 Preservation Strategy

The human element plays a big role in the performance of organizations, especially if it is effective and distinctive. Perhaps one of the main obstacles that stand against the stability of the human element is their persistence in the development and change that leads them to be in a permanent and continuing search for better career opportunities. Pruis, E. (2011) argues that it is incumbent upon organizations to provide moral and material rewarding incentives, create confidence, and create an enthusiastic and competitive atmosphere for these elements. This means that during the appointment process, opportunities for staff recruitment should be given to those who have the background and basic skills needed for jobs taking into account the application of strict quality standards. Moreover, during the selection process the committee must choose the outstanding talents by focusing on their qualifications and their distinctiveness, especially of those who have previously worked in organizations. In addition, applicants who already have job mobility in various organizations should be excluded for reasons that are not convincing, and must not be neglected to inquire about the previous companies that the applicant has worked in. Finally, wages and salaries for talent should be commensurate with competitors in the market.

This also means that during the hiring process, the current level of employee skills and the level aimed for should be determined to identify training gaps and deficiencies in their level of skills, qualifications and knowledge. In addition, the Human Resource department, in cooperation with other departments, should develop an integrated control system that aims to develop the capabilities, skills, and abilities of the new employee. Finally, they should also make a plan to celebrate the successes and achievements made by the talented staff and honored them by offering prizes and incentives.

2.3.4 Career Progression Strategy

As mentioned above it is difficult for discerning staff to stay the same. In contrast, there is no permanent preservation strategy because the human element is prone to illness, disability or death at any moment, which makes it imperative for successful organizations to enable staff to adopt positions and to create second grade staff to continue what first grade staff has started. At the same time, this strategy provides an additional incentive for talent to learn and do more. This is shown

through monitoring talent inside and outside organizations, and setting high expectations of achievement and organization performance, as well as career planning for talented individuals taking into account appropriate talent career substitution plan.

2.4 Concept of Competitive Advantage

The existence of organizations in the labor market at same level and quality for a long period of time was considered impossible in the past, however with the emergence of competitive advantage it may no longer be impossible. Shaaban (2011) states that continuity in strengthening the human resource and using it as a competitive advantage ensures organizations' uniqueness from other competitors and maintains excellence in the labor market.

The concept of enhancing competitive advantage is in itself a real revolution in business administration at both academic and practical levels. Academically, management is no longer considered from an internal perspective that does not have a strategic dimension. It has become a dynamic process aimed to address and solve many internal and external problems to achieve excellence and continued success. Al-Mutairi (2012) argues that achieving success and excellence is not be in accordance with temporary or short-term goals. It is worth mentioning that there is a clear difference between success and excellence. Success is the result that every organization is trying to achieve, while excellence is a property that gives organizations continuity of success and survival in the market. Kehinde (2012) outlines that competitive advantage is the group characteristics or qualities that characterize the organization that gives organization excellence among its competitors. Most of this new terminology and concepts appeared firstly in industrial, commercial and economic fields, and then moved gradually to other areas such as government organizations especially organizations of a commercial nature. This is due to the fact that these government organizations face new challenges, such as the need to undergo quality standards and access international accreditations from those responsible for quality.

From this, the researchers can define competitive advantage as the ability of excellence, creativity and innovation that organizations own over their competitors. These elements will qualify an organization to achieve its goals, a larger number of consumers, higher returns, a larger market share, growth and survival. In other words, competitive advantage is the organization's ability to provide a unique service with high quality. This is reflected in the quality level of its employees' capabilities, and its competitive advantages in various similar working environments and society's confidence in the organization.

2.5 Competitive Advantage Strategies

Al-Mutairi (2012) claims that competitive advantage strategies are an element that distinguishes one organization from another and can be achieved via the following strategies:

- Quality: Error free and target oriented.
- Efficiency: The organization benefits from abilities, skills, knowledge and qualifications that qualify it to carry out all activities in ways more efficient than its competitors do.
- Creativity: A process of generating new useful ideas and the ability to think differently to find suitable solutions to a problem.
- Responsiveness: The reaction or behavior of an individual towards an action.
- Excellence: Doing traditional things in a non-traditional way.

2.6 Characteristics of Competitive Advantage

Competitive advantage has a set of characteristics stated by Al-Mutairi (2012).

- To be sustainable in the long term, not the short term.
- Relativism compared to competitors or comparable in all periods.
- Regenerative feature in accordance with the requirements of the external and internal environment.
- To be flexible.
- To fit in use with the goals and results that the organization wants to achieve in both the short and long term.

2.7 The Relationship between Talent Management and Competitive Advantage according to Preceding Studies

Studies of Faria Rabbi, Nouman Ahad, Tahira Kousar and Tanzila Ali (2015), Abdul Nasir, et al. (2012), Maaytah et al. (2013) and Alkraawi, Muhammad (2010) conclude that specialized talent management programs are required due to increasing pressure from internal and external businesses. This means that talent management is an important driver for growth, development, sustainability and source of competitive advantage. Moreover, it indicates that achievement of competitive advantage is largely related to talent management as well as being integrated with knowledge.

Other studies of Mohammad et al. (2015), Anzi, et al. (2011) and Hamidi, et al. (2011) claim that strategy of human resource management activities plays a leading and training role in talent management, and has a crucial role in the integration process between talent management strategies and organization strategies in enhancing success of talent initiatives. This means that it is the responsibility of all employees in an organization to promote talent. This cooperation can be a tool through which the organization eases deployment and reduces the risk of positioning talented people in inappropriate places. In addition, it indicates that the adoption of talent management strategies through a Government excellence program, and prizes awarded to talents contribute to the development of talent cultures and support in order to achieve the organization's vision in the short and long-term.

Studies of Iqbal, et al. (2013), Al-Mutairi (2012), Ramadan (2012), Shimla and Ghidwani (2012), Ziad, Azzam (2014), Shaaban (2011) and Kehinde (2012) show that talent management has strong links with an organization's productivity and it is an essential, vital and effective resource in the achievement of sustainable competitive advantage. In contrast, studies of Rana, et al. (2013), Ahmadi, et al. (2012) and Siam (2013) claim that there is a negative relationship between talent management and organizational efficiency. This means that there is uncertainty surrounding the general concept of talent management specifically in system operations, which means that the basic principles and elements are available but the actual application was contrary to all expectations.

III. RESEARCH PROBLEM

It can be seen from the above studies that some researchers have indicated and concluded that the adoption of talent management strategies leads to enhancement of competitive advantage; however, others did not reach the same conclusions. Moreover, with an accelerated pace of

development, rapid changes in administrative and economic systems and cultural transformation, and in light of a limited resources, it is necessary for organizations to pay attention to human resource and to develop strategies to discover talents and train them for competitive advantage. Hence, organization's ability to adapt and provide a suitable working environment for talents enhances the achievement of sustainability and growth.

For these reasons, this paper aims to study the impact of talent management strategies on the enhancement of competitive advantage in Bahrain Post. Bahrain Post is one of the departments of the Ministry of Transportation and Communications in the Kingdom of Bahrain. Currently the Talent Management Departments of Bahrain Post functions as a part of the Strategic Planning Department of the Ministry of Transportation and Communications but with quite limited activities. This is because the Talent Management Department of Bahrain Post was previously moved and attached to different departments of the Ministry of Transportation and Communications. This has led to undermining the efficient implementation of the Talent Management of Bahrain Post and the imposition of restrictions and controls that limit its effectiveness. Some public and private organizations in the Kingdom of Bahrain have progressed the application of talent management where they have gained considerable benefits. This had led the researchers to reflect on the topic and to find an answer to the following main research question: "To what extent do Talent Management Strategies (attraction, development, preservation, career progression) affect Enhancement of the Competitive Advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post?".

3.1 Importance of the Study

The importance of the study stems from the importance of talent management strategies on enhancement of the competitive advantage in all organizations and in Bahrain Post in particular.

3.2 Objectives of Study

- i. To recognize the reality of talent management strategies and the competitive advantage in Bahrain Post.
- ii. To know the impact of talent management strategies on the enhancement of the competitive advantage in Bahrain Post.

IV. RESEARCH METHODOLOGY

To achieve the research objectives, the study adopted a descriptive and analytical approach.

4.1 Hypotheses development

Based on the objectives of the study and the problem stated above, the researchers formulated one main research hypothesis and sub-hypotheses as follows.

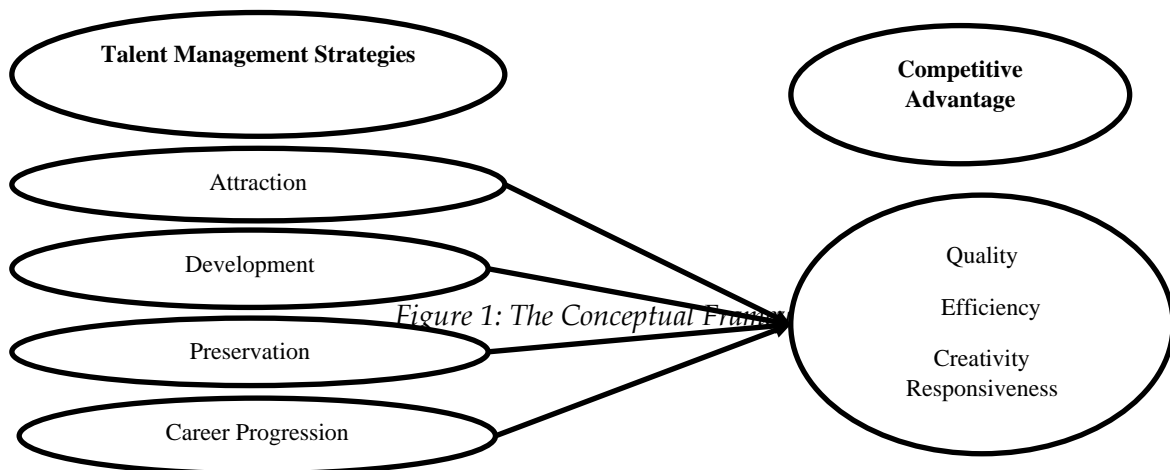
The main research hypothesis is: there is no statistically significant impact of talent management strategies (attraction, development, preservation, career progression) on enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post.

The sub-hypotheses are:

- There is no statistically significant impact of attraction strategy on enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post.
- There is no statistically significant impact of development strategy on enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post.
- There is no statistically significant impact of preservation strategy on enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post.
- There is no statistically significant impact of career progression strategy on enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post.

4.2 Research Framework

Based on a review of related talent management literature, a conceptual framework was introduced utilizing Areiqat (2010), Pruis, E. (2011) and Al-Mutairi (2012) studies. Figure 1 below illustrates the research framework.



4.3 Population of the Study

A population refers to the aggregate of all cases that conform to some designated set of specifications; it is the entire set of relevant units of analysis or data. (Kothari, 2008). There are 395 individuals working in Bahrain Post in the Kingdom of Bahrain according to the latest statistics for 2016. This number considered for the purpose of this paper as the target population includes Managers, Assistant Managers, Heads of Departments, Supervisors and Clerks. These individuals provided information by filling in questionnaires.

4.4 Data Collection

Data was collected using a structured questionnaire that consisted of two parts: the first part dealt

with the demographic information and the second part with the measurement of variables proposed in the theoretical framework.

Apart from demographic variables, all the others variables were measured using a five-point Likert type scale, where “strongly agree” was given five and “strongly disagree” one.

In total of 395 questionnaires were distributed. A total of 351 questionnaires were received back. Eight incomplete questionnaires were excluded, and thus the valid number of questionnaires for use was 343, indicating a response rate of 86.8 percent.

V. ANALYSIS AND DISCUSSION OF THE RESULTS

Data were analyzed using the Statistical Package for Social Science (SPSS) Version 22. Certain techniques were used such as Cronbach Alpha, Pearson Correlation, Mean, Standard Deviation, Simple Regression and Multiple Linear Regression.

5.1 Reliability Test

To confirm the reliability of the questionnaire, Cronbach's Alpha Coefficient was calculated for the dimension of the independent variable (talent management strategies) and for the dimensions of the dependent variable (competitive advantage) as shown in tables below.

Table 1

Cronbach's Alpha Coefficient for Dimensions of the Independent Variable

Variable	Dimensions of Independent Variable (Talent Management Strategies)				Overall Degree
Dimensions	Attraction	Development	Preservation	Career Progression	
Cronbach's Alpha Coefficient	0.813	0.826	0.769	0.770	0.804
level of Sig.	0.01	0.01	0.01	0.01	0.01

It can be seen from Table 1, all the values of Cronbach's Alpha Coefficient for the dimensions of the independent variable (talent management strategies) and the overall degree are more than 0.7, which is considered being, and thus confirms the measurements used in this study had high stability.

Table 2

Cronbach's Alpha Coefficient for Dimensions of the Dependent Variable

Variable	Dimensions of Dependent Variable (Competitive Advantage)					Overall Degree
Dimensions	Quality	Efficiency	Creativity	Responsiveness	Excellence	
Cronbach's Alpha Coefficient	0.776	0.822	0.708	0.712	0.633	0.794
level of Sig.	0.01	0.01	0.01	0.01	0.01	0.01

It can be seen from Table 2, all the values of Cronbach's Alpha Coefficient for the dimensions of the dependent variable (competitive advantage) and the overall degree are considered high, thus confirms the measurements used in this study had high stability.

5.2 Validity Test

To confirm the validity of the questionnaire, the correlation coefficient was calculated for the dimension of the independent variable (talent management strategies) and for the dimensions of the dependent variable (competitive advantage) as shown in tables below.

Table 3
Correlation Coefficient for Dimensions of the Independent Variable

Variable	Dimensions of Independent Variable (Talent Management Strategies)				Overall Degree
Dimensions	Attraction	Development	Preservation	Career Progression	
Correlation Coefficient	0.876**	0.769**	0.873**	0.769**	0.723**
level of Sig.	0.01	0.01	0.01	0.01	0.01

It can be seen from Table 3, all the values of the correlation coefficient for the dimensions of the independent variable and the overall degree are more than 0.7, which is considered high, and thus confirms the measurements used in this study.

Table 4
Correlation Coefficient for Dimensions of the Dependent Variable

Variable	Dimensions of Dependent Variable (Competitive Advantage)					Overall Degree
Dimensions	Quality	Efficiency	Creativity	Responsiveness	Excellence	
Correlation Coefficient	0.839**	0.784**	0.833**	0.698**	0.744**	0.751**
level of Sig.	0.01	0.01	0.01	0.01	0.01	0.01

It can be seen from Table 4, all the values of the correlation coefficient for the dimensions of the dependent variable are high and the overall degree are more than 0.7, which is considered high, and thus confirms the measurements used in this study.

5.3 Discussion of the Research Question

To answer the research question, which states: "To what extent do talent management strategies (attraction, development, preservation, career progression) affect the enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post?" The means, standard deviations and levels of the study sample were calculated for all items of the talent management strategies dimensions and the competitive advantage shown in the following tables. Levels were determined based on the value of the mean. High level is when value of the mean is between (3.50-5.00), Intermediate level if the value of the mean is between (2.65-3.49), Low level when value of the mean is between (1.00-2.64).

Table 5

Means, Standard Deviations and Levels of the Study Sample's Response towards the Dimensions of Talent Management Strategies

No.	Dimensions of the talent management strategies	Mean	Standard deviation	Ranking According to Mean	level According to Mean
1	Attraction strategy	3.77	0.91	3	High
2	Development strategy	3.73	1.18	4	High
3	Preservation strategy	3.79	0.72	2	High
4	Career Progression strategy	3.91	0.83	1	High
	Overall Mean	3.8	0.91		High

Table 5 indicated that the overall mean of the items of the dimensions of talent management strategies obtained a high level with a mean of (3.8). Career progression strategy has obtained the highest level with a mean (3.91), while development strategy has obtained high level with a mean (3.73).

Table 6

Means, Standard Deviations and Levels of the Study Sample's Response towards the Dimensions of Competitive Advantage

No.	Dimensions of the competitive advantage	Mean	Standard deviation	Ranking According to Mean	level According to Mean
1	Quality	4.00	0.74	1	High
2	Efficiency	3.39	0.72	5	Intermediate
3	Creativity	3.85	0.71	2	High
4	Responsiveness	3.66	0.87	4	High
5	Excellence	3.69	0.87	3	High
	Overall Mean	3.72	0.78		High

Table 6 reveals that the overall mean of the items of the dimensions of competitive advantage obtained high level with a mean of (3.72). Quality has obtained high level with a mean (4.00), while efficiency has obtained intermediate level with a mean (3.39).

5.4 Testing the Research Hypotheses

To test the research hypotheses, the correlation coefficient was calculated to figure out the relationship between the dimension of talent management strategies and the dimension of competitive advantage. In addition, simple linear regression was calculated to detect the impact of talent management strategies on the enhancement of competitive advantage. Moreover, the multi-linear regression was calculated to detect the effect of each dimension of talent management strategies on the enhancement of competitive advantage, as shown in the following tables:

Table 7
Correlation Coefficient between Attraction Strategy and Competitive Advantage

Variables		Competitive Advantage					Overall Degree
		Quality	Efficiency	Creativity	Responsiveness	Excellence	
Attraction Strategy	Correlation Coefficient	0.617**	0.732**	0.735**	0.888**	0.825**	0.713**
	level of Sig	0.01	0.01	0.01	0.01	0.01	0.01
	Ranking	5	4	3	1	2	
**. Correlation is significant at the 0.01 level *. Correlation is significant at the 0.05 level.							

Table 7 reveals that the dimensions of competitive advantage (quality, efficiency, creativity, responsiveness and excellence) jointly and individually have a strong positive relationship correlation with the attraction strategy, as the overall degree of the correlation coefficient between the dimensions of competitive advantage and the attraction strategy is (0.713). All correlations coefficients were significant at level 1%. Aso, Table 7 indicates that responsiveness has highest strong positive relationship with attraction strategy (0.888), which means that the most dimension of competitive advantage that affected by strategy attraction is responsiveness, followed by excellence, creativity, efficiency and quality respectively.

Table. 8
Correlation Coefficient between Development Strategy and Competitive Advantage

Variables		Competitive Advantage					Overall Degree
		Quality	Efficiency	Creativity	Responsiveness	Excellence	
Development Strategy	Correlation Coefficient	0.522**	0.754**	0.818**	0.730**	0.811**	0.789**
	level of Sig	0.01	0.01	0.01	0.01	0.01	0.01
	Ranking	5	3	1	4	2	
**. Correlation is significant at the 0.01 level *. Correlation is significant at the 0.05 level.							

Table 8 reveals that the dimensions of competitive advantage (quality, efficiency, creativity, responsiveness and excellence) jointly and individually have a strong positive relationship correlation with the development strategy, as the overall degree of the correlation coefficient between the dimensions of competitive advantage and the development strategy is (0.789). All correlations coefficients were significant at level 1%. Aso, Table 8 indicates that creativity has

highest strong positive relationship with development strategy (0.818), which means that the most dimension of competitive advantage that affected by strategy development is creativity, followed by excellence, efficiency, responsiveness and quality respectively.

Table 9
Correlation Coefficient between Preservation Strategy and Competitive Advantage

Variables		Competitive Advantage					Overall Degree
		Quality	Efficiency	Creativity	Responsiveness	Excellence	
Preservation Strategy	Correlation Coefficient	0.356*	0.316	0.126	0.453*	0.265	0.513*
	level of Sig	0.05	0.380	0.873	0.05	0.480	0.05
	Ranking	2	3	5	1	4	
**. Correlation is significant at the 0.01 level *. Correlation is significant at the 0.05 level.							

Table 9 reveals that the dimensions of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) jointly have a medium positive relationship correlation with the preservation strategy, as the overall degree of the correlation coefficient between the dimensions of competitive advantage and the preservation strategy is (0.513) where correlation coefficient was significant at level 5 %. Also, Table 9 indicates that responsiveness and quality have a medium positive relationship correlation with the preservation strategy where correlation coefficient was significant at level 5 %, while efficiency, excellence and creativity have no correlational relationship with the preservation strategy, which means that the three dimension of competitive advantage will not be affected by preservation strategy.

Table 10
Correlation Coefficient between Career Progression Strategy and Competitive Advantage

Variables		Competitive Advantage					Overall Degree
		Quality	Efficiency	Creativity	Responsiveness	Excellence	
Career Progression Strategy	Correlation Coefficient	0.267	0.219	0.274	*0.532	0.143	0.302
	level of Sig	0.492	0.431	0.703	0.05	0.551	0.721
	Ranking	3	4	2	1	5	
**. Correlation is significant at the 0.01 level *. Correlation is significant at the 0.05 level.							

Table 10 reveals that the dimensions of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) jointly have no correlational relationship with the career progression strategy, as the overall degree of the correlation coefficient between the dimensions of

the competitive advantage and the career progression strategy is (0.302) where correlation coefficient was not significant at level 5 %. Also, Table 10 indicates that responsiveness has a medium positive relationship correlation with the preservation strategy where correlation coefficient was significant at level 5 %, while creativity, quality, efficiency and excellence have no correlational relationship with the career progression strategy which means that the four dimension of competitive advantage will not be affected by career progression strategy.

Table 11

Simple Linear Regression for testing the Impact of Talent Management Strategies on the Enhancement of the Competitive Advantage

Source of variation	df	Correlation (R)	R ²	F value	Sig
Between groups	3	0.833	0.622	32.158	0.00
Within groups	339				
Total	342				

Table 11 indicates that there is an effect statistically significant of the four dimensions of talent management strategies jointly on the overall degree of the dimensions of competitive advantage, as evidenced by the high value of calculated (F). In addition, it was statistically significant, where the value of probability was (0.00), which is less than the significance level ($\alpha \geq 0.05$), and enhanced by the value of the correlation coefficient that, reached (0.833). It can be argued that the four dimensions of the talent management strategies interpreted by (62.2%) of the dependent variable (competitive advantage) depending on the value of the coefficient of determination ($R^2 = 0.622$). Accordingly; the main null hypothesis is rejected which states that there is no statistically significant impact of talent management strategies (attraction, development, preservation, career progression) on enhancement of competitive advantage (quality, efficiency, creativity, responsiveness, and excellence) in Bahrain Post and alternative hypothesis was accepted.

Table 12

Multiple Linear Regression for testing the Impact of each Dimension of Talent Management Strategies on the Enhancement of Competitive Advantage

Dimensions	B	β	t-test	Sig
Constant	77.215		22.165	0.000
Attraction Strategy	0.215	0.000	8.158	0.000
Development Strategy	0.222	0.0321	6.327	0.005
Preservation Strategy	0.484	0.0572	4.936	0.026
Career Progression Strategy	0.570	0.317	1.570	0.154

Table 12 indicates that the attraction strategy has the greater impact on the enhancement of competitive advantage followed by development strategy and then by preservation strategy, while there was no significant impact of the career progression strategy. Therefore, the first three sub-hypotheses were rejected and the forth sub-hypothesis was accepted.

VI. CONCLUSIONS AND RECOMMENDATIONS

Based on the analysis and discussion of results, the researchers draw the following conclusions and offer recommendations.

6.1 Conclusions

- The talent management strategies (attraction, development, preservation, career progression) have an impact size of (62.2 %) on the enhancement of the competitive advantage. Ziad (2014), Abdul Nasir, et al. (2012), Alkraawi (2010), Iqbal, et al. (2013), Maaytah et al. (2013, Ramadan (2012), Shimla and Ghidwani (2012,) support these findings.
- The development strategy has the highest correlation with and the greater impact on the competitive advantage followed by the attraction strategy and preservation strategy and finally career progression strategy. These significant results comply with Hamidi, et al. (2011).
- Career progression, development and escalation of workers that is achieved through administrative empowerment, competencies preservation, provision of functional privileges or creating an atmosphere of mutual trust among employees leads to strengthen talent Management. Anzi, et al. (2011) support these findings.
- The quality of service and innovation in the provision of this service will increase the enhancement of the competitive advantage through the endeavor of both management and employees to apply the standards of reliability and quality of global systems and through the adoption of management regarding the staff creative ideas. These significant results comply with AL-Mutairi (2012).

6.2 Recommendations

- More support should be given to the creative ideas proposed by employees through offering bonuses and linking incentives with creativity, which will lead to increased competition among employees.
- Management should involve employees in the exercise of leadership and managerial matters, which will lead to strengthening and increasing the adoption of creative ideas and intellectual fluency.
- Train new cadres on modern innovative management techniques.
- Activate talent management strategies with lead to increase a competitive spirit among employees, resulting in the release of creative energies and exploration of potential talent.
- Spread culture of innovation and excellence among employees, not only at the upper or medium levels of management.

6.3 Future Studies

- The role of leadership styles in the achievement of competitive advantage.
- The impact of administrative empowerment on the achievement of competitive advantage.
- The effect of internal and external communication on the achievement of competitive advantage.

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