

Arab American University
Faculty of Graduate Studies
Department of Administrative and Financial Sciences
Master Program in Human Resources Management



**The Role for Talent Management Strategies on Building
Competitive Advantage, Mediating Role for Organizational
Culture –Arab Islamic Bank as Case.**

Noor Nabil Fahmi Barghouthi

202012079

Supervision Committee:

Dr. Majeed Mansour

Dr. Raed Ireqat

Dr. Shaher Obeid

**This Thesis Was Submitted in Partial Fulfillment of
the Requirements for the Master Degree
in Human Resources Management**

Palestine, Feb/2025

© Arab American University. All rights reserved.

Arab American University
Faculty of Graduate Studies
Department of Administrative and Financial Sciences
Master Program in Human Resources Management



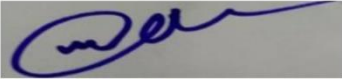


Thesis Approval

The Role for Talent Management Strategies on Building Competitive Advantage, Mediating Role for Organizational Culture –Arab Islamic Bank as Case.

Noor Nabil Fahmi Barghouthi
202012079

This thesis was defended successfully on 16.2.2025 and approved by:

Thesis Committee Members:

Name	Title	Signature
1. Dr. Majeed Mansour	Main Supervisor	
2. Dr. Raed Ireqat	Member of Supervision Committee	
3. Dr. Shaher Obeid	Member of Supervision Committee	

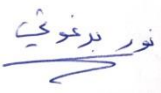
Palestine, Feb/2025

Declaration

I declare that, except where explicit reference is made to the contribution of others, this thesis is substantially my own work and has not been submitted for any other degree at the Arab American University or any other institution.

Student Name: Noor Nabil Fahmi Barghouthi

Student ID: 202012079

Signature: 

Date of Submitting the Final Version of the Thesis: 17/08/2025

Acknowledgments

I extend my heartfelt gratitude to everyone who has supported me throughout journey for completing that Master's dissertation.

I am deeply indebted to my supervisor, Dr, Majeed Mansour, for his invaluable guidance, encouragement, and insightful feedback, which played crucial role on shaping that research, His expertise and patience have been immensely appreciated.

My sincere thanks can also go to faculty members for Arab American University for their academic support and for fostering productive learning and research environment, I am especially grateful for advice and mentorship provided during course for that study.

I am profoundly grateful to my family and friends for their unwavering support, patience, and encouragement throughout that process, their understanding and constant motivation have been source for strength for me.

Lastly, I wish to express my appreciation to all participants and respondents who generously contributed their time and effort to that research, their input was invaluable and essential to success for that study.

To everyone who contributed on any way, I offer my sincere thanks for being integral part for that journey.

Noor Nabil Fahmi Barghouthi

The Role for Talent Management Strategies on Building Competitive Advantage, Mediating Role for Organizational Culture –Arab Islamic Bank as Case.

Noor Nabil Fahmi Barghouthi

Supervision Committee:

Dr. Majeed Mansour

Dr. Raed Ireqat

Dr. Shaher Obeid

Abstract

This study aims to examine mediating role for organizational culture on relationship between talent management strategies (TMS) and competitive advantage (CA) within Arab Islamic Bank, research utilizes "utilizes a correlational methodology, relying" on questionnaire to collect data, "population comprises 370 bank employees, with a total sample of 189 respondents selected through convenience sampling technique, based on the accessibility and availability of participants." results reveal strong positive relationship between TMS and CA, with talent retention and talent development emerging as most impactful strategies, Organizational culture significantly mediates relationship, amplifying influence for TMS on CA, Key findings highlight bank's strengths on promoting quality, cost efficiency, and flexibility, while areas such as differentiation and involving employees on decision-making require further improvement, These results underscore importance for aligning TMS with robust organizational culture to achieve sustainable competitive advantage.

"This study contributes to the literature by offering actionable insights for leveraging talent management and organizational culture to enhance competitiveness in the banking sector, particularly within the context of Islamic financial institutions. The study's most important recommendations include: providing competitive compensation, meaningful incentives, and clear career advancement opportunities; fostering a trust-based leadership culture to enhance employee satisfaction and loyalty; promoting institutional values, teamwork, and innovation through leadership practices; involving talented employees in

decision-making processes and assigning them significant roles; maintaining rigorous quality standards tailored to customer expectations; leveraging advanced technologies to create unique customer experiences; simplifying organizational procedures for greater operational efficiency; and aligning talent management practices, such as employee development and retention, closely with organizational values to strengthen competitive advantage."

Keywords: Talent Management Strategies, Organizational Culture, Competitive Advantage, Talent Retention, Talent Development.

Table of Contents

#	Title	Page
	Declaration.....	I
	Acknowledgments	II
	Abstract.....	III
	List of Tables.....	VIII
	List of Figures.....	X
	Chapter One: Problem Background and Significance	1
1.1	Introduction.....	1
1.2	Statement of the problem.....	2
1.3	Study Significance	3
1.4	Research Objectives.....	4
1.5	Research Questions and Hypothesis	4
1.6	Study Terminology.....	5
	Chapter Two :Literature Review and Theoretical Background	6
2.1	Literature Review	6
2.2	Talent management	6
2.2.1	Dimensions for Talent Management:.....	8
2.2.1.1	Talent Acquisition	8
2.2.1.2	Talent Development	10
2.2.1.3	Talent Retention:	12
2.3	Competitive advantage	14
2.3.1	Conceptualization for Competitive advantage.....	14
2.3.2	Dimensions for Competitive Advantage:.....	16
2.3.2.1	Cost Leadership	17
2.3.2.2	Quality	17
2.3.2.3	Flexibility.....	18
2.3.2.4	Differentiation.....	19
2.4	Theoretical Framework for Impact for Talent Management on Competitive Advantage:	19
2.5	Empirical Review for Impact for Talent Management on Competitive Advantage:	20
2.6	Organizational Culture.....	22

2.6.1 Concept for Organizational Culture.....	22
2.6.2 Mediating Role for Organizational Culture on Relationship between Talent Management Strategies (TMS) and Competitive Advantage (CA)	23
2.5 Imperial Review:.....	25
Chapter Three: Methodology	32
3.1 Research Design	32
3.2 Population and Sampling	32
3.2.1 Target Population:	32
3.2.2 Sampling Method:.....	32
3.3 Instrument Design.....	34
3.4 Data Collection Procedure	36
3.5 Data Analysis	37
3.6 Reliability and Validity	38
3.6.1 Assessment for Measurement Model	39
3.6.2 Reliability and validity analysis.....	40
3.7 Conceptual Model.....	43
3.8 Ethical Issues	43
Chapter Four: Results for Study	44
4.1 Descriptive Analytics- Respondents' Profile	44
4.2 Descriptive Statistics.....	46
4.2.1 Talent Management Strategies:.....	46
4.2.2 Competitive Advantage.....	52
4.2.3 Organization Culture.....	57
4.3 Results for Hypotheses Testing: Path Coefficient.....	59
4.3.1 First Main Hypothesis.....	60
4.3.2 Second Main Hypothesis	68
4.3.3 Third Main Hypothesis	71
4.3.4 Mediation Analysis -Fourth Main Hypothesis.....	75
Chapter Five: Discussion, Recommendations, Limitations, and Future Research Directions.....	89
5.1 Discussion Related to Talent Management Strategies	89
5.2 Discussion Related to Competitive Advantage.....	90
5.3 Discussion Results Related to Organizational Culture	92
5.4 Discussion for Hypothesis	94

5.5 Conclusion	96
5.6 Recommendations.....	97
References.....	98
ملخص.....	102

List of Tables

Table #	Title of Table	Page
Table (2.1):	Demographic and Organizational Characteristics for Study Sample	33
Table (2.2)	Reliability and Convergent Validity Statistics for Constructs: Cronbach's Alpha, Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE)	40
Table (2.3)	Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT) Matrix	41
Table (2.4):	Collinearity Statistics (VIF) for Inner Model	42
Table (4.1):	Demographic and Organizational Characteristics for Study Sample	45
Table (4.2):	Descriptive Statistics and Percentage Rankings for Talent Management Reality.....	46
Table (4.3):	Descriptive Statistics and Percentage Rankings for Talent Acquisition.....	48
Table (4.4):	Descriptive Statistics and Percentage Rankings for Talent Development..	49
Table (4.5):	Descriptive Statistics and Percentage Rankings for Talent Retention.....	50
Table (4.6):	Descriptive Statistics and Percentage Rankings for Talent Management Strategies	51
Table (4.7):	Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Cost.....	52
Table (4.8):	Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Quality	53
Table (4.9):	Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Flexibility	54
Table (4.10):	Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Differentiation.....	55
Table (4.11):	Descriptive Statistics and Percentage Rankings for Competitive Advantage.....	56
Table (4.12):	Descriptive Statistics and Percentage Rankings for Organizational Culture	57
Table (4.13):	Summary for Effects between Talent Management Strategies and Competitive Advantage	60
Table (4.14):	Direct Effects for between Talent Acquisition and Competitive Advantage Dimensions	61

Table(4.15): Effects between Talent Development and Competitive Advantage Dimensions	63
Table (4.16): "Direct Effects for Talent Dimensions and Their Sub-Dimensions on Organizational Culture and Model Summary"	66
Table (4.17): Direct Effects for Talent Management Strategies on Organization culture- Path Analysis	68
Table (4.18) "Direct Effects for Talent Dimensions and Their Sub-Dimensions on Organizational Culture and Model Summary"	70
Table (4.19): "Direct Effect for Organizational Culture on Competitive Advantage and Model Summary"	72
Table(4.20): "Impact for Organizational Culture on Competitive Advantage Dimensions: Differentiation, Cost Efficiency, Quality, and Flexibility"	73
Table (4.21): Mediation Role for Competitive Advantage on Relationship between Talent Management Strategies (TMS) and Organization culture (OC)	75
Table (4.22): "Mediating Role for Organizational Culture on Relationship Between Talent Acquisition and Competitive Advantage Dimensions (Cost, Flexibility, Differentiation, and Quality)"	78

List of Figures

Figure #	Title of Figure	Page
Figure (2.1):	Conceptual Model for General Mediation, (Source: Researcher).	43
Figure (4.1):	Path Coefficient (β) for Talent Management Strategies (TMS) on Competitive Advantage (CA)	61
Figure (4.2):	"Influence for Talent Acquisition on Competitive Advantage Dimensions"	63
	f^2 (Effect Size)	64
	Predictive Relevance ($Q^2_{predict}$)	64
Figure (4.3):	"Impact for Talent Development on Competitive Advantage Dimensions"	65
Figure (4.4)	"Impact for Talent Retention on Competitive Advantage Dimensions"	68
Figure (4.5):	Impact for Talent Management Strategies (TMS) on Organization culture (OC)	69
Figure (4.6):	"Impact for Talent Acquisition, Development, and Retention on Organizational Culture"	71
Figure (4.7):	"Direct Effect for Organizational Culture on Competitive Advantage" ...	73
Figure (4.8):	"Impact for Organizational Culture on Competitive Advantage Dimensions"	75
Figure (4.9):	"Mediating Role for Organizational Culture on Relationship Between Talent Management and Competitive Advantage"	77
Figure (4.10)	"Path Model for Talent Acquisition's Influence on Competitive Advantage Dimensions with Organizational Culture as Mediator"	81
Figure (4.11):	"Path Model for Talent Development's Influence on Competitive Advantage Dimensions with Organizational Culture as Mediator"	84
Figure (4.12):	"Path Model for Talent Retention's Impact on Competitive Advantage Dimensions with Organizational Culture as Mediator"	88

Chapter One: Problem Background and Significance

1.1 Introduction

The pursuit of excellence and sustainable success has become a critical objective for contemporary business organizations aiming for growth and survival in the rapidly evolving global economy. Investment in human capital is essential to enhance organizational capacities and secure competitive advantage, as human resources significantly influence organizational performance and differentiation (Hariri, 2014; Abdelwahab, 2012).

In the competitive banking sector, organizations increasingly recognize talent management strategies as essential tools for achieving sustainable success. Effective talent management, which involves attracting, nurturing, and retaining highly skilled employees, directly contributes to organizational innovation, performance, and long-term vitality (Al-Azzam, 2015; Al-Khalifa, 2017). Consequently, a robust talent management foundation is critical to an organization's sustainability and market leadership, making investment in human resources synonymous with investing in organizational future and continuity (Bibi, 2019).

Talent management strategies serve to transform human resources into engines of innovation and growth by fostering employee development and creating a stimulating work environment. Organizations implementing these strategies can build highly capable teams, positioned to address market challenges effectively and enhance their competitive positioning (Ridwan, 2020; Abdullah, 2022). Therefore, investing in the competencies and talents of employees is indispensable for banking organizations seeking sustained competitive advantage and market growth (Al-Sulami & Al-Shamasi, 2022).

However, talent management alone is insufficient; organizational culture significantly mediates the effectiveness of talent management practices. A strong, supportive organizational culture aligns employee talents with collective organizational objectives, fostering collaboration, productivity, and operational efficiency (Ali, 2023; Abdul Razzaq, 2019). Organizational culture shapes employee behavior, problem-solving approaches, and decision-making processes, critically influencing organizational success or failure, especially in service-oriented institutions striving for quality and competitiveness (Hajaji, 2021; Al-Sabhani, 2016).

By promoting a culture of collaboration, innovation, and employee engagement, organizational culture can effectively translate talent management initiatives into tangible competitive advantages. Banking organizations navigating the rapidly changing business landscape must develop strong organizational cultures to optimize talent potential and sustain long-term growth and leadership (Abou-Moghli, Al Abdallah, & Al Muala, 2012). This study aims to explore the mediating role of organizational culture in the relationship between talent management strategies and competitive advantage, focusing specifically on the Arab Islamic Bank. It hypothesizes that a cohesive organizational culture enhances the effectiveness of talent management efforts, aligning these strategies closely with broader organizational objectives. The research seeks to contribute insights into how banks can effectively leverage both talent management and organizational culture to excel within the competitive banking industry.

1.2 Statement of the problem

Given the rapid technological advancements in communication and information technologies, competition across various sectors, particularly banking, has intensified significantly (Abou-Moghli et al., 2012). This heightened competition forces banks to pursue distinctive competitive advantages to maintain their market relevance and long-term viability (Master & Capricorn, 2021).

Talent management has emerged as a critical factor impacting banks' profitability and competitive positioning. The banking sector is characterized by intense competition, where numerous banks vie for market share and talented employees have ample opportunities to switch employers. This dynamic environment underscores the need for banks to deeply understand and effectively implement talent management strategies to retain competitive advantages (Al-Jarrah & Dawlah, 2015).

Studies like Musleh (2019), which examined seven Palestinian banks, have highlighted a significant relationship between talent management practices and competitive advantage. Such research emphasizes the necessity of innovative talent management approaches to sustain competitive positioning.

Focusing specifically on the Arab Islamic Bank, recent financial reports reveal improved competitive performance despite market challenges. Between 2018 and 2023, the bank successfully increased its market share in key areas: total assets grew from 6.6% to 8%, direct financing rose from 7% to 9.4%, and customer deposits increased from 6.9% to

8.7% (Annual Reports for Arab Islamic Bank, 2018-2023). This strong competitive performance highlights the potential role of effective talent management strategies. Consequently, this study investigates the impact of talent management practices—specifically attraction, development, and retention—on the competitive advantage of the Arab Islamic Bank, with organizational culture examined as a mediating variable. The aim is to provide deeper insights into how banks can leverage talent management and organizational culture to sustain competitive advantage.

1.3 Study Significance

The significance of this study is multifaceted, particularly given the context of rapid technological advancements and the increasing reliance on communication and information technologies. These technological developments offer banks significant opportunities to enhance their capabilities but simultaneously heighten competition across the sector. Within the banking industry, characterized by intense competition and high employee mobility, effective talent management has become crucial for maintaining a competitive edge.

Talent management practices directly influence banks' profitability and overall performance. Given the fierce competition for skilled employees, banks must establish effective strategies to attract, develop, and retain talented personnel.

This study is particularly important as it focuses on the Arab Islamic Bank, a prominent institution within the Palestinian banking sector. Despite market challenges, the bank has shown substantial growth between 2018 and 2023, demonstrated by its increasing market share and improved financial indicators. These results emphasize the necessity of understanding how talent management strategies contribute to achieving and sustaining competitive advantages.

By examining the role of talent management strategies, specifically focusing on talent attraction, development, and retention, and considering organizational culture as a mediating factor, this research aims to provide valuable insights. The study contributes to a deeper understanding of how talent management and organizational culture interact to enhance competitive advantage, offering practical implications for improving organizational performance within a highly competitive banking environment.

1.4 Research Objectives

The study is designed to investigate the mediating role of organizational culture in the effect of talent management strategies on competitive advantage within the Arab Islamic Bank.

The main objective of this study is to examine how organizational culture mediates the relationship between talent management strategies and competitive advantage at Arab Islamic Bank.

The sub-objectives of the study include:

The following are sub-objectives:

Descriptive Objectives:

To assess the extent to which talent management strategies are implemented within Arab Islamic Bank.

To evaluate the level of competitive advantage achieved by Arab Islamic Bank.

To identify the organizational culture framework within Arab Islamic Bank.

Relationship Objectives:

To examine the direct relationship between talent management strategies and competitive advantage.

To analyze the indirect relationship between talent management strategies and competitive advantage through the mediating role of organizational culture.

Ultimately, the study aims to provide actionable recommendations for decision-makers at Arab Islamic Bank to enhance competitive advantage by developing effective talent management strategies aligned with the bank's organizational culture.

1.5 Research Questions and Hypothesis

Research Questions

Based on the problem and objectives of the study, the following main and sub-questions are addressed:

Main Questions:

1. What is the current status of talent management strategies within Arab Islamic Bank?
2. How do talent management strategies affect the bank's competitive advantage?
3. What is the role of organizational culture in mediating the relationship between talent management strategies and competitive advantage?

Research Hypotheses

Main Hypotheses:

H1: Talent management strategies have a significant positive effect on competitive advantage.

H2: Talent management strategies have a significant positive effect on organizational culture.

H3: Organizational culture has a significant positive effect on competitive advantage.

H4: Organizational culture mediates the relationship between talent management strategies and competitive advantage.

1.6 Study Terminology

Talent Management: The concept of talent management emerged in the early 1990s as companies began competing for highly qualified individuals. It is defined as a strategic process aligned with organizational goals, aiming to attract, develop, and retain talented individuals (Jahanmiri et al., 2021).

Talent Acquisition Strategy: This strategy includes all practices and policies aimed at identifying and selecting talented individuals. It serves as the initial step in the talent management process and is influenced by factors such as organizational values and brand reputation (Aljarah & Doleh, 2015).

Talent Development Strategy: Talent development involves formulating and implementing strategies to enhance the skills and knowledge of employees, enabling them to effectively address organizational challenges (Abdullah, 2021).

Talent Retention Strategy: This strategy focuses on retaining talented employees by providing appropriate compensation, benefits, and rewards to encourage long-term commitment to the organization (Alsayed & Aljede, 2021).

Competitive Advantage: Competitive advantage is defined as an organization's ability to create something novel and distinctive, setting it apart from competitors and leveraging unique resources and capabilities (Aljarah & Doleh, 2015).

Organizational Culture: Organizational culture refers to the shared values, beliefs, assumptions, and expectations among members of an organization, which guide their behaviors and responses to various challenges (Zyadeh, 2020).

Chapter Two :Literature Review and Theoretical Background

2.1 Literature Review

This chapter for study will explore into theoretical background for subject and review previous studies on that field, It will address definition for talent management and its various strategies, on addition to analyzing competitive advantage for organization and its multiple dimensions, review will can also explore impact for talent management on competitive advantage for organization, focusing on how to improve organizational performance and enhance innovation and productivity through effective talent management strategies.

A range for previous studies that have examined talent management and its impact on organizational performance will be reviewed too, providing comprehensive theoretical framework to support our understanding for importance for that field.

Moreover, chapter will address role for organizational culture as intermediary factor on relationship between talent management and competitive advantage, It will define organizational culture and review its various dimensions, such as shared values, beliefs, customs, and expectations, and how they influence employee behaviors and organizational performance,

Through comprehensive review for theoretical background and previous studies, that chapter aims at providing in-depth understanding for factors that contribute to enhancing competitive advantage for organizations through talent management and how organizational culture can play pivotal role on that context.

2.2 Talent management

Talent management has emerged as vital strategy for ensuring organizational success and sustainability on modern, competitive business environment (Al-Azzam, 2015), It represents shift from traditional human resource practices by emphasizing excellence, innovation, and strategic alignment between employee capabilities and organizational goals (Tomasz & Wojciech, 2016), that approach recognizes human talent as core asset, integral to enhancing productivity, fostering innovation, and improving overall institutional performance (Novera & Akhtar, 2018).

importance for talent management lies on its comprehensive approach to creating environment that stimulates creativity, collaboration, and organizational excellence

(Rowland, 2011; Jain, Sharma & Sharma, 2012), By strategically identifying and leveraging talented individuals, organizations can cultivate culture for innovation and adaptability, which are critical for maintaining competitive edge on rapidly evolving markets (Brewster et al., 2017), Additionally, talent management emphasizes building cohesive teams, enabling organizations to operate effectively on complex and uncertain environments (Silzer & Dowell, 2010).

A significant feature for talent management is its integration with organizational strategy, Researchers emphasize that talent management is not merely operational process but strategic one that drives long-term success (Tomasz & Wojciech, 2016), For instance, Bibi (2019) describes talent management as holistic set for practices aimed at aligning individual career paths with organizational objectives, that alignment ensures that employees' skills and aspirations are utilized to their fullest potential, contributing to both individual and institutional growth.

Moreover, talent management fosters employee engagement and loyalty by creating work environments that prioritize fairness, inclusivity, and support for career progression (Kaliannan et al., 2023), It integrates policies and practices that address employees' psychological and professional needs, enhancing their commitment to organizational goals (Singh, 2021), strategic focus on fostering positive and innovative culture further solidifies employees' emotional connection to their workplace, leading to increased motivation and performance (Alves et al., 2020).

Despite its similarities to human resource management, talent management distinguishes itself through its focus on long-term outcomes and its strategic emphasis on specific groups for high-potential employees (Abdullah, 2022), While human resource management often centers on operational efficiencies and day-to-day processes, talent management prioritizes strategic objectives, such as gaining sustainable competitive advantage (Silzer & Dowell, 2010).

In conclusion, talent management is forward-looking, integrated strategy that addresses complexities for modern organizational challenges, By focusing on innovation, alignment with strategic goals, and holistic development for human capital, it ensures that organizations remain competitive, adaptive, and sustainable on ever-changing global environment, Through that strategic focus, talent management contributes not only to success for institutions but can also to empowerment and fulfillment for individuals within them (Novera & Akhtar, 2018; Brewster et al., 2017).

2.2.1 Dimensions for Talent Management:

Numerous studies have examined dimensions for talent management, with some referring to them as elements for talent management, after reviewing many for these studies, that research aims at presenting dimensions for talent management that have garnered high consensus among researchers, these key dimensions include:

2.2.1.1 Talent Acquisition

Talent acquisition is foundation for talent management lifecycle, serving as strategic mechanism through which organizations identify and recruit individuals with skills, competencies, and potential to drive sustainable success (Al-Azzam, 2015), As institutions face rapid global changes and heightened competition, acquiring right talent has become essential for ensuring organizational innovation and performance, Talent acquisition goes beyond traditional recruitment, emphasizing strategic alignment between organizational needs and candidate capabilities (Kaliannan et al., 2023; Singh, 2021).

process for talent acquisition entails deliberate efforts to attract high-potential individuals who can significantly contribute to achieving organizational goals, According to Kaliannan et al, (2023), organizations adopt two primary approaches to talent acquisition: exclusive and inclusive strategies, Exclusive strategies prioritize recruiting elite candidates, often targeting top-performing individuals within existing workforce or from external sources, that approach ensures that critical roles are filled by individuals with exceptional abilities, maximizing organizational impact, Conversely, inclusive strategies broaden talent pool by emphasizing equity and diversity, These strategies create opportunities for wide range for candidates, ensuring that underrepresented groups are not overlooked, Such inclusivity enhances organizational culture and fosters workforce that reflects diverse perspectives, which is increasingly recognized as driver for innovation and adaptability on modern workplace.

Singh (2021) reinforces importance for talent acquisition by highlighting "war for talent," where organizations compete to secure best candidates, robust recruitment process is integral to that effort, ensuring that organizations attract top talent who align with strategic goals, Effective talent acquisition involves not only identifying individuals with necessary skills but can also assessing their potential to adapt and thrive on organization's culture, that strategic alignment creates sustainable competitive advantage by placing right individuals on right roles, ultimately enhancing organizational productivity and innovation.

role for employer branding on talent acquisition is another critical aspect highlighted by Alves et al, (2020), Employer branding involves creating compelling "employee value proposition" (EVP) that communicates organization's unique attributes, mission, and values, By establishing strong employer brand, organizations can differentiate themselves on labor market, attracting candidates who resonate with their cultural and strategic vision, Alves et al, (2020) emphasize that effective EVP fosters emotional connection with potential employees, making organization employer for choice, that emotional alignment not only attracts top talent but can also increases likelihood for long-term employee engagement and retention.

Furthermore, organizations must adapt their talent acquisition strategies to reflect changing workforce dynamics and technological advancements, For instance, use for digital tools and data-driven recruitment processes has revolutionized how organizations identify and engage with potential candidates, Online platforms, artificial intelligence, and predictive analytics enable organizations to streamline their recruitment efforts, ensuring that they target individuals whose skills and values align with organizational needs (Novera & Akhtar, 2018), that technological integration enhances efficiency and accuracy for talent acquisition, allowing organizations to remain competitive on rapidly evolving job market.

strategic importance for talent acquisition can also extends to building positive organizational culture, According to Rowland (2011) and Jain, Sharma, & Sharma (2012), ability to attract top talent is closely linked to work environment and culture that organizations create, Competitive compensation packages, opportunities for career growth, and commitment to employee well-being are essential components for attractive organizational culture, By prioritizing these elements, organizations not only attract high-potential candidates but can also foster sense for loyalty and commitment among employees.

In conclusion, talent acquisition is multifaceted process that requires organizations to balance strategic goals, inclusivity, and technological advancements, By adopting exclusive and inclusive strategies, leveraging employer branding, and fostering attractive work environment, organizations can secure talent necessary to drive innovation and performance, As competition for skilled professionals intensifies, ability to effectively acquire talent becomes critical determinant for organizational success, ensuring that institutions remain adaptive, competitive, and sustainable on dynamic global environment (Kaliannan et al., 2023; Singh, 2021; Alves et al., 2020).

2.2.1.2 Talent Development

Talent development is central dimension for talent management, focusing on nurturing employees' skills, competencies, and professional growth to align with organizational needs and goals, It is strategic and dynamic process that ensures employees are equipped to meet both current and future challenges, driving organizational success and sustainability (Ridwan, 2020), that approach not only enhances individual performance but can also fosters innovation, adaptability, and long-term competitiveness within organizations.

According to Bibi (2019), continuous development for employees is vital to maintaining their outstanding performance on rapidly changing work environment, When organizations fail to invest on training and development, they risk skill stagnation, which can hinder employees' ability to adapt to evolving industry demands, Thus, talent development becomes key mechanism for ensuring employees remain competitive, motivated, and capable for contributing meaningfully to organizational success.

Organizations adopt various strategies for talent development to foster culture for continuous learning and improvement, Mangusho et al, (2015) highlight two pivotal tools: training and mentoring, Training programs provide employees with opportunities to acquire new skills and refine existing ones, thereby enabling them to handle their responsibilities more effectively, Mentoring complements training by offering personalized guidance, enabling employees to apply their skills effectively on real-world scenarios and align their growth with organizational objectives.

Kaliannan et al, (2023) emphasize two approaches to talent development: exclusive and inclusive strategies, Exclusive strategies focus on high-potential employees, offering them specialized training, leadership programs, and fast-tracked career growth opportunities, that approach ensures that top performers are prepared to take on critical roles within organization, on contrast, inclusive strategies aim to provide growth opportunities for all employees, fostering culture for equity and engagement, By addressing skill gaps and promoting professional development across workforce, inclusive strategies contribute to long-term organizational sustainability and employee satisfaction.

Singh (2021) reinforces importance for aligning talent development initiatives with organizational goals, that alignment can be achieved through initiatives such as job rotations, coaching, and skill enhancement programs, These efforts not only address skill mismatches but can also create sense for purpose and direction for employees, improving

their engagement and commitment, Additionally, Singh underscores value for fostering culture for continuous learning, where employees are encouraged to pursue personal and professional growth as part for their organizational journey.

relationship between talent development and employer branding is can also significant, Alves et al, (2020) argue that organizations with strong employer branding strategies are more likely to create effective talent development pathways, These pathways include structured career progression plans, skill enhancement opportunities, and alignment with organization's mission and values, Employees who perceive that their development is priority are more likely to form emotional attachment to organization, enhancing their affective commitment and overall performance.

Furthermore, talent development strategies tied to employer branding help organizations stand out on competitive labor markets, By emphasizing development opportunities on their employer value propositions, organizations attract candidates who are eager to grow and contribute, that not only strengthens organization's talent pool but can also reinforces its reputation as employer that values and invests on its workforce (Alves et al., 2020).

benefits for talent development extend beyond individual growth to include organizational advantages, First, it addresses skill mismatches, ensuring that employees are equipped to meet demands for their roles effectively (Kaliannan et al., 2023), Second, it fosters sense for loyalty and engagement among employees, as they feel valued and supported on their career journeys, Third, it enhances innovation by encouraging employees to think creatively and apply new knowledge to solve complex problems, Lastly, talent development contributes to building competent and agile workforce that can adapt to changing market conditions and drive long-term success.

While importance for talent development is widely recognized, organizations face several challenges on implementing effective strategies, These include limited budgets, resistance to change, and need for alignment between development programs and organizational goals, Moreover, exclusive strategies may create perceptions for favoritism, leading to dissatisfaction among employees who feel excluded from growth opportunities (Kaliannan et al., 2023), To overcome these challenges, organizations must adopt balanced approach that combines equity with targeted development efforts, ensuring that all employees have access to meaningful growth opportunities.

Talent development is cornerstone for effective talent management, playing pivotal role on equipping employees to meet organizational needs and challenges, By investing on training, mentoring, and continuous learning opportunities, organizations can foster

skilled and engaged workforce capable for driving innovation and achieving strategic goals, Furthermore, aligning talent development with employer branding enhances emotional connection between employees and their organizations, creating positive and productive work environment, As business landscape continues to evolve, talent development will remain critical strategy for organizations seeking sustainable success and competitiveness on global markets.

2.2.1.3 Talent Retention:

Talent retention is vital dimension for talent management, focusing on maintaining and engaging talented employees within organization over long term, Retention strategies are critical on today's competitive business environment, where loss for skilled employees can significantly disrupt organizational performance and increase costs associated with recruitment and training (Al-Sulami & Al-Shamasi, 2022), Retaining talent ensures continuity, strengthens institutional memory, and fosters culture for loyalty and engagement.

Retaining talented employees is essential for sustaining productivity, improving service quality, and maintaining competitive edge on market (Al-Khalifa, 2017), loss for top talent can result on operational inefficiencies, decline on morale, and increased turnover costs, Hafiz (2018) emphasizes that effective retention strategies mitigate these risks by fostering positive work environment that encourages employees to stay and contribute, Organizations that prioritize retention not only preserve their human capital but can also build loyal and motivated workforce that aligns with their strategic goals.

A supportive and inclusive workplace culture is cornerstone for effective retention, Kaliannan et al, (2023) highlight role for inclusive retention strategies on fostering sense for belonging among employees, These strategies focus on creating equitable reward systems, promoting diversity, and aligning individual career aspirations with organizational goals, positive work environment enhances employee satisfaction and reduces turnover by addressing both professional and personal needs. Career advancement is significant motivator for employees to remain with organization, Singh (2021) underscores importance for offering structured career development plans that align with employees' aspirations and skills, By providing opportunities for growth, such as training programs, leadership development, and internal promotions, organizations demonstrate their commitment to employee success, This, on turn, builds loyalty and reduces likelihood for employees seeking opportunities elsewhere.

Recognition and rewards play crucial role on talent retention, Al-Hawshan (2017) emphasizes importance for both material and non-material incentives on acknowledging employees' contributions and motivating them to continue their innovative efforts, Competitive compensation, performance-based bonuses, and non-monetary rewards, such as public recognition and personalized appreciation, strengthen employees' emotional connection to organization.

Work-life balance has become key factor on employee retention, particularly on today's fast-paced and demanding work environment, Organizations that offer flexible work arrangements, wellness programs, and initiatives to support employees' personal lives create more balanced and satisfying work experience (Al-Sulami & Al-Shamasi, 2022), Such measures not only improve retention but can also enhance employee well-being and productivity.

Affective commitment, as described by Alves et al, (2020), is significant driver for employee retention, Employees who feel emotionally connected to organization and identify with its mission, vision, and values are more likely to stay, Retention strategies that focus on fostering affective commitment—such as team collaboration, fairness on managerial processes, and alignment for goals—create loyal workforce dedicated to achieving organizational success.

Despite its importance, talent retention poses several challenges for organizations, High turnover rates, particularly among top-performing employees, can stem from factors such as inadequate recognition, limited growth opportunities, and poor work-life balance (Al-Khalifa, 2017), Additionally, exclusive retention strategies that prioritize top talent may lead to perceptions for inequity among other employees, potentially affecting morale and engagement (Kaliannan et al., 2023).

Hafiz (2018) highlights difficulty for maintaining strong psychological contracts between employees and employers, Breaches for these unwritten agreements—such as unmet expectations regarding career growth or work environment—can lead to dissatisfaction and attrition, To address these challenges, organizations must adopt holistic approach that balances needs for high-potential employees with those for broader workforce, ensuring fairness and inclusivity.

Employer branding plays crucial role on enhancing retention by shaping employees' perceptions for organization as desirable and supportive workplace, Alves et al, (2020) argue that strong employer brand fosters sense for pride and belonging among employees, reinforcing their commitment to organization, By communicating organization's values,

mission, and vision effectively, employer branding strategies align employees' goals with those for organization, creating shared sense for purpose.

Furthermore, organizations with robust employer branding are more likely to implement retention strategies that resonate with employees' aspirations and values, For example, emphasizing inclusivity, collaboration, and innovation on employer branding efforts can attract and retain employees who value these attributes, strengthening organization's talent pool and overall performance.

Effective talent retention strategies deliver significant benefits to organizations, First, they reduce costs associated with turnover, such as recruitment, onboarding, and training expenses (Al-Sulami & Al-Shamasi, 2022), Second, they improve organizational performance by preserving institutional knowledge and maintaining stable and experienced workforce, Third, retention strategies enhance employee engagement and loyalty, creating motivated workforce dedicated to achieving strategic goals.

Additionally, talent retention contributes to building positive organizational culture, Employees who feel valued and supported are more likely to collaborate effectively, share knowledge, and contribute to cohesive and innovative work environment, This, on turn, strengthens organization's reputation as employer for choice, attracting more top talent and reinforcing its competitive advantage.

Talent retention is critical component for talent management, ensuring that organizations maintain skilled and loyal workforce capable for driving long-term success, By creating positive work environment, offering career development opportunities, recognizing contributions, and fostering affective commitment, organizations can build culture for loyalty and engagement, While challenges such as high turnover and perceptions for inequity exist, adopting inclusive and holistic retention strategies can address these issues effectively, Moreover, leveraging employer branding as retention tool further enhances employees' emotional connection to organization, solidifying their commitment, on increasingly competitive business landscape, talent retention remains cornerstone for organizational sustainability and excellence.

2.3 Competitive advantage

2.3.1 Conceptualization for Competitive advantage

concept for competitive advantage is multifaceted, encompassing varying definitions that emphasize distinct aspects for organizational success, One perspective focuses on profitability and operational efficiency, Fetridge defines competitive advantage as

positive correlation between productivity, profits, reduced costs, and increased market share. Similarly, Cock Burn highlights profit maximization through design and production for high-quality goods or services at relatively low costs (Kaki, 2013; El-Baz, 2018). These definitions prioritize measurable financial outcomes and operational performance, positioning profitability as ultimate indicator for competitive success.

Another perspective centers on market orientation and customer satisfaction, Al-Rajhi (2016) describes competitive advantage as ability to capture dominant market position by expanding market share, both domestically and internationally, Awali (2010) emphasizes meeting and exceeding customer expectations through strategic investments on physical, human, and technological assets, These definitions stress importance for understanding and responding to customer needs as foundation for achieving sustainable market success. A third perspective prioritizes innovation and differentiation, Al-Shammari (2014) asserts that competitive advantage arises from ability to offer unique, high-quality services that competitors cannot replicate, Kahil (2016) supports that view, arguing that strategic differentiation allows organizations to secure superior position on market, These definitions emphasize creativity, uniqueness, and innovation as essential factors, particularly on industries shaped by technological advancements and competitive pressures.

Comprehensive definitions take broader view, integrating multiple dimensions for competitive advantage, Al-Mutairi (2020) and Garfinkel describe competitive advantage as "weapon" for organizational success on turbulent environments, they emphasize efficient use for resources, adaptability to change, and continuous improvement as critical factors, these holistic definitions combine operational efficiency, customer-centric strategies, and innovation to achieve long-term sustainability.

Context-specific definitions refine concept further by applying it to particular industries, For example, Najjar (2016) focuses on banking sector, identifying competitive advantage as ability to provide advanced financial services, superior customer experiences, and operational efficiency, that definition underscores importance for technological infrastructure, innovation, and service excellence, demonstrating how competitive advantage adapts to unique demands for specific industries.

Farida and Setiawan (2022) offer resource-based perspective, defining competitive advantage as company's ability to establish sustainable and unique market position through leveraging technology, human capital, operational efficiency, and innovation,

their definition highlights critical role for radical and incremental innovation on enhancing product quality, market adaptability, and resilience on dynamic markets.

Similarly, Distanont and Khongmalai (2020) emphasize innovation-driven improvements on product quality, production processes, and customer responsiveness as key elements for competitive advantage, they highlight market orientation, supplier collaboration, and industry dynamics as critical enablers while noting influence for external factors, such as government support and international regulations, on fostering innovation.

Nu'man et al, (2020) add another layer by integrating sustainable supply chain practices into definition, Competitive advantage, according to that perspective, stems from leveraging unique resources, processes, and competencies to develop differentiated products and favorable cost strategies, inclusion for sustainable practices—such as effective information sharing, collaboration, and addressing environmental and social considerations—underscores growing importance for aligning competitive strategies with evolving market demands.

Synthesizing these perspectives, competitive advantage can be defined as organization's ability to leverage unique resources, innovative strategies, operational efficiencies, and sustainable practices to create superior value for customers, that definition integrates profitability, market orientation, innovation, and strategic adaptability as key components, enabling firms to differentiate themselves by offering distinctive products, services, or experiences, Ultimately, competitive advantage drives sustainable profitability, market leadership, and customer loyalty, ensuring organizational resilience and long-term success.

2.3.2 Dimensions for Competitive Advantage:

taxonomies for competitive advantage highlight its multifaceted nature, encompassing strategies such as resource-based advantage, innovation-driven advantage, cost leadership, differentiation, focus strategies, and dynamic capabilities (Farida & Setiawan, 2022), Among these, four primary dimensions—cost, quality, flexibility, and differentiation—are emphasized for their critical role on organizational success, Cost leadership focuses on reducing production costs while maintaining quality, enabling firms to offer competitive pricing (Diab, 2014), Quality prioritizes delivering superior products and services that exceed customer expectations, fostering loyalty and market leadership (Chen et al., 2013; Dostie, 2014), Flexibility involves ability to adapt swiftly to changing market demands, ensuring operational efficiency and customer satisfaction (Sachitra et

al., 2016), Differentiation, on other hand, enables firms to create unique offerings, command premium pricing, and build strong brand identities through innovation and customer-centric strategies (Ali, 2023; Distanont & Khongmalai, 2020), Together, these dimensions provide comprehensive framework for achieving and sustaining competitive advantage on dynamic markets.

2.3.2.1 Cost Leadership

Cost leadership, fundamental dimension for competitive advantage, involves firm's ability to minimize costs while maintaining acceptable quality levels, As emphasized by Diab (2014), cost leadership is achieved through multiple strategies, such as employing skilled and cost-efficient workforce, accessing affordable raw materials, and optimizing operational processes to minimize waste, Companies aiming for cost leadership implement various cost-reduction measures, including lowering marketing expenses, restructuring administrative operations, and managing raw material costs through robust supplier relationships, These practices ensure that companies can offer competitively priced products without compromising on quality (Nu'man et al., 2020).

cost leadership strategy provides firms with significant market advantage by appealing to price-sensitive customers, However, it requires careful management to avoid diminishing employee satisfaction or customer perceptions for quality, For instance, excessive focus on reducing wages or fixed costs may lead to operational inefficiencies or reduced employee morale, Therefore, balancing cost reductions with sustained productivity and quality is essential for maintaining competitive edge, Firms that successfully adopt cost leadership strategies can achieve profitability even on fiercely competitive markets (Farida & Setiawan, 2022).

2.3.2.2 Quality

Quality is cornerstone for competitive advantage, enabling firms to differentiate themselves by delivering superior products or services, Quality extends beyond final product, encompassing all aspects for business, from operational processes to customer interactions, According to Dostie (2014) and Chen et al, (2013), prioritizing quality not only enhances customer satisfaction but can also leads to improved marketing outcomes and broader distribution channels, Quality-driven firms gain strong market reputation, fostering customer loyalty and long-term success.

Abou-Moghli et al, (2012) emphasize importance for designing products and services that surpass customer expectations, strategy that secures sustainable competitive edge, High-quality offerings are often result for innovative processes and skilled employees who drive continuous improvements on products and services, Additionally, companies that prioritize quality can achieve international competitiveness by adhering to rigorous service delivery standards and consistently meeting market demands (Nu'man et al., 2020).

By embedding quality into their organizational culture, firms can differentiate themselves on highly competitive markets, Quality-focused companies often command premium pricing, reflecting their commitment to excellence and customer satisfaction, that approach ensures long-term resilience and positions firms as industry leaders on both domestic and international markets (Farida & Setiawan, 2022).

2.3.2.3 Flexibility

Flexibility, or response time, is critical factor on achieving competitive advantage, particularly on dynamic markets where customer preferences and external conditions evolve rapidly, As highlighted by Sachitra et al, (2016), flexibility enables organizations to adapt swiftly to changing demands, fostering customer loyalty and satisfaction, Time management is essential component for flexibility, as it helps firms streamline operations, optimize resource allocation, and accelerate product development cycles.

Effective time management allows firms to minimize bottlenecks and reduce operational costs while ensuring timely delivery for products and services, that agility strengthens customer relationships, enhances brand reputation, and expands market share, According to Nu'man et al, (2020), flexible supply chain practices, such as information sharing and collaborative problem-solving, further enhance operational efficiency and responsiveness, Companies that leverage time as strategic asset can outperform competitors by meeting market demands with speed and precision (Farida & Setiawan, 2022).

Flexibility not only contributes to short-term operational gains but can also positions firms for long-term success, By maintaining agility on their processes and supply chains, organizations can navigate uncertainties, respond to market shifts, and sustain their competitive edge on rapidly changing environment.

2.3.2.4 Differentiation

Differentiation is vital strategy for firms seeking to establish unique market position and command customer loyalty, It involves offering distinctive products or services that deliver superior value and resonate with customer needs, According to Ali (2023), differentiation enables companies to charge premium prices, enhancing profitability and financial stability, By developing strong brand identity and fostering emotional connections with customers, differentiated firms build loyalty and positive word-of-mouth marketing.

Key to differentiation is innovation, as highlighted by Distanont and Khongmalai (2020), Firms that consistently introduce unique products, improve service quality, and tailor offerings to specific market segments can secure competitive edge, Differentiation strategies can also involve leveraging advanced technologies and skilled employees to develop innovative solutions that set firms apart from their competitors (Farida & Setiawan, 2022).

Targeted market expansion is another benefit for differentiation, By focusing on niche markets and delivering tailored value propositions, firms can strengthen their position within specific segments, Differentiation not only boosts customer satisfaction but can also ensure resilience and sustainability on competitive markets, that strategy positions organizations as leaders on their industries, capable for meeting evolving customer demands and maintaining competitive advantage (Nu'man et al., 2020).

2.4 Theoretical Framework for Impact for Talent Management on Competitive

Advantage:

theoretical framework for examining impact for talent management on competitive advantage, as derived from Jibril and Yeşiltaş (2022) and Amankwah-Amoah (2020), is grounded on multiple theoretical perspectives, including **Resource-Based View (RBV)**, **Service-Profit Chain Theory**, and **Co-opetition-Based Perspective**.

Resource-Based View (RBV): that framework emphasizes that sustainable competitive advantage arises from utilization for valuable, rare, inimitable, and non-substitutable resources, Talented employees are highlighted as critical resource within human capital that drives organizational success, Effective talent management practices, such as talent identification, development, engagement, and retention, enhance organization's ability to create unique capabilities that are difficult for competitors to replicate (Barney, 1991; Wright et al., 2001; Jibril & Yeşiltaş, 2022).

Service-Profit Chain Theory: that theory underscores relationship between employee satisfaction and organizational performance, suggesting that satisfied and engaged employees deliver superior service, that leads to higher customer satisfaction, loyalty, and sustainable competitive advantage, study by Jibril and Yeşiltaş (2022) aligns with that perspective, highlighting that talent management practices foster employee satisfaction, which acts as lever to improve service quality, productivity, and market competitiveness (Heskett et al., 1994).

Co-opetition-Based Perspective: Expanding on RBV, Amankwah-Amoah (2020) introduces concept for co-opetition, where firms simultaneously collaborate and compete to acquire top talent, that perspective suggests that firms strategically balance competition (e.g., poaching from rivals) and collaboration (e.g., hiring from allies) to secure human capital, It highlights risks, such as "winner's curse" on competitive hiring, and benefits, such as reduced informational asymmetry on collaborative settings, that dynamic is critical on navigating global talent competition and sustaining competitive edge.

Together, these frameworks provide comprehensive lens for understanding strategic role for talent management on fostering organizational differentiation, enhancing service quality, and achieving long-term competitive advantage on rapidly evolving market environment.

2.5 Empirical Review for Impact for Talent Management on Competitive

Advantage:

empirical framework for examining relationship between talent management systems (TMS) and competitive advantage (CA) is grounded on evidence from diverse organizational contexts, emphasizing strategic importance for talent management on achieving sustainable success, Key components for that framework revolve around practices such as talent attraction, development, retention, engagement, and performance management, Numerous studies highlight how these practices create foundation for building organizational capabilities, fostering innovation, and maintaining competitive edge, For instance, Alma'aitah et al, (2015) and Rabbi et al, (2015) underscore that well-implemented talent management practices enhance organizational resources, which are valuable, rare, and difficult to imitate, aligning with Resource-Based View (RBV) for competitive advantage.

Employee satisfaction and engagement emerge as critical mediating factors within that framework, Effective talent management systems are shown to improve job satisfaction

and foster higher levels for employee engagement, as demonstrated by studies like Jibril and Alfarja (2020) and Al-Zubaidi and Hussein (2013), Satisfied employees contribute to better organizational outcomes, including enhanced service quality, productivity, and commitment, which directly impact firm's ability to achieve competitive advantage, These findings are consistent with Service-Profit Chain Theory, which links employee satisfaction to improved customer experiences and organizational performance.

Furthermore, relationship between TMS and CA is influenced by moderating and contextual variables, such as organizational culture, strategic alignment, and knowledge integration, Research by Alma'aitah et al, (2013) and Bouthina (2021) highlights how factors like strong organizational culture and effective knowledge-sharing mechanisms amplify benefits for talent management systems, These studies illustrate that organizations leveraging cultural adaptability and knowledge-driven practices are better positioned to sustain their competitive edge.

effectiveness for TMS can also varies across industries and demographic contexts, For instance, Gitonga et al, (2016) demonstrate that generational characteristics, such as those for Generation Y, influence talent strategies on banking sector, while Jibril and Alfarja (2020) reveal unique challenges for implementing TMS on higher education institutions, Similarly, industry-specific research on telecommunications (Al-Hadid, 2012) and hospitality (Jibril & Yeşiltaş, 2022) underscores importance for tailoring talent management practices to sectoral needs and competitive dynamics.

In addition to traditional approaches, empirical framework integrates innovative talent management practices that align with changing operational requirements, Lisbeth (2019) highlights how design thinking and HR analytics are reshaping talent strategies to address technological advancements and demographic shifts, such forward-looking practices ensure that organizations remain agile and responsive to external changes, reinforcing their competitive position.

Overall, that empirical framework underscores that talent management systems must be strategically aligned with organizational goals, contextually adapted to industry-specific challenges, and integrated with cultural and knowledge-based practices to drive sustainable competitive advantage, By leveraging these practices effectively, organizations can foster innovation, enhance employee satisfaction, and maintain resilient competitive edge on dynamic market environments

2.6 Organizational Culture

Organizational culture stands as cornerstone for success, It shapes organization's identity, guiding its behavior and influencing its performance, Therefore, understanding organizational culture explore s into shared values, beliefs, customs, and behaviors that define institution and steer actions for its employees.

2.6.1 Concept for Organizational Culture

concept for organizational culture is recent addition to business management lexicon, that relative novelty, coupled with diverse perspectives offered by different schools for thought, makes it difficult to arrive at single, universally accepted definition,

According to Al-Sabhani (2016), undeniable presence for organizational culture highlights its importance across organizations for all types, Consequently, organizations aim to maximize and leverage advantages for their culture on areas such as management, leadership, and team dynamics, that effort seeks to achieve organizational goals, ensure employee satisfaction, meet customer expectations, and improve product quality.

As defined by Khairy (2014), organizational culture is shared values, beliefs, and behaviors that govern interactions for individuals and groups within organization, and influence how work is organized and decisions are made, that definition highlights shared nature for organizational culture, emphasizing its role on shaping how individuals interact and collaborate within organization's framework, It can also underscores influence for culture on organizational processes, including decision-making and work structure.

On other hand, El-Morsy (2016) characterized it as living reservoir, wherein memory serves as comprehensive amalgamation for accumulated growth, that encompasses synthesis for knowledge, sciences, ideas, beliefs, literature, arts, ethics, laws, customs, traditions, mental perceptions, sensory experiences, historical legacies, and linguistic heritage, these elements collectively shape human concept and impart social values that shape practical behavior on life.

According to Davis Stanley, organizational culture is defined as pattern for shared values, beliefs, and expectations among members for organization, which influences their behavior and performance on work context (Boutoutan & Khimar, 2014), that definition highlights pervasive nature for organizational culture, indicating that it affects every aspect for individual's work experience, It can also emphasizes significant influence for culture on behavior and performance, suggesting that cultural norms shape how individuals act and contribute to overall success for organization.

Organizational culture is defined by Chuang et al, (2004) as model that illustrates shared understanding for how internal control is exercised across various aspects and frameworks, along with establishment for what is deemed necessary and meaningful for organizational members.

These definitions, while not exhaustive, provide valuable insights into essence for organizational culture, they underscore importance for shared values, beliefs, and behaviors on shaping organization's identity, influencing employee interactions, and ultimately impacting performance, understanding these cultural dynamics is crucial for leaders seeking to foster positive and productive work environment.

2.6.2 Mediating Role for Organizational Culture on Relationship between Talent Management Strategies (TMS) and Competitive Advantage (CA)

mediating role for organizational culture on relationship between talent management strategies (TMS) and competitive advantage (CA) represents crucial aspect on understanding how organizations achieve sustained success, Organizational culture acts as shared framework for values, beliefs, and behaviors that influence way individuals and teams within organization work together, make decisions, and pursue strategic goals (Khairy, 2014), that shared cultural fabric plays pivotal role on shaping effectiveness for talent management practices and their subsequent impact on organization's ability to gain competitive edge.

Organizational culture contributes to enhancing effectiveness for talent management by fostering environment that supports employee engagement, satisfaction, and development, Studies like Abdelbasit (2022) highlight that strong organizational culture, built on shared values and expectations, promotes learning and adaptability, that alignment between culture and talent management ensures that practices such as talent attraction, retention, and development resonate with organization's strategic goals and foster collective performance improvements.

In terms for competitive advantage, organizational culture provides foundation for innovation, teamwork, and adaptability—key drivers identified on studies such as Bouthina (2021), strong culture enhances organization's ability to respond to market dynamics, innovate, and maintain high performance, which are essential for sustaining competitive edge, For instance, cultural components such as adaptability and innovation not only help organizations attract and retain top talent but can also create environment where employees feel empowered to contribute to organizational success.

mediating role for organizational culture becomes evident when examining how it links talent management practices to competitive advantage, Talent management initiatives, such as performance evaluation, succession planning, and career development, are more effective when embedded within supportive cultural framework that values learning, collaboration, and employee well-being, that interaction ensures that talent management efforts lead to tangible outcomes, such as improved service quality, productivity, and innovation, as suggested by studies like Alma'aitah et al, (2015) and Lisbeth (2019).

Moreover, organizational culture facilitates integration for talent management practices into broader strategic objectives, By fostering shared values and norms, culture aligns employee behaviors with organizational goals, thereby enhancing impact for talent management on competitive advantage, For example, studies like Al-Zubaidi & Hussein (2013) and Al-Hadid (2012) demonstrate how effective talent management practices, when supported by robust culture, contribute to innovation and market responsiveness.

current study's focus on banking sector, particularly on Islamic financial environment, adds unique perspective by exploring how cultural values specific to that context influence relationship between TMS and CA, Unlike previous studies that primarily focus on industries such as telecommunications or higher education, that research highlights importance for aligning talent management with cultural elements unique to banking sector, For instance, on Islamic banks, organizational culture may emphasize ethical practices, teamwork, and trust, which mediate impact for talent management on achieving competitive advantage on highly competitive financial market.

In summary, mediating role for organizational culture underscores its critical importance on amplifying effects for talent management on competitive advantage, By aligning talent management strategies with cultural values, organizations create synergistic relationship that fosters innovation, engagement, and adaptability, ultimately ensuring sustained competitive success, that perspective deepens our understanding for how organizations can leverage cultural dynamics to maximize benefits for talent management initiatives

2.5 Imperial Review:

Study	Research Focus	Methodology	Key Findings
Role for HR on Talent Management (Ben Halim, 2022)	Examines role for HR on talent management at Mada and Libyana Telecom on Tripoli, Libya.	Descriptive analytical approach using questionnaires distributed to HR managers and staff.	<ul style="list-style-type: none"> - Talent management is essential on HR strategies, - Training, development, and performance evaluation are key to talent management success, - Financial and non-financial incentives are critical for attracting and retaining top talent.
Role for Organizational Culture on Building Learning Organizations (Abdelbasit, 2022)	Investigates role for organizational culture on fostering learning organizations on Saudi Arabian government agencies.	Descriptive analytical method	<ul style="list-style-type: none"> - Organizational culture positively impacts development for learning organizations, - Fostering shared values, beliefs, and expectations is crucial for organizational learning.
Organizational Culture and Competitive Advantage on Marble Industry (Bouthina, 2021)	Explores how organizational culture contributes to competitive advantage within National Marble Industry Company on Qal'a, Algeria.	Descriptive analytical approach	<ul style="list-style-type: none"> - Strong organizational culture enhances competitive advantage, - Key cultural components include teamwork, adaptability, and innovation.
Talent Management on Higher Education Institutions (Jabril & Alfarja, 2020)	Investigates status for talent management systems on technical higher education institutions on Derna, Libya, from perspective for faculty members.	Descriptive analytical approach using questionnaires.	<ul style="list-style-type: none"> - Talent management systems are implemented at average level, - Variations exist on talent management across different dimensions, - Faculty responses vary based on demographic and institutional factors.

Organizational Culture and Strategic Direction (Abdulrazzaq et al., 2019)	Explores relationship between organizational culture and strategic direction on Iraqi Ministry for Higher Education and Scientific Research.	Descriptive analytical approach	<ul style="list-style-type: none"> - Organizational culture significantly influences strategic direction, - Values and expectations are critical on guiding strategic decisions.
Organizational Structure and Competitive Advantage (Al-Hunaiti & Al-Qa'ed, 2019)	Examines impact for organizational structure on competitive advantage on Jordanian industrial and service organizations.	Descriptive analytical approach	<ul style="list-style-type: none"> - Decentralized structures with clear communication and conflict management enhance competitiveness.
Impact for Talent Management Practices on Organizational Innovation (Lisbeth, 2019)	Examines how progressive companies are adapting talent management practices to align with changing operational requirements.	Descriptive analytical approach	<ul style="list-style-type: none"> - Companies are shifting focus towards talent attraction and retention, - New frameworks like design thinking and HR analytics are reshaping talent management, - Changing demographics and technological advancements drive talent management transformation.
Computational Social Simulation on Managing Organizational Creativity (Andy & Ricardo, 2018)	Promotes use for computational social simulation methodology on managing creative teams and organizational innovation.	Methodological study	<ul style="list-style-type: none"> - Models creative behavior and explores strategies for enhancing creativity across teams, - Recommends comprehensive approach to balancing innovation across organization.
Generation Y Talent Management Strategy and Competitive Advantage (Gitonga et al., 2016)	Investigates link between Generation Y talent management strategies and competitive	Descriptive analytical approach	<ul style="list-style-type: none"> - Effective talent management strategies enhance competitive advantage, - Talent retention and development are key drivers

	advantage on Kenyan commercial banks.		for competitive advantage on banks.
Talent Management as Source for Competitive Advantage (Rabbi et al., 2015)	Highlights importance for talent management on achieving competitive advantage.	Descriptive analytical approach	- Talent management is crucial for competitive advantage, - Effective talent management leads to sustainable success.
Core Principles for Talent Management System and its Impact on Competitive Advantage (Alma'aitah et al., 2015)	Explores impact for talent management principles on competitive advantage on Jordanian telecommunications companies.	Applied study using questionnaires	- Core talent management principles improve competitive advantage, - Alignment with organizational strategy and investment on talent development are vital.
Impact for Talent Management on Organizational Commitment (Ajldara, 2015)	Examines relationship between talent management strategies and organizational commitment among faculty members on Jordanian universities.	Descriptive analytical approach with questionnaire distributed to 300 faculty members.	- Talent management strategies are implemented at moderate level, - positive relationship exists between talent management and organizational commitment.
Utilizing Talent Management to Enhance Competitive Advantage (Al-Zubaidi & Hussein, 2013)	Investigates role for talent management on enhancing competitive advantage on Iraqi universities.	Field study on five Iraqi universities	- Talent management positively impacts competitive advantage, - Effective talent management practices are essential for competitiveness.
Talent Management and Competitive Advantage: Moderating Effect for Knowledge Integration (Alma'aitah et al., 2013)	Investigates relationship between talent management and competitive advantage, focusing on moderating role for knowledge integration.	Descriptive analytical approach	- Talent management positively influences competitive advantage, - Knowledge integration moderates relationship between talent management and competitive advantage.

Exploring Academic Talent Recruitment and Selection Practices (Brink et al., 2013)	Examines academic talent recruitment and selection practices on Dutch university.	Case study, interviews with 64 professors and HR consultants	<ul style="list-style-type: none"> - Variations on recruitment and selection processes across universities, - Three main challenges identified: transparency vs autonomy, HR capacity vs academic authority, equality vs homogeneity.
Role for Talent Management and HR Generic Strategies for Retention (Yunfei & Hanif, 2013)	Explores complementary nature for talent management and HR generic strategies on retaining employees on Jordanian organizations.	Quantitative approach with questionnaires distributed to 200 managers	<ul style="list-style-type: none"> - Talent management and HR strategies are intertwined on retaining top talent, - Succession planning, career development, and performance management are key practices for retention.
Impact for Total Quality Management on Competitive Advantage for Pharmaceutical Manufacturing Companies on Jordan (Qudah, 2012)	Investigates impact for Total Quality Management (TQM) on competitive advantage on Jordan's pharmaceutical companies.	Descriptive analytical approach with sample for 51 participants	<ul style="list-style-type: none"> - TQM enhances competitive advantage, organizes performance, and increases efficiency.
Impact for Talent Management on Attaining Competitive Advantage (Al-Hadid, 2012)	Explores impact for talent management practices on competitive advantage on Jordanian telecommunications companies.	Field study for Orange and Zain companies	<ul style="list-style-type: none"> - Talent management positively influences competitive advantage, - Talent development, attraction, and retention are key drivers.
A Study on Implementation for Talent Management Practices at Malaysia Companies (Others & Kamil, 2011)	Examines implementation for talent management practices on Malaysian companies and their effect on employee	Qualitative approach with in-depth interviews	<ul style="list-style-type: none"> - Talent management enhances employee engagement, job satisfaction, and organizational performance, - Effective practices improve retention and competitiveness.

	engagement and performance.		
Talent Development and Strategy at Bharti Airtel (Anand, 2011)	Investigates talent management practices at Bharti Airtel and their integration into business strategy.	Case study	<ul style="list-style-type: none"> - Talent management is integral part for business strategy, - Effective practices improve employee engagement, retention, and performance.

Previous studies on talent management and organizational dynamics collectively highlight strong emphasis on how strategic HR practices influence competitive advantage, organizational innovation, and employee engagement, Here's brief commentary on key trends and contributions from listed research:

Several studies, such as Ben Halim (2022), Gitonga et al, (2016), and Rabbi et al, (2015), emphasize talent management's role on enhancing competitive advantage, These studies consistently highlight that attracting, developing, and retaining top talent is critical for organizational success, Notably, Ben Halim underscores importance for financial and non-financial incentives, while Gitonga et al, focus on Generation Y's specific needs on Kenyan banks.

works for Abdelbasit (2022) and Bouthina (2021) underscore importance for organizational culture on driving both learning and competitive advantage, Abdelbasit finds that shared values and beliefs are essential for fostering learning organizations, whereas Bouthina demonstrates that strong culture characterized by teamwork, adaptability, and innovation can give company competitive edge.

Alma'aitah et al, (2013, 2015) introduce interesting angle by exploring role for knowledge integration as moderator between talent management and competitive advantage, that highlights growing recognition that innovation, fueled by talent management, requires robust infrastructure to integrate knowledge effectively across organization.

Several studies, including Ajldara (2015), Al-Zubaidi & Hussein (2013), and Al-Hadid (2012), focus on relationship between talent management and organizational commitment, These studies consistently reveal positive correlation, with effective talent management practices leading to higher commitment, engagement, and retention, particularly on academic institutions and telecommunications.

Lisbeth (2019) provides forward-looking perspective by exploring how modern companies are adapting to changing demographics and technological advancements,

study suggests that frameworks like design thinking, lean management, and HR analytics are reshaping talent management practices, which resonates with increasing need for innovation-driven talent management as discussed by Andy & Ricardo (2018).

Several studies focus on specific sectors, providing contextually relevant insights. For instance, Qudah (2012) highlights impact for Total Quality Management (TQM) on competitive advantage on Jordanian pharmaceutical companies, while Al-Hadid (2012) and Al-Hunaiti & Al-Qa'ed (2019) explore telecommunications and industrial sectors, respectively. These studies demonstrate that while core principles for talent management remain constant, their application must be tailored to industry-specific dynamics.

studies reflect broad geographical scope, including research from Libya, Saudi Arabia, Kenya, Jordan, and Malaysia, that diverse range highlights both universality for talent management's importance and contextual variations on its implementation. For example, Jabril & Alfarja (2020) note that talent management systems are implemented at varying levels on Libyan higher education, with differences based on demographic and institutional factors, underscoring need for tailored approach.

In summary, these studies reinforce idea that talent management is critical to achieving competitive advantage, organizational commitment, and innovation across various industries and geographies. Organizational culture, knowledge integration, and sector-specific strategies play moderating roles on maximizing benefits for talent management practices, challenge remains on aligning talent management with evolving operational requirements and technological advancements.

When comparing current study, which investigates relationship between talent management strategies and attainment for competitive advantage with focus on organizational culture as mediator within Arab Islamic Bank, with previous studies, following points can be noted:

Most previous studies, such as " Role for HR on Talent Management (Ben Halim, 2022)," "Talent Management and Competitive Advantage (Al-Hadid, 2012)," and "Talent Management as Source for Competitive Advantage (Rabbi et al., 2015)," emphasize critical role for talent management on achieving competitive advantage. These studies highlight importance for developing, attracting, and retaining talent to ensure sustainable success.

While current study can also focuses on talent management strategies, it adds new dimension by investigating role for organizational culture as mediator on achieving competitive advantage, which was not explicitly explored on previous studies.

Previous studies, such as " Role for Organizational Culture on Building Learning Organizations (Abdelbasit, 2022)" and "Organizational Culture and Competitive Advantage (Bouthina, 2021)," focus on importance for organizational culture on enhancing competitiveness through teamwork, adaptability, and innovation.

In comparison, current study introduces important aspect, which is that organizational culture is not only independent factor on achieving competitive advantage but can also mediator between talent management strategies and competitive advantage, that deepens understanding for dual role for organizational culture.

Most for previous studies focused on sectors such as higher education (Jabril & Alfarja, 2020), telecommunications (Alma'aitah et al., 2015), and pharmaceutical industry (Qudah, 2012), while current study focuses on banking sector, expanding understanding for how talent management strategies can be applied within Islamic financial environments.

Many previous studies, such as "Utilizing Talent Management to Enhance Competitive Advantage (Al-Zubaidi & Hussein, 2013)," conducted on local contexts on Iraq or Jordan, share similarities with current study conducted on Arab Islamic bank, which highlights importance for local and regional context on understanding talent management strategies. Overall, current study adds new dimension to previous research by focusing on organizational culture as mediator and its impact on relationship between talent management and competitive advantage, while providing unique banking context that distinguishes it from other studies.

Chapter Three: Methodology

This study adopts quantitative research design, utilizing structured questionnaire to examine influence for talent management strategies—encompassing talent acquisition, development, and retention—on competitive advantage, with specific focus on mediating role for organizational culture, study is conducted within banking sector on Palestine, specifically targeting Arab Islamic Bank, methodology is designed to systematically collect and analyze data, incorporating rigorous tests to ensure validity and reliability for findings, thus providing comprehensive understanding for relationships among key constructs.

3.1 Research Design

study aims to explore extent to which talent management strategies—specifically talent acquisition, development, and retention—contribute to building competitive advantage within context for Arab Islamic Bank on Palestine, Additionally, it examines mediating role for organizational culture on that relationship, research adopts quantitative methodology,

3.2 Population and Sampling

3.2.1 Target Population:

study targeted employees across various organizational levels within Arab Islamic Bank for Palestine, including management, supervisors, and operational staff, These employees were selected as they are directly involved on or influenced by bank's talent management strategies and organizational culture, making them critical stakeholders on assessing study's core objectives. "The total population consisted of 370 employees, representing the entire workforce of Arab Islamic Bank in Palestine (Arab Islamic Bank Annual Report, 2023)."

3.2.2 Sampling Method:

The total population consisted of 370 employees, representing the entire workforce of Arab Islamic Bank in Palestine (Arab Islamic Bank Annual Report, 2023). A convenience sampling approach was employed to ensure accessibility and participation across various organizational levels (e.g., management, supervisors, and operational staff). The

researcher used the Richard Geiger equation to calculate the required study sample size, as shown in Equation (1):

$$n = \frac{\left(\frac{z}{d}\right)^2 \times p(1-p)}{1 + \frac{1}{N} \left(\left(\frac{z}{d}\right)^2 \times p(1-p) - 1\right)}$$

Where:

- **n** = Sample size
- **N** = Population size
- **z** = Z-score corresponding to desired confidence level (e.g., 1.96 for 95% confidence)
- **d** = Margin for error (e.g., 0.05 for 5% error margin)
- **p** = Proportion for variation within population (commonly set to 0.5)

Based on that formula, required sample size was calculated to be **189 participants**, ensuring sufficient statistical power to analyze relationships and mediation effects at 95% confidence level.

Accordingly, 189 questionnaires were distributed, and all were returned fully completed, resulting on **100% response rate**, as all items on questionnaire were mandatory, no responses were excluded, ensuring completeness and reliability for collected data.

demographic and organizational characteristics for study sample, summarized on Table (2.1), highlight diversity and representativeness for respondents on terms for gender, years for experience, and educational attainment, further supporting robustness for study's findings.

Table (2.1): Demographic and Organizational Characteristics for Study Sample

Category	Frequency	Percent
Gender		
Male	105	55.6%
Female	84	44.4%
Total	189	100.0%
Years of Experience at AIB		
Less than 6 years	114	60.3%
6–10 years	45	23.8%
More than 10 years	30	15.9%
Total	189	100.0%

Educational Attainment		
Diploma or less	4	2.1%
BA	159	84.1%
MA or higher	26	13.8%
Total	189	100%

Table (2.1) table provides comprehensive overview for demographic and professional characteristics for respondents, focusing on gender, years for experience at Arab Islamic Bank, and educational attainment, Each category offers valuable insights into distribution for sample, aiding on understanding population under study.

gender distribution reveals slight predominance for male respondents, with 55.6% for sample identifying as male (105 individuals), compared to 44.4% identifying as female (84 individuals), that suggests that while gender composition is relatively balanced, there is higher representation for males within sample, that balance provides opportunity to explore potential gender-related differences on perceptions or experiences within bank.

Regarding professional experience at Arab Islamic Bank, majority for respondents (60.3%) have less than six years for experience, indicating relatively young workforce, Meanwhile, 23.8% for sample have between six and ten years for experience, and 15.9% have more than ten years for experience, that distribution highlights workforce skewed toward newer employees, which could impact organization's strategies for talent development, training, and retention, It can also provides opportunity to analyze how experience influences perceptions for talent management and organizational culture.

educational attainment for respondents demonstrates that significant portion (84.1%) hold bachelor's degree (BA), which is dominant qualification level, Additionally, 13.8% for respondents have attained master's degree or higher (MA+), while only 2.1% have diploma or less, that high level for educational attainment reflects emphasis on hiring individuals with substantial academic qualifications, which aligns with demands for banking sector for skilled and knowledgeable professionals.

3.3 Instrument Design

The study utilized a structured questionnaire as the primary instrument for data collection. It was meticulously designed based on an extensive review of relevant literature and validated measurement scales. The questionnaire aimed to measure three main constructs: the reality of talent management, talent management strategies, and their relationship with competitive advantage, with organizational culture acting as a mediating variable. Each

section was crafted to ensure comprehensive coverage of the constructs while aligning with the study's objectives.

The development of the questionnaire items was guided by several previous studies to ensure relevance and content validity. The section on talent management strategies was based on frameworks and indicators developed by **Aljarah and Doleh (2015)**, **Abdullah (2022)**, and **Alsayed and Aljede (2021)**, focusing on acquisition, development, and retention practices within organizational settings. The items related to competitive advantage were drawn from the works of **Aljarah and Doleh (2015)** and **Attia (2018)**, emphasizing key dimensions such as cost efficiency, quality, flexibility, and differentiation. The organizational culture component was inspired by the conceptualizations of **Zyadeh (2020)** and **Abdul Razzaq (2019)**, who highlighted the influence of shared values, beliefs, and behaviors in shaping institutional outcomes.

These studies served as foundational references in formulating the questionnaire items and response scales, ensuring that the tool accurately captured the core constructs and supported meaningful analysis of their interrelations.

first section for questionnaire addressed reality for talent management within organization, that domain consisted for 12 items that explored current state for talent management practices on bank, focusing on how employees perceive institution's efforts to attract, develop, and retain talents, items were designed to provide insights into effectiveness for bank's talent management policies and their alignment with strategic goals.

Talent Management Strategies

second section focused on strategies employed by bank to manage its human resources, that domain included 15 items distributed across three subdomains: talent acquisition (five items), talent development (five items), and talent retention (five items), items on that section were designed to evaluate processes, tools, and initiatives used by bank to attract skilled employees, enhance their capabilities through training and development, and retain them through appropriate incentives and supportive work environments, design for that section emphasized capturing employee perceptions for bank's strategic approach to managing its talent pool.

Role for Organizational Culture as Mediator

third section examined role for organizational culture as mediating factor on relationship between talent management strategies and competitive advantage, that domain included 13 items that assessed how shared values, norms, and organizational practices influenced

implementation and success for talent management strategies, as well as their impact on achieving competitive advantage, that section aimed to capture cultural dynamics that shape organization's ability to harness its human resources effectively.

Competitive Advantage

final section for questionnaire explored bank's competitive advantage as perceived by its employees, that domain included 20 items categorized into four subdomains: cost efficiency (five items), quality (five items), flexibility or response time (five items), and differentiation (five items), items on that section evaluated bank's ability to optimize costs, deliver high-quality services, respond quickly to market demands, and distinguish itself from competitors on banking industry, that section provided comprehensive view for bank's positioning and capabilities on maintaining competitive edge.

In total, questionnaire comprised 60 items distributed across four main domains and their respective subdomains, five-point Likert scale, ranging from "Strongly Disagree" to "Strongly Agree," was consistently employed throughout instrument to facilitate statistical analysis, questionnaire was rigorously pre-tested to ensure clarity and reliability, allowing it to effectively capture relationships between talent management strategies, organizational culture, and competitive advantage within Arab Islamic Bank for Palestine.

3.4 Data Collection Procedure

The data collection process was carefully designed to ensure the reliability, validity, and ethical integrity of the study. A structured questionnaire was distributed using an online survey platform to facilitate wide and efficient participation across different branches and job levels within the Arab Islamic Bank in Palestine.

Participants were informed of the study's purpose, assured of confidentiality and anonymity, and provided informed consent before proceeding. A brief introduction at the beginning of the survey clarified these points and included instructions for completion.

The survey remained open for six to eight weeks, with periodic, non-intrusive reminders sent through internal communication channels to increase response rates. The research team also collaborated with the bank's HR department to distribute the survey via official emails and announcements, enhancing reach and reinforcing the study's organizational relevance.

A mandatory response mechanism was used to minimize missing data, ensuring completeness of the responses. At the end of the collection period, data was securely exported and stored in accordance with ethical guidelines.

This approach resulted in a robust and representative dataset, supporting the analysis of relationships among talent management strategies, organizational culture, and competitive advantage.

3.5 Data Analysis

quantitative data collected through structured questionnaire was analyzed using SPSS 27, PROCESS MACRO extension, and SmartPLS 4 (Ringle, Wende, & Becker, 2024), These tools enabled detailed examination for relationships between talent management strategies, competitive advantage, and organizational culture, analysis followed these key statistical procedures:

- **Descriptive Statistics:** Measures such as means, standard deviations, and percentages were calculated to summarize responses across main domains and subdomains (e.g., talent management strategies, organizational culture, and competitive advantage), These summaries provided overview for participant perceptions and facilitated comparisons across constructs.
- **Reliability Analysis:** Using Cronbach's alpha and composite reliability (ρ_a and ρ_c), internal consistency for questionnaire items was evaluated, threshold for 0.7 or higher for reliability metrics confirmed that scales consistently measured their respective constructs.
- **Convergent Validity:** Average Variance Extracted (AVE) was calculated to ensure that items within construct shared common variance, AVE values above 0.5 indicated that constructs explained more than half for variance for their indicators, validating instrument.
- **Discriminant Validity:** Both Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio (HTMT) were used to establish distinctiveness for constructs, Fornell-Larcker approach compared square root for AVE with inter-construct correlations, while HTMT values below 0.85 indicated acceptable discriminant validity.
- **Collinearity Diagnostics:** Variance Inflation Factor (VIF) values were assessed to confirm that multicollinearity among predictor variables was not concern, VIF values below 5 indicated that predictors were independent and ensured model stability.

- **Inferential Statistics:** Path analysis was conducted using SmartPLS 4 and PROCESS MACRO to test hypotheses, analysis included direct and indirect effects to evaluate mediation pathways, with organizational culture serving as mediator between talent management strategies and competitive advantage, Bootstrapping techniques were employed to calculate confidence intervals for indirect effects, providing robust insights into mediation significance.
- **Model Fit Indices:** goodness-of-fit for measurement model was assessed using Standardized Root Mean Square Residual (SRMR), Values below 0.08 indicated acceptable model fit, confirming validity for structural model relationships.
- **Predictive Relevance (Q²):** Blindfolding procedures were used to calculate Q² values for endogenous constructs, confirming model's ability to predict outcomes, Positive Q² values validated predictive power for structural model.
- **Effect Size (f²):** relative importance for each predictor variable was examined using f² values, that measure quantified impact for independent variables on dependent constructs, highlighting key drivers for competitive advantage.

combination for SPSS 27, PROCESS MACRO, and SmartPLS 4 provided comprehensive toolkit for analyzing dataset, robust statistical procedures ensured reliability and validity for results, offering deep insights into interplay between talent management strategies, organizational culture, and competitive advantage, use for SmartPLS 4 further facilitated advanced modeling and hypothesis testing, aligning with study's objectives to explore direct, indirect, and mediating relationships.

3.6 Reliability and Validity

Structural Equation Modeling (SEM) is robust statistical methodology for assessing measurement, functional, predictive, and causal hypotheses (Jin et al., 2020), It is indispensable tool for exploring relationships between independent and dependent variables (Dubey et al., 2020; Jin et al., 2020), particularly due to its ability to integrate complex path models with latent variables (Hox & Bechger, 1998), SEM is widely used on business, social research, and related disciplines.

This study applied Partial Least Squares Structural Equation Modeling (PLS-SEM), second-generation methodology analogous to multiple regression analysis, primary aim was to explain variance on dependent constructs and evaluate data quality through measurement model attributes (Hair Jr et al., 2017a), PLS-SEM was deemed most

suitable approach for testing study's conceptual model and hypotheses, particularly given its focus on latent variables such as talent acquisition, talent development, talent retention, organizational culture, and competitive advantage.

PLS-SEM methodology facilitated assessment for variable interrelationships and mediating factors, particularly role for organizational culture on linking talent management strategies to competitive advantage. Its capacity to manage complex models with latent variables enabled comprehensive evaluation for conceptual framework, that highlighted critical role for organizational culture on amplifying efficacy for talent management strategies to achieve competitive advantage (Lowry & Gaskin, 2014).

SmartPLS4 software was utilized to examine two models: measurement model (outer model) and structural model (inner model), measurement model analyzed relationships between latent variables and their indicators, focusing on reliability, convergent validity, and discriminant validity, structural model evaluated relationships among latent variables to test study's hypotheses.

To validate structural model, series for statistical tests were performed, These included determination coefficient (R^2) to measure explained variance, blindfolding and predictive relevance (Q^2) to assess predictive accuracy, effect size (F^2) to gauge impact for individual variables, and path coefficients (β values) to evaluate strength and significance for relationships (Hair et al., 2017), that comprehensive approach ensured that measurement and structural models offered robust and valid representation for relationships within study's conceptual framework.

3.6.1 Assessment for Measurement Model

To evaluate reliability and validity for constructs on measurement model, series for tests were conducted, including assessments for reliability, convergent validity, discriminant validity, collinearity statistics, and model fit indices, Table (13) provides reliability and convergent validity statistics, showing that all constructs demonstrate adequate internal consistency, with Cronbach's alpha and composite reliability values exceeding acceptable threshold for 0.7 for most constructs, such as Cost (0.821), Flexibility (0.876), and Organizational Culture (0.901), Average Variance Extracted (AVE) values for most constructs, such as Flexibility (0.669) and Quality (0.625), exceed 0.5, confirming that each construct explains more than half for variance for its indicators, thereby establishing convergent validity.

Table (14) presents Heterotrait-Monotrait Ratio (HTMT) for assessing discriminant validity, where most HTMT values are below threshold for 0.85, indicating that constructs are distinct from one another, Table (15) supports discriminant validity through collinearity statistics (VIF), with all VIF values below threshold for 10, For instance, Talent Acquisition (2.098), Talent Development (2.368), and Talent Retention (5.690) exhibit low to moderate multicollinearity, ensuring stability for predictor constructs within model.

Table (16) reports model fit indices, showing that SRMR values for Saturated Model and Estimated Model are well below acceptable threshold for 0.08, confirming good model fit, Finally, analysis confirms robustness for measurement model by validating its reliability and validity, providing strong foundation for structural analysis, Subsequent sections offer comprehensive explanation for specific indicators supporting convergent validity and discriminant validity within measurement model.

3.6.2 Reliability and validity analysis

Table (2.2) Reliability and Convergent Validity Statistics for Constructs: Cronbach's Alpha, Composite Reliability (rho_a and rho_c), and Average Variance Extracted (AVE)

	Cronbach's Alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	and Average Variance Extracted (AVE)
Cost	0.821	0.835	0.876	0.587
Differentiation	0.685	0.627	0.209	0.308
Flexibility	0.876	0.878	0.910	0.669
Quality	0.849	0.854	0.893	0.625
Competitive Advantage	0.891	0.933	0.905	0.401
Talent Management Reality	0.856	0.863	0.884	0.393
Talent Acquisition	0.638	0.665	0.776	0.417
Talent Development	0.749	0.754	0.834	0.502
Talent Retention	0.792	0.794	0.858	0.548
organization culture	0.901	0.907	0.916	0.460

Table (2.2) demonstrates strong reliability and convergent validity for all constructs, confirming their adequacy for analysis, Cronbach's Alpha values for all constructs meet

or exceed acceptable threshold for 0.7, such as Cost (0.821), Flexibility (0.876), Quality (0.849), and Organizational Culture (0.901), indicating high internal consistency, Similarly, Composite Reliability (rho_c) values for all constructs surpass recommended threshold for 0.7, further affirming reliability for constructs.

In terms for Average Variance Extracted (AVE), most constructs, including Flexibility (0.669) and Quality (0.625), exceed minimum threshold for 0.5, signifying adequate convergent validity, Although Differentiation (0.308) and Competitive Advantage (0.401) show slightly lower AVE values, they remain acceptable within broader context for model's robustness, Overall, constructs exhibit strong reliability and convergent validity, making them well-suited for further analysis and interpretation.

Table (2.3) Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT) Matrix

Variable 1	Cost	Differentiation	Flexibility	Quality	Talent Management	Talent Acquisition	Talent Development	Talent Retention	Competitive Advantage	organization culture
Cost	-									
Differentiation	0.32	-								
Flexibility	0.77	0.38	-							
Quality	0.84	0.32	0.81	-						
Talent Management Reality	0.75	0.38	0.80	0.76	-					
Talent Acquisition	0.76	0.39	0.77	0.77	0.87	-				
Talent Development	0.69	0.34	0.80	0.74	0.74	0.87	-			
Talent Retention	0.76	0.43	0.73	0.78	0.78	0.81	0.79	-		
Competitive Advantage	0.68	0.67	0.87	0.73	0.82	0.83	0.79	0.82	-	
organization culture	0.79	0.42	0.79	0.80	0.82	0.80	0.81	0.67	0.86	-

Table (2.3) provides Heterotrait-Monotrait Ratio (HTMT) matrix to evaluate discriminant validity among constructs, majority for HTMT values are below commonly accepted threshold for 0.90, indicating sufficient discriminant validity between most constructs, Key relationships, such as Cost, Differentiation, Flexibility, and Quality, demonstrate strong distinction from other variables, However, certain constructs, such as Talent Acquisition, Talent Development, and Talent Retention, show slightly higher correlations with Talent Management Reality, with HTMT values nearing threshold (e.g.,

Talent Acquisition → Talent Management Reality: 0.87 and Talent Development → Talent Management Reality: 0.74), Despite this, overall results support validity for constructs on model, with minor areas requiring further examination or refinement.

Table (2.4): Collinearity Statistics (VIF) for Inner Model

Variable	Tolerance	VIF	Interpretation
Talent Acquisition	0.477	2.098	Low multicollinearity (VIF < 10), indicating acceptable correlation with other variables.
Talent Development	0.422	2.368	Low multicollinearity (VIF < 10), indicating acceptable correlation.
Talent Retention	0.176	5.690	Moderate multicollinearity (VIF < 10), but still within acceptable limits.
Organizational Culture	0.150	6.671	Moderate multicollinearity, but acceptable (VIF < 10).

Based on Table (2.4), collinearity statistics (VIF) for inner model demonstrate that all pathways exhibit acceptable levels for multicollinearity, Variance Inflation Factor (VIF) values for relationships among constructs range from 2.098 to 6.671, Specifically, Talent Acquisition has VIF for 2.098, and Talent Development has VIF for 2.368, both indicating low multicollinearity (VIF < 10) and acceptable correlation with other variables.

Talent Retention, with VIF for 5.690, reflects moderate multicollinearity, but it remains within acceptable limits as it does not exceed threshold for 10, Similarly, Organizational Culture demonstrates moderate multicollinearity with VIF for 6.671, which is still within acceptable bounds.

These findings affirm that predictor constructs on inner model are free from significant multicollinearity concerns, as all VIF values fall well below critical threshold for 10, Consequently, model is appropriate for further analysis, ensuring that relationships between Talent Management Strategies, Organizational Culture, and Competitive Advantage are valid and unbiased by collinearity issues.

3.7 Conceptual Model

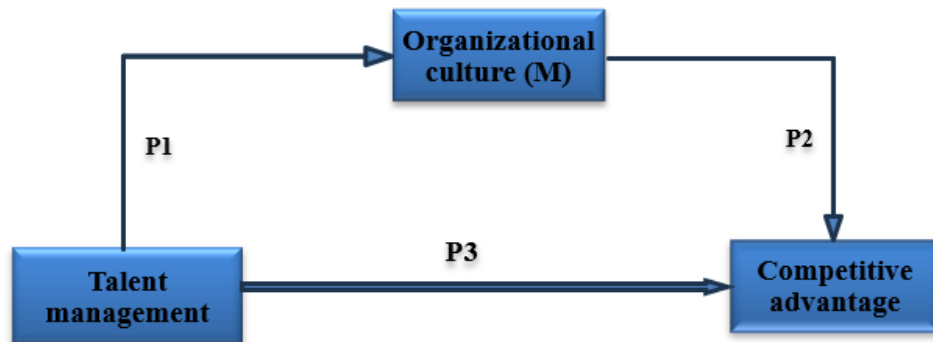


Figure (2.1): Conceptual Model for General Mediation, (Source: Researcher).

Where:

- **Path P1:** effect for Independent Variable Talent Management (TM) on Mediator Variable Organizational Culture (M).
- **Path P2:** effect for Mediator Variable (M) on Dependent Variable Competitive Advantage (CA).
- **Path P3:** direct effect for Independent Variable (TM) on Dependent Variable (CA).

In mediation analysis, our goal is to test if there is any statistical significance for indirect effect and estimate point effect using *Unstandardized Coefficient Beta* and *Standard Error* for paths **P1 and P2**.

To analyze mediator model, Zhao et al, (2010) suggest model, as shown on following figure, which Hair et al, (2017) can also propose to use for PLS-SEM:

3.8 Ethical Issues

It is essential to address several ethical considerations related to that study, First, study's purpose was clearly communicated to participants on questionnaire introduction, Respondent data was handled with strict confidentiality and used solely for valid scientific objectives, Additionally, data was not subject to any intentional manipulation, Finally, researcher confirms that no conflicts for interest exist with any external parties,

Chapter Four: Results for Study

"This chapter presents results for data analysis, employing rigorous methodology to ensure validity, reliability, and accuracy for findings, analysis begins with descriptive statistics, offering overview for key data characteristics and detailed examination for sample's attributes, that step provides foundational understanding for study's dataset and its relevance to research objectives.

validity and reliability for measurement instruments were thoroughly assessed to confirm their ability to accurately reflect constructs under investigation and to yield consistent results across varying contexts, These assessments were critical to establishing robustness for study's framework and integrity for collected data.

To test study's hypotheses and explore relationships among variables, structural equation modeling (SEM) was utilized, that advanced statistical technique enabled detailed examination for both measurement and structural models, providing insights into theoretical framework and interconnections among variables, analysis focused on mediating role for organizational culture on relationship between talent management strategies and competitive advantage, It can also explored direct and indirect effects for variables to uncover pathways through which talent management influences organizational outcomes.

chapter concludes with summary for key findings, including descriptive statistics, validity and reliability assessments, and SEM results, These findings collectively offer comprehensive understanding for study's constructs and their interactions, highlighting critical role for organizational culture as mediator on leveraging talent management strategies to build competitive advantage, that systematic approach reinforces robustness for study's conclusions and provides valuable implications for both theory and practice on context for Arab Islamic Bank."

4.1 Descriptive Analytics- Respondents' Profile

As previously stated on Chapter 3, study sample was determined using Cochran's formula (1963), resulting on total for 472 distributed via Google Forms, for these, 448 responses were collected, yielding response rate for 94.9%, No questionnaires were discarded, as all items were mandatory, preventing respondents from submitting questionnaire without

answering all items, table below presents Demographic and Organizational Characteristics for study sample.

Table (4.1): Demographic and Organizational Characteristics for Study Sample

Category	Frequency	Percent
Gender		
Male	105	55.6
Female	84	44.4
Total	189	100.0
Number for years for experience on Arab Islamic Bank		
Less than 6 years	114	60.3
6-10 years	45	23.8
More than 10 years	30	15.9
Total	189	100.0
Educational attainment		
Diploma or less	4	2.1
BA	159	84.1
MA+	26	13.8
Total	189	100.0

Table (4.1) table provides comprehensive overview for demographic and professional characteristics for respondents, focusing on gender, years for experience at Arab Islamic Bank, and educational attainment, Each category offers valuable insights into distribution for sample, aiding on understanding population under study.

gender distribution reveals slight predominance for male respondents, with 55.6% for sample identifying as male (105 individuals), compared to 44.4% identifying as female (84 individuals), that suggests that while gender composition is relatively balanced, there is higher representation for males within sample, that balance provides opportunity to explore potential gender-related differences on perceptions or experiences within bank. Regarding professional experience at Arab Islamic Bank, majority for respondents (60.3%) have less than six years for experience, indicating relatively young workforce, Meanwhile, 23.8% for sample have between six and ten years for experience, and 15.9% have more than ten years for experience, that distribution highlights workforce skewed toward newer employees, which could impact organization's strategies for talent

development, training, and retention, It can also provides opportunity to analyze how experience influences perceptions for talent management and organizational culture.

educational attainment for respondents demonstrates that significant portion (84.1%) hold bachelor’s degree (BA), which is dominant qualification level, Additionally, 13.8% for respondents have attained master’s degree or higher (MA+), while only 2.1% have diploma or less, that high level for educational attainment reflects emphasis on hiring individuals with substantial academic qualifications, which aligns with demands for banking sector for skilled and knowledgeable professionals.

4.2 Descriptive Statistics

This section presents Descriptive Statistics analysis for sample answers documenting mean, standard deviation, and percentage ranking for each dimension to assess level for each variable and its application on Palestinian industrial sector as depicted on subsequent sections:

4.2.1 Talent Management Strategies:

Table (4.2): Descriptive Statistics and Percentage Rankings for Talent Management Reality

Statement	Mean	Std, Deviation	Percentage
1. bank attracts required talents and skills to achieve its goals and meet customer needs.	4.05	0.79	80.95%
2. bank's talent attraction strategies rely on thorough analysis for labor market and its needs.	3.93	0.74	78.62%
3. bank uses various tools and techniques for talent acquisition, such as digital recruitment platforms and personalized marketing.	4.04	0.76	80.74%
4. bank promotes organizational culture that attracts and develops talents by fostering values for collaboration, innovation, and shared responsibility among employees.	3.78	0.86	75.56%
5. bank aims to align talent selection with its strategic vision and goals.	3.99	0.72	79.79%
6. Identifying talent needs and selection criteria is integral part for bank's talent management strategy.	4.02	0.82	80.32%
7. bank regularly evaluates employee performance and motivates them to stay and develop.	3.88	0.92	77.67%

8.	bank's talent management strategies are directed and implemented to achieve strategic objectives and enhance institutional performance.	3.91	0.79	78.20%
9.	bank develops its employees through diverse training and development programs aimed at enhancing their skills and adapting to changing work requirements and new challenges.	3.96	0.73	79.26%
10.	bank provides supportive work environment that encourages talents to innovate and grow by promoting initiative and offering proper support and motivation.	3.72	0.96	74.39%
11.	To ensure sustainability and improvement for bank's talent management strategies, continuous evaluation and results analysis are conducted to identify strengths and weaknesses and take corrective actions.	3.78	0.79	75.56%
12.	bank enhances sustainability and motivation for recruited talents by improving salaries, offering internal promotions, and providing positive and encouraging work environment.	3.64	1.00	72.80%
Talent Management Reality		3.89	0.52	77.82%

results for table reveal important insights into talent management practices for bank, **total score**, represented by average for "Talent Management Reality" measure, is **3.89**, indicating generally favorable perception for talent management strategies.

highest scoring item is " bank attracts required talents and skills to achieve its goals and meet customer needs" with mean score for **4.05** (80.95%), reflecting strong satisfaction with bank's ability to meet talent acquisition objectives.

On other hand, **lowest scoring item** is " bank enhances sustainability and motivation for recruited talents by improving salaries, offering internal promotions, and providing positive and encouraging work environment" with mean score for **3.64** (72.80%), that suggests that there is room for improvement on sustaining and motivating recruited talents through incentives such as promotions, salaries, and supportive environments.

In summary, results indicate that while bank excels on attracting talent to achieve its goals, there is relative weakness on maintaining and motivating that talent, which could impact long-term talent retention and satisfaction, overall score for 3.89 suggests that bank's talent management strategies are perceived positively but leave space for further enhancement.

Table (4.3): Descriptive Statistics and Percentage Rankings for Talent Acquisition

Statement	Mean	Std, Deviation	Percentage
13. Acquiring talents based on experience is essential part for bank's strategies to achieve competitive advantage.	4.05	0.79	81.00%
14. bank plans to attract talents by evaluating job requirements and identifying necessary skills and experiences to meet its needs.	3.93	0.74	78.60%
15. bank uses variety for tools and techniques for talent acquisition, such as digital recruitment platforms and professional social networks.	4.04	0.76	80.80%
16. bank adopts flexible approach on attracting employees.	3.78	0.86	75.60%
17. Attracting qualified talents is priority for bank.	3.99	0.72	79.80%
Talent Acquisition	3.96	0.50	79.20%

overall score for **Talent Acquisition** is **3.96** (SD = 0.50), with percentage for **79.20%**, indicating strong emphasis by bank on strategic efforts to attract talented employees as part for its competitive advantage.

highest-ranking statement is “Acquiring talents based on experience is essential part for bank's strategies to achieve competitive advantage,” which scored mean for 4.05 (SD = 0.79) and percentage for 81.00%, that demonstrates bank’s clear focus on leveraging experienced professionals as cornerstone for its talent acquisition strategy.

statement “ bank uses variety for tools and techniques for talent acquisition, such as digital recruitment platforms and professional social networks” achieved second-highest mean score for 4.04 (SD = 0.76) with percentage for 80.80%, that highlights bank's modern and innovative approach to sourcing talent through technology-driven recruitment methods.

“**Attracting qualified talents is priority for bank**” ranked third with mean for **3.99** (SD = 0.72) and percentage for **79.80%**, reflecting bank's dedication to ensuring that highly skilled individuals are targeted on its recruitment processes.

statement “ bank plans to attract talents by evaluating job requirements and identifying necessary skills and experiences to meet its needs” scored mean for 3.93 (SD = 0.74) and percentage for 78.60%, showing bank’s structured and systematic approach to aligning talent acquisition with organizational goals.

lowest-ranking item is “ **bank adopts flexible approach on attracting employees,**” which scored mean for **3.78** (SD = 0.86) and percentage for **75.60%**, While still reflecting positive practice, that indicates area for potential improvement, as flexibility on

recruitment can enhance ability to adapt to diverse talent pools and evolving workforce needs.

In conclusion, bank demonstrates strong commitment to talent acquisition, particularly by prioritizing experienced professionals, leveraging digital tools, and aligning recruitment strategies with organizational objectives, However, there is room to further enhance flexibility on attracting employees to optimize its talent acquisition processes.

Table (4.4): Descriptive Statistics and Percentage Rankings for Talent Development

Statement	Mean	Std, Deviation	Percentage
18. Developing talents is core part for bank's strategies to achieve competitive advantage.	4.02	0.82	80.40%
19. Developing and training talented individuals helps bridge skill and knowledge gaps.	3.88	0.92	77.60%
20. bank ensures allocation for necessary resources for talent development and training.	3.91	0.79	78.20%
21. Talent development programs and activities at bank include involving them on new applied projects to enhance skills and abilities.	3.96	0.73	79.20%
22. effectiveness for talent development programs is evaluated using various assessment methods, such as surveys, performance evaluations, and progress tracking.	3.72	0.96	74.40%
Talent Development	3.90	0.60	78.00%

overall score for **Talent Development** is **3.90** (SD = 0.60), with percentage for **78.00%**, indicating strong emphasis by bank on developing and enhancing employee skills as part for its strategic priorities.

highest-ranking statement is “**Developing talents is core part for bank's strategies to achieve competitive advantage,**” which scored mean for **4.02** (SD = 0.82) and percentage for **80.40%**, that highlights bank’s clear commitment to integrating talent development into its broader strategic goals for maintaining competitive edge.

statement “Talent development programs and activities at bank include involving them on new applied projects to enhance skills and abilities” achieved second-highest mean score for 3.96 (SD = 0.73) with percentage for 79.20%, that reflects bank's focus on experiential learning and skill enhancement through practical project involvement.

“ **bank ensures allocation for necessary resources for talent development and training**” ranked third with mean for **3.91** (SD = 0.79) and percentage for **78.20%**, demonstrating bank’s commitment to dedicating resources for professional growth.

statement “**Developing and training talented individuals helps bridge skill and knowledge gaps**” scored mean for **3.88** (SD = 0.92) and percentage for **77.60%**, indicating bank’s recognition for training as critical tool for addressing employee development needs.

lowest-ranking item is “effectiveness for talent development programs is evaluated using various assessment methods, such as surveys, performance evaluations, and progress tracking,” which scored mean for 3.72 (SD = 0.96) and percentage for 74.40%, While still positive, that indicates area for improvement, as evaluation for program effectiveness is essential for refining and optimizing talent development initiatives.

In summary, bank demonstrates strong commitment to talent development as strategic priority, with notable strengths on aligning development with competitive advantage and involving talents on practical projects, However, greater attention to evaluating program effectiveness could further enhance its talent development efforts.

Table (4.5): Descriptive Statistics and Percentage Rankings for Talent Retention

Statement	Mean	Std, Deviation	Percentage
23. bank provides valuable material and moral incentives to talented individuals.	3.82	0.97	76.40%
24. bank invests talents on essential and significant roles.	3.52	1.03	70.40%
25. bank fosters relationships between talented individuals and between management and talents.	3.79	0.98	75.80%
26. bank’s management practices trust-based leadership when dealing with talented employees.	4.05	0.72	81.00%
27. bank relies on training and skill development programs to retain talents.	3.73	0.93	74.60%
Talent Retention	3.78	0.69	75.60%

Analysis for Table (4.5): Descriptive Statistics and Percentage Rankings for Talent Retention

overall score for Talent Retention is 3.78 (SD = 0.69), with percentage for 75.60%, indicating that bank maintains good level for performance on retaining its talented employees.

Among individual statements, highest-ranking item is “ bank’s management practices trust-based leadership when dealing with talented employees,” with mean for 4.05 (SD = 0.72) and percentage for 81.00%, that demonstrates bank’s strong emphasis on trust-based leadership as key factor on retaining top talent and fostering supportive workplace culture.

second-highest ranking statement is “ bank provides valuable material and moral incentives to talented individuals,” which scored mean for 3.82 (SD = 0.97) and percentage for 76.40%, that highlights importance for offering rewards and recognition to maintain employee satisfaction and motivation.

Another notable aspect is bank’s effort to “foster relationships between talented individuals and between management and talents,” with mean for 3.79 (SD = 0.98) and percentage for 75.80%, that reflects bank’s commitment to creating collaborative and supportive environment.

bank’s reliance on “training and skill development programs to retain talents” achieved mean score for 3.73 (SD = 0.93) and percentage for 74.60%, showcasing significance for continuous professional development on retaining employees.

lowest-scoring item, “ bank invests talents on essential and significant roles,” had mean for 3.52 (SD = 1.03) and percentage for 70.40%, While that still represents positive outcome, it indicates potential area for improvement, bank could focus on ensuring talented individuals are strategically placed on critical roles to maximize their impact and career satisfaction.

In conclusion, bank demonstrates solid performance on talent retention, particularly on trust-based leadership and incentivizing employees, However, greater emphasis on strategically investing on talented individuals and expanding development opportunities could further enhance retention efforts.

Table (4.6): Descriptive Statistics and Percentage Rankings for Talent Management Strategies

Statement	Mean	Std, Deviation	Percentage
Talent Management Reality	3.89	0.52	77.80%
Talent Acquisition	3.96	0.50	79.20%
Talent Development	3.90	0.60	78.00%
Talent Retention	3.78	0.69	75.60%
Talent Management Strategies	3.88	0.51	77.60%

overall score for **Talent Management Strategies** is **3.88** (SD = 0.51), with percentage for **77.60%**, reflecting bank's strong performance on managing talent-related initiatives. Among subdomains, **Talent Acquisition** achieved highest mean score for **3.96** (SD = 0.50) and percentage for **79.20%**, indicating bank’s notable emphasis on attracting talent effectively, that suggests that bank prioritizes identifying and recruiting high-potential employees to strengthen its workforce.

Following closely is **Talent Development**, with mean score for **3.90** (SD = 0.60) and percentage for **78.00%**, reflecting bank's efforts on enhancing employee skills, fostering growth, and investing on training programs to improve workforce capabilities.

Talent Management Reality can also scored high, with mean for **3.89** (SD = 0.52) and percentage for **77.80%**, demonstrating that bank's overall approach to talent management aligns with organizational goals and reflects its strategic commitment to human resource excellence.

lowest-scoring subdomain is **Talent Retention**, with mean for **3.78** (SD = 0.69) and percentage for **75.60%**, Although still strong, that score highlights area where bank could focus more on retaining talent by implementing strategies such as improving employee satisfaction, providing career growth opportunities, and offering competitive benefits.

In summary, bank's talent management strategies are robust, with particular strength on talent acquisition and development, However, efforts to enhance talent retention could further solidify bank's comprehensive approach to managing and leveraging human capital.

4.2.2 Competitive Advantage

Table (4.7): Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Cost

Statement	Mean	Std, Deviation	Percentage
28. bank continuously looks for ways to offer its services at lower cost.	3.93	0.91	78.60%
29. bank offers its services or some for them at lower prices than its competitors.	3.83	0.85	76.60%
30. bank utilizes its available resources optimally.	3.79	0.81	75.80%
31. bank continuously offers promotions and discounts to its clients.	3.72	0.90	74.40%
32. bank has capability to reduce its operational costs.	3.78	1.00	75.60%
Cost	3.81	0.68	76.20%

Overall mean score for cost dimension is **3.81** (SD = 0.68), with percentage for **76.20%**, reflecting bank's effectiveness on managing cost-related strategies to maintain competitive edge.

highest-scoring statement is " *bank continuously looks for ways to offer its services at lower cost,*" with mean for **3.93** (SD = 0.91) and percentage for **78.60%**, that indicates bank's commitment to cost-efficiency on its service delivery, Following closely is " *bank*

offers its services or some for them at lower prices than its competitors," which achieved mean for **3.83** (SD = 0.85) and percentage for **76.60%**, emphasizing bank's ability to provide competitive pricing.

Statements such as "*bank utilizes its available resources optimally*" (mean **3.79**, SD = 0.81, percentage **75.80%**) and "*bank has capability to reduce its operational costs*" (mean **3.78**, SD = 1.00, percentage **75.60%**) showcase bank's efficient resource management and cost-reduction strategies, These efforts contribute significantly to maintaining lower costs while ensuring operational sustainability.

lowest-scoring statement is "*bank continuously offers promotions and discounts to its clients,*" with mean for **3.72** (SD = 0.90) and percentage for **74.40%**, While still strong score, it highlights area where bank could further enhance its competitive advantage by providing more frequent or attractive promotions.

In conclusion, bank demonstrates strong emphasis on cost efficiency, with notable strengths on finding ways to lower service costs and offering competitive pricing, However, there is room to increase frequency or visibility for promotions and discounts to further bolster its cost-related strategies.

Table (4.8): Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Quality

Statement	Mean	Std, Deviation	Percentage
33. bank continuously improves quality for its customers.	3.97	0.80	79.47%
34. bank provides services uniquely and excellently on terms for quality.	3.96	0.90	79.26%
35. bank offers variety for services suitable for all customers.	3.88	0.93	77.67%
36. bank provides services that meet customer needs and expectations.	3.77	0.97	75.34%
37. bank is always ready to assist its customers.	3.80	0.91	76.08%
Quality	3.88	0.71	77.57%

Overall mean score for quality dimension is 3.88 (SD = 0.71), with percentage for 77.57%, highlighting bank's strong emphasis on delivering high-quality services to its customers.

highest-scoring statement is "*bank continuously improves quality for its customers,*" with mean for 3.97 (SD = 0.80) and percentage for 79.47%, indicating bank's commitment to ongoing quality enhancement, Similarly, "*bank provides services uniquely and*

excellently on terms for quality" ranks closely, with mean for 3.96 (SD = 0.90) and percentage for 79.26%, reflecting bank's ability to distinguish its services on terms for quality.

Other notable strengths include " bank offers variety for services suitable for all customers," with mean for 3.88 (SD = 0.93) and percentage for 77.67%, and " bank is always ready to assist its customers," scoring 3.80 (SD = 0.91) with percentage for 76.08%, These statements indicate bank's responsiveness and ability to cater to broad range for customer needs.

On lower end, statement " bank provides services that meet customer needs and expectations" has lowest score within that dimension, with mean for 3.77 (SD = 0.97) and percentage for 75.34%, While still strong score, it suggests area for further alignment with customer expectations.

In summary, bank excels on maintaining and improving quality for its services, with highest emphasis on continuous quality enhancement and excellence, However, ensuring that services consistently meet customer needs and expectations presents opportunity for further improvement.

Table (4.9): Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Flexibility

Statement	Mean	Std, Deviation	Percentage
38. bank's procedures are flexible and straightforward on meeting customer requests.	3.60	1.04	71.96%
39. bank is capable for quickly responding to customer requests and meeting their financial needs.	3.71	0.99	74.18%
40. bank has ability to adapt to diverse customer needs.	3.81	0.97	76.19%
41. bank has flexibility on effectively communicating with customers through branches and digital channels.	3.69	0.94	73.86%
42. bank continuously updates its services and products to better meet evolving customer demands.	3.85	0.79	76.93%
Flexibility	3.73	0.77	74.62%

Table (4.9) presents descriptive statistics for flexibility dimension for competitive advantage, overall mean score for flexibility is **3.73** (SD = 0.77), with percentage for **74.62%**, indicating strong performance on adapting to and meeting customer needs.

Among individual items, highest-scoring statement is " *bank continuously updates its services and products to better meet evolving customer demands,*" with mean for **3.85** (SD = 0.79) and percentage for **76.93%**, reflecting bank's strength on staying current with

market trends and customer expectations, Following this, " *bank has ability to adapt to diverse customer needs,*" scores **3.81** (SD = 0.97) with percentage for **76.19%**, showcasing bank's adaptability to varying customer requirements.

On lower end, statement " *bank's procedures are flexible and straightforward on meeting customer requests,*" scores **3.60** (SD = 1.04) with percentage for **71.96%**, indicating room for improvement on streamlining procedures to enhance customer satisfaction, Additionally, " *bank has flexibility on effectively communicating with customers through branches and digital channels,*" scores **3.69** (SD = 0.94) with percentage for **73.86%**, suggesting need for further optimization on communication methods.

In summary, bank demonstrates solid flexibility, particularly on updating services and adapting to customer needs, However, efforts to simplify procedures and enhance communication flexibility can further strengthen that dimension for competitive advantage.

Table (4.10): Descriptive Statistics and Percentage Rankings for Competitive Advantage on Dimension for Differentiation

	Statement	Mean	Std, Deviation	Percentage
43.	bank provides services that differ from competitors on ways that attract customers.	3.53	0.93	70.58%
44.	bank's services are distinguished by higher quality compared to other banks on market.	3.47	0.72	69.31%
45.	bank offers services and products specifically tailored to meet diverse customer needs.	3.68	0.70	73.65%
46.	bank relies on advanced technology on delivering its services, contributing to its distinction from competitors.	3.29	0.81	65.82%
47.	overall customer experience with bank differs from other banks on terms for ease for interaction, speed for service, and employee care.	3.32	0.86	66.35%
	Differentiation	3.46	0.52	69.14%

descriptive statistics for differentiation dimension for competitive advantage, as shown on Table (4.10), highlight bank's performance on offering unique and distinctive services, overall mean score for differentiation is 3.46 (SD = 0.52), with percentage for 69.14%, indicating moderate performance on distinguishing its services from competitors.

Among individual statements, highest-scoring item is " bank offers services and products specifically tailored to meet diverse customer needs," with mean for 3.68 (SD = 0.70) and percentage for 73.65%, that suggests that bank is perceived as proactive on catering to

varied customer demands, second-highest statement is " bank provides services that differ from competitors on ways that attract customers," with mean for 3.53 (SD = 0.93) and percentage for 70.58%, reflecting bank's efforts to offer unique and appealing services. However, lowest-scoring items reveal areas for improvement, " bank relies on advanced technology on delivering its services, contributing to its distinction from competitors," scores lowest with mean for 3.29 (SD = 0.81) and percentage for 65.82%, indicating that technology utilization as differentiator is relatively weak, Similarly, " overall customer experience with bank differs from other banks on terms for ease for interaction, speed for service, and employee care," can also scores low, with mean for 3.32 (SD = 0.86) and percentage for 66.35%, suggesting that bank's customer experience may not sufficiently stand out from competitors.

In conclusion, while bank shows strength on tailoring services to meet customer needs, it faces challenges on leveraging technology and delivering standout customer experience, These areas represent key opportunities for bank to enhance its differentiation and strengthen its competitive advantage.

Bottom for Form

Table (4.11): Descriptive Statistics and Percentage Rankings for Competitive Advantage

Statement	Mean	Std, Deviation	Percentage
Cost	3.81	0.68	76.19%
Quality	3.88	0.71	77.57%
Flexibility	3.73	0.77	74.62%
Differentiation	3.46	0.52	69.14%
Competitive Advantage	3.72	0.52	74.38%

descriptive statistics and percentage rankings for competitive advantage, presented on Table (4.11), provide comprehensive view for bank's performance across its subdimensions, overall mean score for competitive advantage is 3.72 (SD = 0.52), with percentage for 74.38%, indicating generally positive perception for bank's competitive positioning, though there is some variability across its subdomains.

Among subdomains, Quality ranks highest, with mean score for 3.88 (SD = 0.71) and percentage for 77.57%, that suggests that bank excels on delivering high-quality services or products, which is key strength on maintaining its competitive edge, Following that is Cost, with mean score for 3.81 (SD = 0.68) and percentage for 76.19%, reflecting bank's efficiency on managing costs and offering competitive pricing.

Flexibility ranks third, with mean score for 3.73 (SD = 0.77) and percentage for 74.62%, indicating bank's reasonable ability to adapt to changes and meet diverse client needs, Finally, Differentiation ranks lowest, with mean score for 3.46 (SD = 0.52) and percentage for 69.14%, suggesting that bank faces challenges on establishing unique identity or distinct value proposition on market.

In summary, bank demonstrates notable strengths on Quality and Cost, which contribute significantly to its competitive advantage, However, relatively lower score on Differentiation highlights area for improvement, as creating unique market presence could enhance bank's overall competitive positioning, Prioritizing initiatives to strengthen differentiation may help bank achieve more balanced and robust competitive advantage across all dimensions.

4.2.3 Organization Culture

Table (4.12): Descriptive Statistics and Percentage Rankings for Organizational Culture

	Statement	Mean	Std, Deviation	Percentage
48.	bank values human relationships among employees, especially talented ones.	3.64	0.97	72.80%
49.	bank emphasizes interaction and communication among team members, fostering team spirit.	3.79	1.03	75.87%
50.	bank seeks to resolve workplace issues using all possible means.	3.82	0.97	76.40%
51.	bank involves talented individuals on decision-making processes.	3.52	1.03	70.37%
52.	bank encourages fair and objective competition among employees, particularly talents.	3.79	0.98	75.87%
53.	bank promotes principle for respecting institutional values, discipline, and organization on work performance.	4.05	0.72	80.95%
54.	bank's reward system is based on employees' performance and achievements with high transparency.	3.73	0.93	74.60%
55.	bank ensures delegating talented employees to key administrative tasks.	3.53	0.93	70.58%
56.	bank encourages and supports talented employees on implementing their creative and innovative ideas.	3.67	0.92	73.44%

57.	Employees exert maximum effort to achieve expected accomplishments.	3.98	0.72	79.68%
58.	bank strives to align its values with those for its employees.	3.80	0.87	76.08%
59.	bank maintains use for unified language, shared rituals, and single administrative philosophy on dealing with employees.	3.88	0.85	77.67%
60.	bank introduces new employees to its prevailing values, customs, and culture, as they may be unfamiliar with these.	3.93	0.85	78.62%
Organizational Culture		3.78	0.62	75.61%

descriptive statistics and percentage rankings for organizational culture, as shown on Table (16), highlight strengths and areas for improvement on organizational culture for bank, overall mean score for organizational culture is **3.78** (SD = 0.62), reflecting **75.61%** alignment with desired standards for organizational culture, that indicates positive but slightly variable perception among employees regarding bank's cultural practices.

highest-rated item on subdomain is "*bank promotes principle for respecting institutional values, discipline, and organization on work performance*" with mean for **4.05** (SD = 0.72), achieving **80.95%**, that demonstrates strong adherence to institutional values and discipline, suggesting that employees perceive bank as well-organized and value-driven, Similarly, statement "*Employees exert maximum effort to achieve expected accomplishments*" can also received high scores, with mean for **3.98** (SD = 0.72) and **79.68%**, indicating employees' strong commitment to their roles, Another notable item is "*bank introduces new employees to its prevailing values, customs, and culture, as they may be unfamiliar with these,*" which scored mean for **3.93** (SD = 0.85) and **78.62%**, highlighting bank's efforts to onboard employees effectively into its organizational culture.

On other hand, lowest-rated items include "bank involves talented individuals on decision-making processes" with mean for **3.52** (SD = 1.03) and **70.37%**, and "bank ensures delegating talented employees to key administrative tasks" with mean for **3.53** (SD = 0.93) and **70.58%**, These relatively lower scores suggest that employees feel there is room for improvement on involving talented individuals on leadership and decision-making roles, Similarly, "bank values human relationships among employees, especially talented ones" received mean for **3.64** (SD = 0.97) and **72.80%**, indicating that while

efforts are being made, there is still some dissatisfaction on fostering interpersonal relationships.

In summary, results indicate that bank has generally positive organizational culture with strong adherence to institutional values and commitment from employees, However, areas like involving talented individuals on decision-making, delegating key tasks to them, and strengthening interpersonal relationships among employees require further attention, By addressing these aspects, bank can further enhance its organizational culture and foster more inclusive and empowering work environment.

4.3 Results for Hypotheses Testing: Path Coefficient

This section presents assessment for structural model by performing path analysis and examining each hypothesis using various metrics, these include determination coefficient (R^2), adjusted R^2 , blindfolding, predictive relevance (Q^2), effect size (F^2), Goodness for Fit for Model (GoF), and path coefficients (β values), among other tests.

Path analysis evaluates strength and direction for relationships between latent variables, highlighting how strongly one factor, such as talent management strategies, impacts another, like organizational culture or competitive advantage, high path coefficient suggests that exogenous variable (e.g., talent management strategies) significantly influences endogenous variable (e.g., competitive advantage) (Kaplan, 2008), Path analysis values range between -1 and +1, where β values close to +1 indicate positive association between variables, values close to -1 indicate negative relationship, and values near zero suggest no significant relationship.

In that study, five main hypotheses and 21 subordinate hypotheses were tested to explore relationships between talent management strategies (talent acquisition, development, and retention), organizational culture, and competitive advantage, Subsequent sections present detailed results, including Path Coefficients (β), Effect Types, R^2 , Adjusted R^2 , F^2 , t-values, and P-values, to comprehensively evaluate tested hypotheses and their implications for Arab Islamic Bank.

4.3.1 First Main Hypothesis

H1: there is Positive Relationship between Talent Management Strategies and Competitive Advantage.

Table (4.13): Summary for Effects between Talent Management Strategies and Competitive Advantage

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Management Strategies → Competitive Advantage	Total Effect	0.799	0.026	30.968	< .001	[0.763, 0.848]

Model Summary

Metric	Value
R ² Competitive Advantage	0.638
R ² Adjusted Competitive Advantage	0.636
f ² (Talent Management Strategies → Competitive Advantage)	1.764
Q ² (Competitive Advantage)	0.638
GoF	0.553

Hypothesis H1 examines positive relationship between Talent Management Strategies (TMS) and Competitive Advantage (CA), that hypothesis was evaluated using Structural Equation Modeling (SEM) through Smart PLS 4 to assess direct impact for TMS on CA. results indicate strong and statistically significant positive relationship between TMS and CA, with total effect for B = 0.799, SE = 0.026, t = 30.968, and p < 0.001, 95% confidence interval for path coefficient [0.763, 0.848] confirms robustness for that relationship, model explains 63.8% for variance on Competitive Advantage (R² = 0.638, R² Adjusted = 0.636), highlighting substantial explanatory power for Talent Management Strategies on enhancing CA.

effect size (f²) for Talent Management Strategies on Competitive Advantage is 1.764, which indicates large effect, further demonstrating significant contribution for TMS to competitive performance, Additionally, predictive relevance for model (Q²) for Competitive Advantage is 0.638, confirming its strong predictive ability, Goodness for Fit (GoF) score is 0.553, suggesting strong model fit and alignment with data.

In conclusion, **H1** is fully supported, confirming that Talent Management Strategies positively and significantly contribute to enhancing Competitive Advantage, that emphasizes critical role for effectively managing talent to build organizational competitiveness and sustain superior performance, results underscore TMS as strategic enabler for success across competitive dimensions.

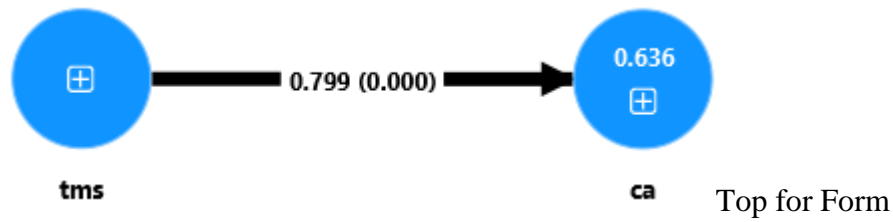


Figure (4.1): Path Coefficient (β) for Talent Management Strategies (TMS) on Competitive Advantage (CA)

H1.1: There is positive significant relationship between Talent Acquisition and Competitive Advantage dimensions (Cost, Differentiation, Quality, and Flexibility).

Table (4.14): Direct Effects for between Talent Acquisition and Competitive Advantage Dimensions

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Acquisition → Cost	Direct Effect	0.598	0.039	15.257	< 0.001	[0.538, 0.668]
Talent Acquisition → Differentiation	Direct Effect	-0.374	0.392	0.956	0.170	[-0.450, 0.473]
Talent Acquisition → Flexibility	Direct Effect	0.611	0.041	14.947	< 0.001	[0.549, 0.683]
Talent Acquisition → Quality	Direct Effect	0.593	0.051	11.581	< 0.001	[0.515, 0.682]

Model Summary

Metric	Value
R ² Cost	0.357
R ² Differentiation	0.140
R ² Flexibility	0.373
R ² Quality	0.352
R ² Adjusted Cost	0.354
R ² Adjusted Differentiation	0.135
R ² Adjusted Flexibility	0.369
R ² Adjusted Quality	0.349
f ² Talent Acquisition → Cost	0.556
f ² Talent Acquisition → Differentiation	0.163
f ² Talent Acquisition → Flexibility	0.594
f ² Talent Acquisition → Quality	0.544
Q ² predict Cost	0.339
Q ² predict Differentiation_	0.106
Q ² predict Flexibility	0.357
Q ² predict Quality	0.328
GoF	

Hypothesis H1.1 investigates positive and significant relationship between Talent Acquisition and Competitive Advantage dimensions, including Cost, Differentiation, Quality, and Flexibility, Structural Equation Modeling (SEM) using Smart PLS 4 was conducted to examine these relationships through path coefficients, R^2 values, and effect size analyses.

findings demonstrate that Talent Acquisition significantly and positively impacts Cost, Flexibility, and Quality dimensions, For Cost, Talent Acquisition shows strong influence ($B = 0.598$, $SE = 0.039$, $t = 15.257$, $p < 0.001$), accounting for 35.7% for its variance ($R^2 = 0.357$), Flexibility can also exhibits strong relationship with Talent Acquisition ($B = 0.611$, $SE = 0.041$, $t = 14.947$, $p < 0.001$), explaining 37.3% for its variance ($R^2 = 0.373$), Similarly, Quality is positively affected by Talent Acquisition ($B = 0.593$, $SE = 0.051$, $t = 11.581$, $p < 0.001$), with R^2 value for 0.352.

Conversely, Talent Acquisition does not have significant effect on Differentiation ($B = -0.374$, $SE = 0.392$, $t = 0.956$, $p = 0.170$), and R^2 for Differentiation is notably low at 0.140, indicating minimal explanatory power on that dimension.

Effect size (f^2) analysis highlights that Talent Acquisition has strong effects on Flexibility ($f^2 = 0.594$), Cost ($f^2 = 0.556$), and Quality ($f^2 = 0.544$), However, its effect on Differentiation is small ($f^2 = 0.163$), Predictive relevance ($Q^2_{predict}$) further validates these findings, showing high predictive relevance for Flexibility ($Q^2 = 0.357$), Cost ($Q^2 = 0.339$), and Quality ($Q^2 = 0.328$), while Differentiation remains less predictive ($Q^2 = 0.106$).

In conclusion, H1.1 is partially supported, Talent Acquisition has significant positive impact on Cost, Flexibility, and Quality, highlighting its importance on enhancing these dimensions for Competitive Advantage, However, its influence on Differentiation is insignificant, suggesting need for tailored Talent Acquisition strategies to strengthen differentiation-oriented outcomes, These results underline strategic role for Talent Acquisition on building organizational competitiveness across key performance dimensions.

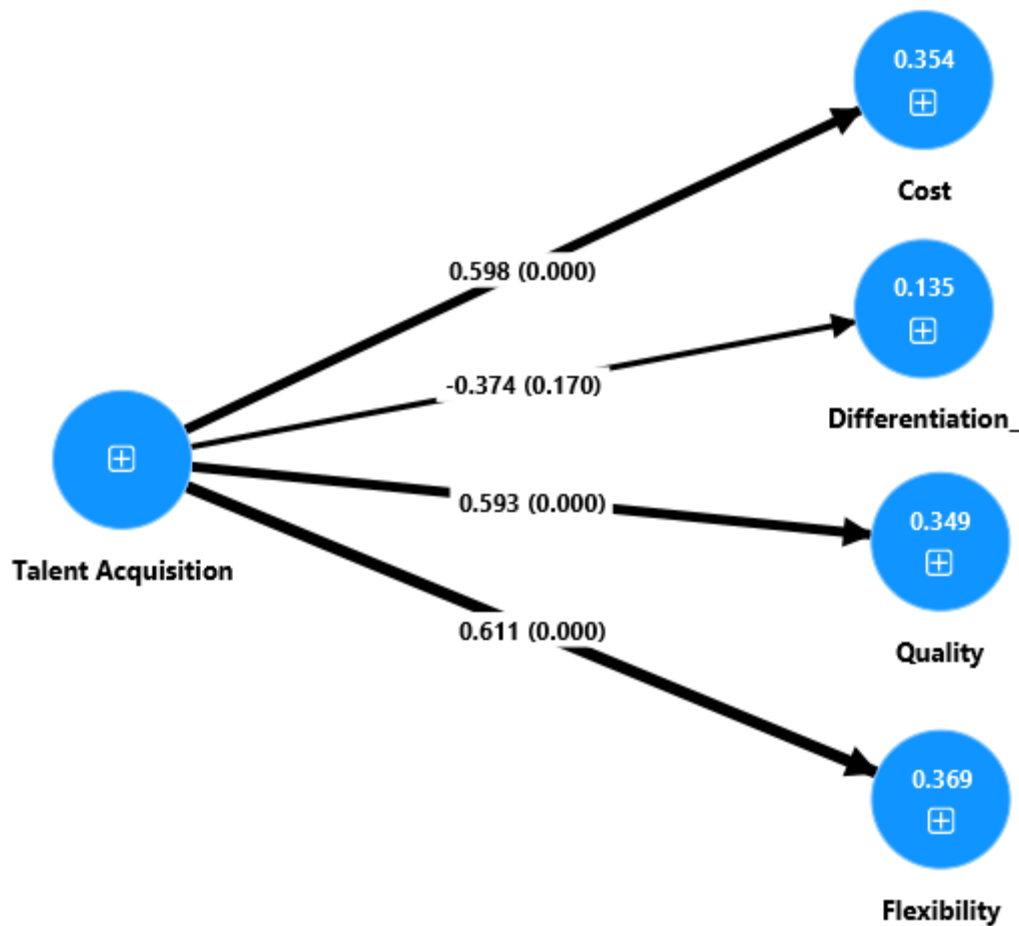


Figure (4.2): "Influence for Talent Acquisition on Competitive Advantage Dimensions"

H1.2: There is positive relationship between Talent Development and Competitive Advantage dimensions (Cost, Differentiation, Quality, and Flexibility).

Table(4.15): Effects between Talent Development and Competitive Advantage Dimensions

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Development → Cost	Direct Effect	0.560	0.052	10.800	< 0.001	[0.483, 0.651]
Talent Development → Differentiation	Direct Effect	0.508	0.416	1.221	0.111	[-0.525, 0.595]
Talent Development → Flexibility	Direct Effect	0.668	0.036	18.341	< 0.001	[0.610, 0.730]
Talent Development → Quality	Direct Effect	0.604	0.058	10.342	< 0.001	[0.513, 0.706]

Model Summary

Metric	Value
R ² Cost	0.313
R ² Differentiation	0.258
R ² Flexibility	0.446
R ² Quality	0.365
R ² Adjusted Cost	0.310
R ² Adjusted Differentiation	0.254
R ² Adjusted Flexibility	0.443
R ² Adjusted Quality	0.362
f ² (Effect Size)	
Path	f ² Value
Talent Development → Cost	0.456
Talent Development → Differentiation	0.347
Talent Development → Flexibility	0.805
Talent Development → Quality	0.575
Predictive Relevance (Q ² predict)	
Metric	Value
Q ² predict Cost	0.294
Q ² predict Differentiation	0.221
Q ² predict Flexibility	0.434
Q ² predict Quality	0.346
Goodness for Fit (GoF)	0.530

Hypothesis H1.2 examines positive relationship between Talent Development and Competitive Advantage dimensions, including Cost, Differentiation, Quality, and Flexibility, Structural Equation Modeling (SEM) using Smart PLS 4 was employed to evaluate these relationships by analyzing path coefficients, R² values, and effect sizes.

results reveal that Talent Development has significant and positive effects on Cost, Flexibility, and Quality, Talent Development strongly influences Cost (B = 0.560, SE = 0.052, t = 10.800, p < 0.001), explaining 31.3% for its variance (R² = 0.313), Flexibility shows strongest association (B = 0.668, SE = 0.036, t = 18.341, p < 0.001), with R² for 0.446, highlighting Talent Development's critical role on fostering organizational adaptability, Similarly, Talent Development significantly impacts Quality (B = 0.604, SE = 0.058, t = 10.342, p < 0.001), accounting for 36.5% for its variance (R² = 0.365).

However, Talent Development's effect on Differentiation is not statistically significant ($B = 0.508$, $SE = 0.416$, $t = 1.221$, $p = 0.111$), suggesting limited influence on that dimension for Competitive Advantage.

effect size (f^2) analysis underscores strong influence for Talent Development on Flexibility ($f^2 = 0.805$) and Quality ($f^2 = 0.575$), followed by moderate effects on Cost ($f^2 = 0.456$) and Differentiation ($f^2 = 0.347$), Predictive relevance metrics ($Q^2_{predict}$) reinforce model's robustness, with high values for Flexibility ($Q^2 = 0.434$) and Quality ($Q^2 = 0.346$), reflecting Talent Development's predictive strength on these dimensions.

In conclusion, H1.2 is partially supported, Talent Development significantly enhances Cost, Flexibility, and Quality, demonstrating its vital role on achieving Competitive Advantage on these areas, However, its impact on Differentiation is negligible, indicating room for improvement on aligning Talent Development strategies with differentiation-oriented goals, These findings emphasize Talent Development as strategic lever for fostering organizational resilience and operational excellence across key dimensions for Competitive Advantage.

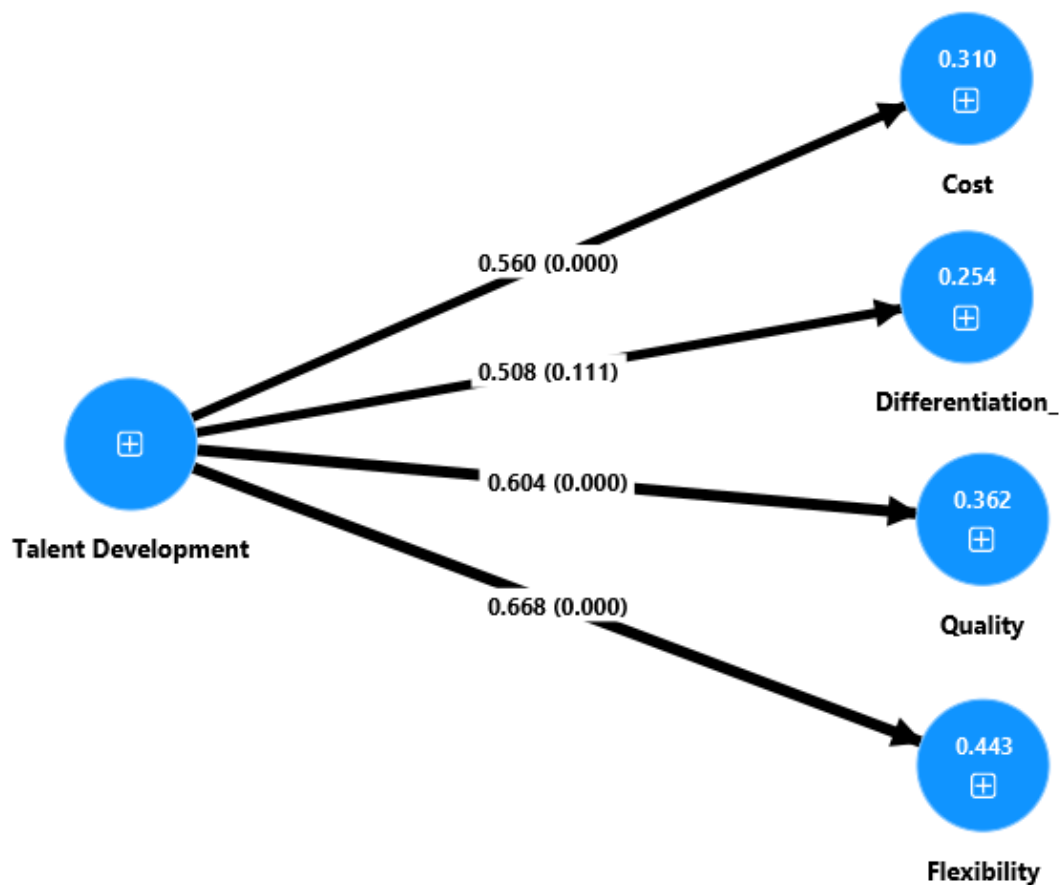


Figure (4.3): "Impact for Talent Development on Competitive Advantage Dimensions"

H1.3: There is positive relationship between Talent Retention and Competitive Advantage dimensions (Cost, Differentiation, Quality, and Flexibility).

Table (4.16): "Direct Effects for Talent Dimensions and Their Sub-Dimensions on Organizational Culture and Model Summary"

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Retention → Cost	Direct Effect	0.626	0.038	16.475	< 0.001	[0.568, 0.693]
Talent Retention → Differentiation	Direct Effect	0.571	0.512	1.116	0.132	[-0.593, 0.656]
Talent Retention → Flexibility	Direct Effect	0.619	0.040	15.399	< 0.001	[0.556, 0.687]
Talent Retention → Quality	Direct Effect	0.645	0.038	17.211	< 0.001	[0.586, 0.710]

Model Summary

Metric	Value
R ² Cost	0.392
R ² Differentiation	0.326
R ² Flexibility	0.383
R ² Quality	0.417
R ² Adjusted Cost	0.389
R ² Adjusted Differentiation	0.323
R ² Adjusted Flexibility	0.379
R ² Adjusted Quality	0.414

f² (Effect Size)

Path	f ² Value
Talent Retention → Cost	0.646
Talent Retention → Differentiation	0.484
Talent Retention → Flexibility	0.620
Talent Retention → Quality	0.714

Predictive Relevance (Q²predict)

Metric	Value
Q ² predict Cost	0.377
Q ² predict Differentiation	0.297
Q ² predict Flexibility	0.369
Q ² predict Quality	0.402
Goodness for Fit (GoF)	0.560

Hypothesis H1.3 explores positive relationship between Talent Retention and Competitive Advantage dimensions, including Cost, Differentiation, Quality, and Flexibility, Structural Equation Modeling (SEM) using Smart PLS 4 was employed to assess direct effects for Talent Retention on these dimensions, evaluating path coefficients, R^2 values, and predictive relevance (Q^2_{predict}).

findings confirm significant and positive effects for Talent Retention on Cost, Flexibility, and Quality, direct effect for Talent Retention on Cost is substantial ($B = 0.626$, $SE = 0.038$, $t = 16.475$, $p < 0.001$), explaining 39.2% for its variance ($R^2 = 0.392$), Talent Retention can also significantly impacts Flexibility ($B = 0.619$, $SE = 0.040$, $t = 15.399$, $p < 0.001$) and Quality ($B = 0.645$, $SE = 0.038$, $t = 17.211$, $p < 0.001$), with R^2 values for 0.383 and 0.417, respectively, These results emphasize Talent Retention's critical role on enhancing operational cost efficiency, adaptability, and quality standards within organizations.

In contrast, relationship between Talent Retention and Differentiation is not statistically significant ($B = 0.571$, $SE = 0.512$, $t = 1.116$, $p = 0.132$), indicating limited influence on that dimension for competitive advantage, However, overall model highlights Talent Retention's ability to improve key areas for competitive advantage, particularly cost, flexibility, and quality.

Effect size (f^2) analysis further underscores significant influence for Talent Retention on Quality ($f^2 = 0.714$) and Cost ($f^2 = 0.646$), followed by Flexibility ($f^2 = 0.620$), Predictive relevance metrics (Q^2_{predict}) reinforce model's reliability, with Q^2_{predict} values for 0.377 for Cost, 0.369 for Flexibility, and 0.402 for Quality, indicating strong predictive capability for these dimensions.

In summary, H1.3 is partially supported, as Talent Retention significantly and positively impacts most dimensions for Competitive Advantage, particularly Cost, Flexibility, and Quality, while its influence on Differentiation remains negligible, These findings highlight strategic importance for Talent Retention on fostering organizational resilience and competitiveness across critical dimensions.

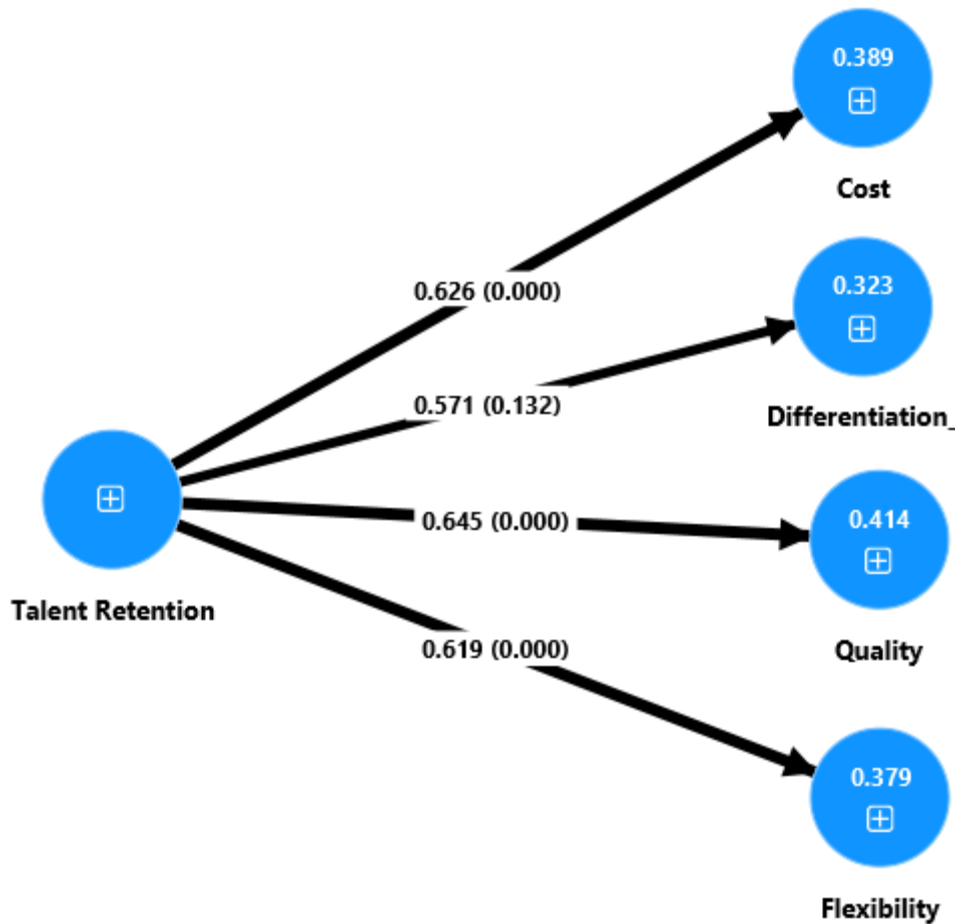


Figure (4.4) "Impact for Talent Retention on Competitive Advantage Dimensions"

4.3.2 Second Main Hypothesis

H2: There is Positive Relationship between Talent Management Strategies and Organization culture

Table (4.17): Direct Effects for Talent Management Strategies on Organization culture-Path Analysis

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Management → Organization Culture	Direct Effect	0.899	0.009	102.496	<0.001	[0.887, 0.916]

Model Summary

Metric	Value
R ² Organization Culture	0.808
R ² Adjusted Organization Culture	0.807
f ² Talent Management → Organization Culture	4.210
Q ² predict organization culture	0.798

Hypothesis H2 posits positive relationship between Talent Management Strategies (TMS) and Organizational Culture (OC), To test that hypothesis, Structural Equation Modeling (SEM) was employed using Smart PLS 4, analyzing path coefficients, R² values, and significance levels to evaluate strength, direction, and reliability for relationship.

results reveal highly significant and positive relationship between TMS and OC, path coefficient (B) for direct effect for TMS on OC is 0.899, with standard error (SE) for 0.009 and t-value for 102.496 (p < 0.001), that demonstrates robust and substantial influence for TMS on OC, underscoring critical role for talent management on fostering strong organizational culture.

model explains 80.8% for variance on organizational culture (R² = 0.808, adjusted R² = 0.807), indicating excellent explanatory power, Additionally, predictive relevance (Q²predict) for organizational culture is 0.798, signifying model's reliability on forecasting outcomes, effect size (f²) for TMS on OC is 4.210, which reflects very large and impactful relationship.

In summary, findings strongly support Hypothesis H2, confirming that Talent Management Strategies significantly and positively influence Organizational Culture, These results highlight importance for implementing effective talent management practices as key driver for cultivating dynamic and resilient organizational culture.

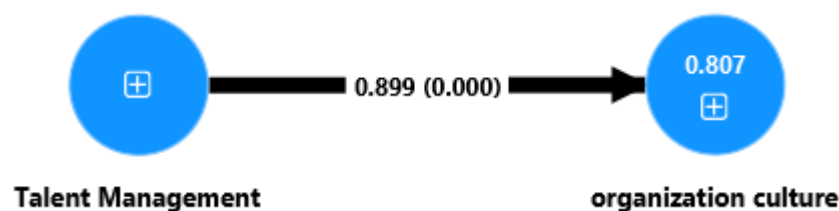


Figure (4.5): Impact for Talent Management Strategies (TMS) on Organization culture (OC)

H2.1: There is positive relationship between Talent Management Strategies in(Talent Acquisition, Talent Development, and Talent Retention) with Organizational Culture.

Table (4.18) "Direct Effects for Talent Dimensions and Their Sub-Dimensions on Organizational Culture and Model Summary"

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Acquisition → Organization Culture	Direct Effect	0.052	0.035	1.479	0.070	[-0.004, 0.111]
Talent Development → Organization Culture	Direct Effect	0.159	0.039	4.102	<0.001	[0.098, 0.224]
Talent Retention → Organization Culture	Direct Effect	0.800	0.027	29.279	<0.001	[0.751, 0.840]
Model Summary						
Metric						Value
R ² Organization Culture						0.883
R ² Adjusted Organization Culture						0.882
f ² Talent Acquisition → Organization Culture						0.011
f ² Talent Development → Organization Culture						0.098
f ² Talent Retention → Organization Culture						3.165
Q ² predict Organization Culture						0.87

Hypothesis H2.1 investigates positive relationship between dimensions for talent management strategies—Talent Acquisition, Talent Development, and Talent Retention—and organizational culture, results, analyzed using Smart PLS 4, provide evidence supporting hypothesis, though strength for relationships varies across dimensions.

analysis reveals that Talent Retention has most significant and robust impact on organizational culture, with path coefficient (B) for 0.800, standard error (SE) for 0.027, and t-value for 29.279 ($p < 0.001$), that indicates that Talent Retention is critical driver for fostering strong organizational culture, effect size (f^2) for that relationship is 3.165, demonstrating very large and substantial influence.

Talent Development can also exhibits positive and significant relationship with organizational culture, with path coefficient (B) for 0.159, SE for 0.039, and t-value for 4.102 ($p < 0.001$), effect size (f^2) is 0.098, which falls within small-to-medium range, signifying meaningful but less pronounced impact compared to Talent Retention.

Talent Acquisition, on other hand, shows weaker relationship with organizational culture, with path coefficient (B) for 0.052, SE for 0.035, and t-value for 1.479 ($p = 0.070$), While that path does not reach conventional levels for statistical significance, its effect size (f^2) is 0.011, indicating negligible contribution to organizational culture.

model demonstrates strong explanatory power, with 88.3% for variance on organizational culture explained by Talent Management Strategies ($R^2 = 0.883$, adjusted $R^2 = 0.882$), Furthermore, predictive relevance ($Q^2_{predict}$) for organizational culture is 0.87, confirming model's reliability on predicting outcomes.

In summary, findings validate Hypothesis H2.1, emphasizing significant roles for Talent Retention and Talent Development on shaping organizational culture, while impact for Talent Acquisition appears weaker, Organizations aiming to strengthen their culture should focus on strategies that enhance employee retention and development.

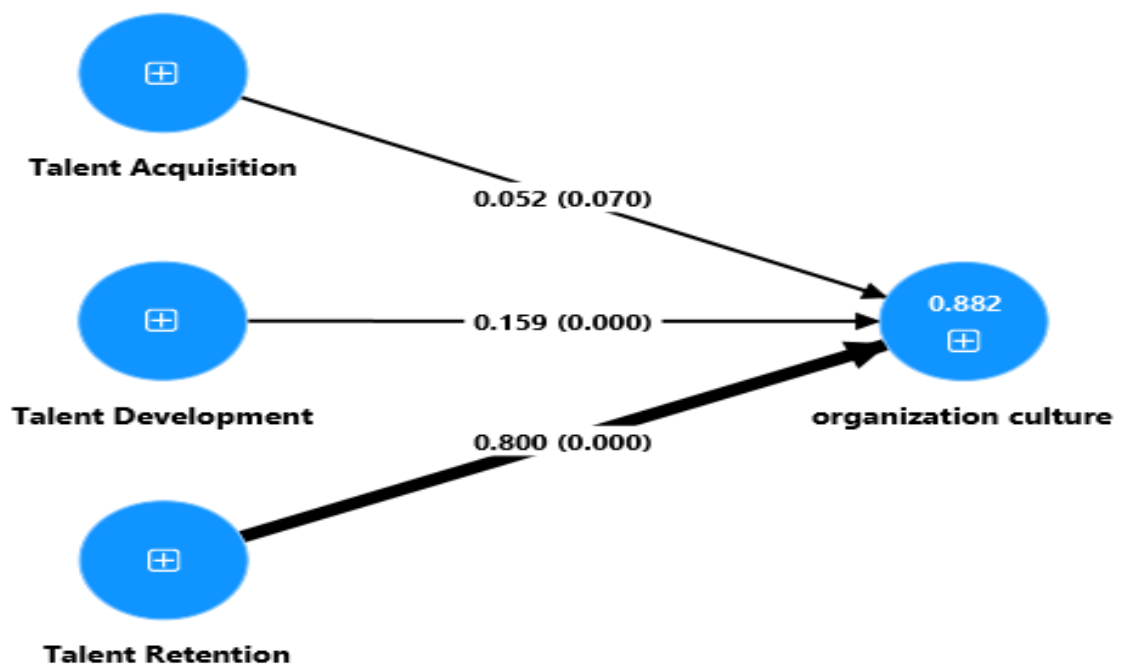


Figure (4.6): "Impact for Talent Acquisition, Development, and Retention on Organizational Culture"

4.3.3 Third Main Hypothesis

H3: There is significant and positive relationship between Organization Culture and Competitive Advantage.

Table (4.19): "Direct Effect for Organizational Culture on Competitive Advantage and Model Summary"

Path	Effect Type	B	SE	t	p	95% CI for B
Organization Culture → Competitive Advantage	Direct Effect	0.819	0.022	37.939	<0.001	[0.787, 0.859]
Model Summary						
Metric	Value					
R ² Competitive Advantage	0.671					
R ² Adjusted Competitive Advantage	0.669					
f ² Organization Culture → Competitive Advantage	2.038					
Predictive Relevance (Q ²)						
Construct	Value					
Q ² predict Competitive Advantage	0.65					

Hypothesis H3 examines significant and positive relationship between organizational culture and competitive advantage, Using Smart PLS 4 for structural equation modeling, results provide strong evidence supporting that hypothesis.

findings indicate substantial direct effect for organizational culture on competitive advantage, with path coefficient (B) for 0.819, standard error (SE) for 0.022, and t-value for 37.939 ($p < 0.001$), These results confirm that organizational culture significantly enhances competitive advantage, 95% confidence interval for path coefficient ([0.787, 0.859]) further underscores reliability for that relationship.

model explains 67.1% for variance on competitive advantage ($R^2 = 0.671$), with adjusted R^2 value for 0.669, indicating strong explanatory power for organizational culture on driving competitive advantage, Additionally, predictive relevance (Q²predict) for competitive advantage is 0.65, demonstrating model's robustness and its ability to predict competitive advantage based on organizational culture.

effect size (f^2) for relationship between organizational culture and competitive advantage is 2.038, indicating large and substantial impact, that highlights pivotal role for organizational culture as key enabler for competitive advantage within organizations.

In conclusion, results strongly validate Hypothesis H3, confirming that organizational culture is significant and positive driver for competitive advantage, Organizations with strong and adaptive culture are better positioned to achieve and sustain their competitive edge on dynamic environments.

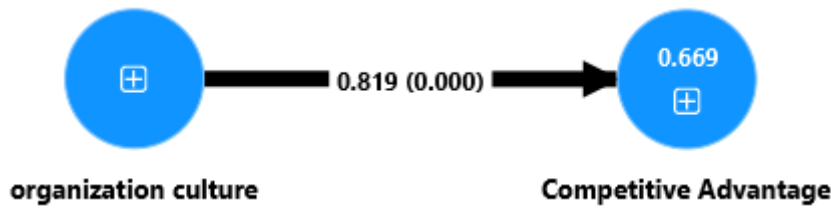


Figure (4.7): "Direct Effect for Organizational Culture on Competitive Advantage"

H3.1: Organizational culture positively and significantly influences competitive advantage dimensions, including differentiation, cost efficiency, quality, and flexibility.

Results Summary Table

Table (4.20): "Impact for Organizational Culture on Competitive Advantage Dimensions: Differentiation, Cost Efficiency, Quality, and Flexibility"

Path	Effect Type	B	SE	t	p	95% CI for B
Organization Culture → Cost	Direct Effect	0.687	0.036	19.351	<0.001	[0.631, 0.747]
Organization Culture → Differentiation	Direct Effect	0.745	0.234	3.177	0.001	[0.656, 0.804]
Organization Culture → Flexibility	Direct Effect	0.718	0.036	20.063	<0.001	[0.658, 0.777]
Organization Culture → Quality	Direct Effect	0.708	0.031	22.992	<0.001	[0.660, 0.761]

Model Summary

Metric	Value
R² Cost	0.472
R² Adjusted Cost	0.469
R² Differentiation	0.555
R² Adjusted Differentiation	0.553
R² Flexibility	0.515
R² Adjusted Flexibility	0.512
R² Quality	0.501
R² Adjusted Quality	0.498

Predictive Relevance (Q²)

Construct	Q ² predict
Cost	0.460
Differentiation	0.533
Flexibility	0.506
Quality	0.490

Effect Size (f^2)

Path	f^2
Organization Culture → Cost	0.894
Organization Culture → Differentiation	1.247
Organization Culture → Flexibility	1.062
Organization Culture → Quality	1.004

Hypothesis H3.1 examines whether organizational culture positively and significantly influences various dimensions for competitive advantage, including cost efficiency, differentiation, quality, and flexibility, Using Smart PLS 4 for structural equation modeling, hypothesis was validated through significant path coefficients and strong model performance metrics.

findings reveal substantial positive impact for organizational culture on all four dimensions for competitive advantage, direct effect for organizational culture on cost efficiency ($B = 0.687$, $p < 0.001$) demonstrates strong relationship, explaining 47.2% for variance on cost efficiency ($R^2 = 0.472$), Similarly, influence on differentiation is significant ($B = 0.745$, $p = 0.001$), with organizational culture accounting for 55.5% for variance ($R^2 = 0.555$), Flexibility is can also highly influenced by organizational culture ($B = 0.718$, $p < 0.001$), with R^2 value for 0.515, indicating that 51.5% for its variance is explained by organizational culture, Finally, organizational culture significantly affects quality ($B = 0.708$, $p < 0.001$), accounting for 50.1% for variance ($R^2 = 0.501$).

predictive relevance (Q^2) values further support robustness for model, with values for 0.460 for cost efficiency, 0.533 for differentiation, 0.506 for flexibility, and 0.490 for quality, these results indicate that model has strong predictive power across all dimensions.

effect size (f^2) analysis reveals that organizational culture has large impact on all dimensions for competitive advantage, highest effect size is observed for differentiation ($f^2 = 1.247$), followed by flexibility ($f^2 = 1.062$), quality ($f^2 = 1.004$), and cost efficiency ($f^2 = 0.894$), These findings highlight critical role for organizational culture on shaping competitive advantage.

In conclusion, results strongly validate Hypothesis H3.1, confirming that organizational culture is key driver for competitive advantage across its dimensions, By fostering robust organizational culture, organizations can enhance their cost efficiency, differentiation, quality, and flexibility, thereby achieving sustainable competitive advantage.

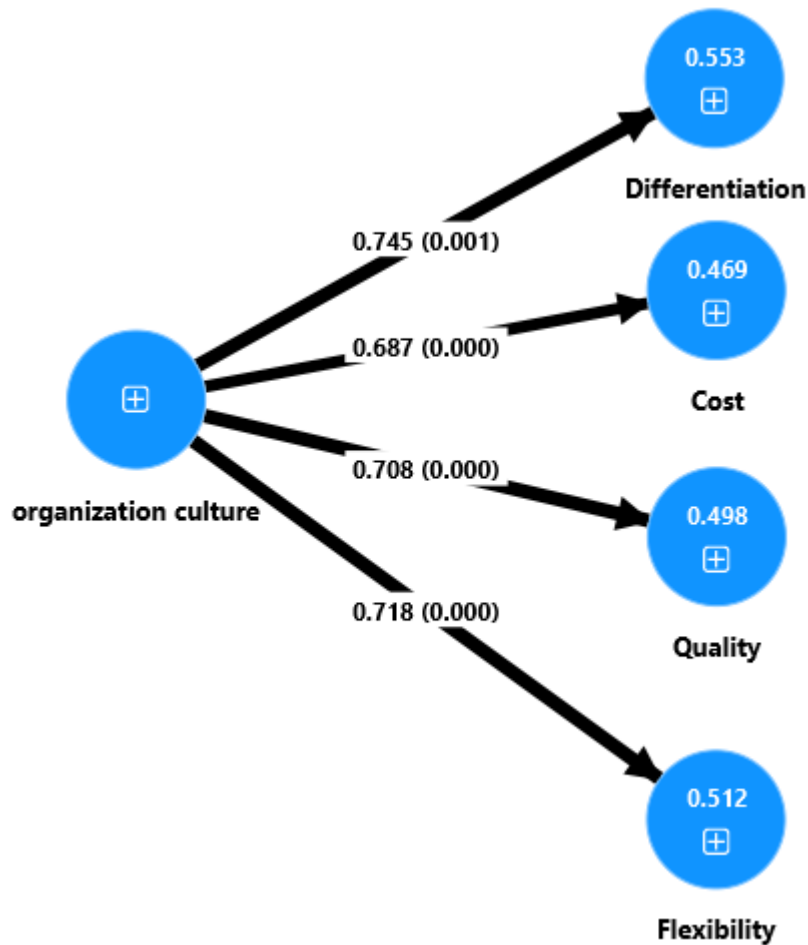


Figure (4.8): "Impact for Organizational Culture on Competitive Advantage Dimensions"

4.3.4 Mediation Analysis -Fourth Main Hypothesis

H4: Relationship between Talent Management Strategies and Competitive Advantage is Mediated by Organization culture .

Table (4.21): Mediation Role for Competitive Advantage on Relationship between Talent Management Strategies (TMS) and Organization culture (OC)

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Management → Competitive Advantage	Direct Effect	0.356	0.090	3.971	0.000	[0.211, 0.509]
Talent Management → Organization Culture	Direct Effect	0.888	0.011	80.899	0.000	[0.872, 0.908]
Organization Culture → Competitive Advantage	Direct Effect	0.498	0.086	5.772	0.000	[0.352, 0.636]
Talent Management → Organization Culture → Competitive Advantage	Indirect Effect	0.442	0.078	5.685	0.000	[0.313, 0.570]

Model Summary

Metric	Value
R² Competitive Advantage	0.689
R² Adjusted Competitive Advantage	0.685
R² Organization Culture	0.788
R² Adjusted Organization Culture	0.787

Predictive Relevance (Q ²)	
Construct	Q ² predict
Competitive Advantage	0.624
Organization Culture	0.780

Effect Size (f ²)		
Path	f ²	Effect
Talent Management → Competitive Advantage	0.086	Small
Talent Management → Organization Culture	3.725	Large
Organization Culture → Competitive Advantage	0.169	Small

Hypothesis H4 investigates whether organizational culture mediates relationship between talent management strategies (TMS) and competitive advantage (CA), analysis was conducted using Smart PLS 4, focusing on both direct and indirect pathways to assess mediating role for organizational culture on that relationship, results reveal significant insights into how TMS impacts CA through organizational culture.

direct relationship between TMS and CA was significant ($B = 0.356$, $p < 0.001$), indicating that talent management strategies contribute directly to enhancing competitive advantage, Furthermore, direct effect for TMS on organizational culture was highly significant and substantial ($B = 0.888$, $p < 0.001$), demonstrating strong influence for TMS on fostering robust organizational culture, Additionally, organizational culture significantly and positively influenced competitive advantage ($B = 0.498$, $p < 0.001$), underscoring its critical role on enhancing CA.

indirect effect for TMS on CA through organizational culture was can also significant ($B = 0.442$, $p < 0.001$), confirming that organizational culture serves as partial mediator, that finding suggests that while TMS directly impacts CA, its influence is significantly amplified through development for strong organizational culture, partial mediation is supported by significance for both direct and indirect paths.

model summary further highlights robustness for relationships, R² value for CA is 0.689, indicating that TMS and organizational culture together explain 68.9% for variance on

competitive advantage, Similarly, R^2 value for organizational culture is 0.788, demonstrating that TMS explains 78.8% for variance on organizational culture, predictive relevance (Q^2) values for CA (0.624) and organizational culture (0.780) confirm model's strong predictive capability.

Effect size analysis (f^2) reveals that TMS has small but significant effect on CA ($f^2 = 0.086$), while its effect on organizational culture is large ($f^2 = 3.725$), Additionally, effect for organizational culture on CA is small but meaningful ($f^2 = 0.169$), emphasizing its role as mediator.

In conclusion, findings validate Hypothesis H4, demonstrating that organizational culture partially mediates relationship between talent management strategies and competitive advantage, While TMS has direct impact on CA, its influence is significantly strengthened through development for organizational culture, that highlights importance for fostering strong organizational culture as integral part for talent management strategies to achieve sustainable competitive advantage.

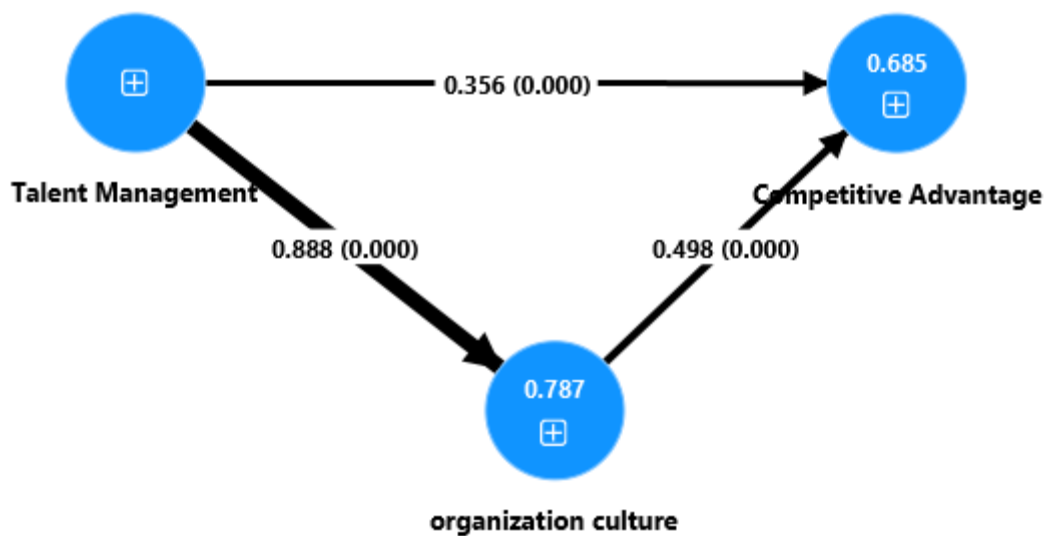


Figure (4.9): "Mediating Role for Organizational Culture on Relationship Between Talent Management and Competitive Advantage"

H4.1: Organizational Culture mediates relationship between Talent Acquisition and competitive advantage on domains for (Cost, flexibility, differentiation, and quality)

Table (4.22): "Mediating Role for Organizational Culture on Relationship Between Talent Acquisition and Competitive Advantage Dimensions (Cost, Flexibility, Differentiation, and Quality)"

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Acquisition → Organizational Culture	Direct Effect	0.626	0.042	14.749	0.000	[0.559, 0.698]
Talent Acquisition → Cost	Direct Effect	0.258	0.063	4.094	0.000	[0.155, 0.362]
Organizational Culture → Cost	Direct Effect	0.526	0.057	9.158	0.000	[0.434, 0.625]
Talent Acquisition → Organizational Culture → Cost	Indirect Effect	0.329	0.046	7.095	0.000	[0.262, 0.414]
Talent Acquisition → Differentiation	Direct Effect	-0.130	0.079	1.642	0.050	[-0.249, 0.006]
Organizational Culture → Differentiation	Direct Effect	0.827	0.259	3.192	0.001	[0.676, 0.919]
Talent Acquisition → Organizational Culture → Differentiation	Indirect Effect	0.518	0.170	3.056	0.001	[0.407, 0.614]
Talent Acquisition → Flexibility	Direct Effect	0.249	0.070	3.555	0.000	[0.132, 0.365]
Organizational Culture → Flexibility	Direct Effect	0.561	0.064	8.750	0.000	[0.454, 0.668]
Talent Acquisition → Organizational Culture → Flexibility	Indirect Effect	0.352	0.052	6.826	0.000	[0.273, 0.442]
Talent Acquisition → Quality	Direct Effect	0.241	0.070	3.465	0.000	[0.126, 0.356]
Organizational Culture → Quality	Direct Effect	0.558	0.054	10.353	0.000	[0.471, 0.647]
Talent Acquisition → Organizational Culture → Quality	Indirect Effect	0.350	0.043	8.213	0.000	[0.287, 0.425]
Model Summary						
Metric						Value
R ² Cost						0.513
R ² Adjusted Cost						0.508
R ² Differentiation						0.566
R ² Adjusted Differentiation						0.562

R² Flexibility	0.552	
R² Adjusted Flexibility	0.548	
R² Quality	0.538	
R² Adjusted Quality	0.533	
R² Organizational Culture	0.392	
R² Adjusted Organizational Culture	0.389	
Predictive Relevance (Q ²)		
Construct	Q²predict	
Cost	0.329	
Differentiation	0.132	
Flexibility	0.347	
Quality	0.328	
Organizational Culture	0.374	
Effect Size (f ²)		
Path	f²	Effect
Talent Acquisition → Cost	0.083	Small
Talent Acquisition → Differentiation	0.024	Small
Talent Acquisition → Flexibility	0.084	Small
Talent Acquisition → Quality	0.077	Small
Talent Acquisition → Organizational Culture	0.646	Large
Organizational Culture → Cost	0.345	Medium
Organizational Culture → Differentiation	0.959	Large
Organizational Culture → Flexibility	0.428	Medium
Organizational Culture → Quality	0.410	Medium

findings for hypothesis H4.1 reveal significant mediating role for organizational culture on relationship between talent acquisition and competitive advantage across dimensions for cost, differentiation, flexibility, and quality, Talent acquisition has direct positive impact on organizational culture ($B = 0.626, p < 0.001$), emphasizing importance for talent acquisition strategies on shaping robust organizational culture.

In terms for cost efficiency, direct effect for talent acquisition on cost is significant ($B = 0.258, p < 0.001$), demonstrating positive contribution, However, indirect effect through organizational culture is can also substantial and highly significant ($B = 0.329, p < 0.001$), highlighting that organizational culture enhances relationship between talent acquisition and cost efficiency.

For differentiation, direct effect for talent acquisition is negative and marginally significant ($B = -0.130$, $p = 0.050$), suggesting that talent acquisition alone does not positively influence differentiation. However, indirect effect through organizational culture is positive and significant ($B = 0.518$, $p < 0.001$), underscoring critical role for organizational culture on transforming talent acquisition into differentiation benefits.

In dimension for flexibility, talent acquisition exhibits significant direct effect ($B = 0.249$, $p < 0.001$), which is further enhanced by significant indirect effect through organizational culture ($B = 0.352$, $p < 0.001$), that indicates that organizational culture plays key role on amplifying impact for talent acquisition on organizational flexibility.

For quality, direct effect for talent acquisition is significant ($B = 0.241$, $p < 0.001$). Additionally, indirect effect mediated by organizational culture is even stronger and highly significant ($B = 0.350$, $p < 0.001$), that highlights importance for organizational culture on leveraging talent acquisition strategies to enhance quality outcomes.

model summary reflects robust explanatory power, with R^2 values for 0.513 for cost, 0.566 for differentiation, 0.552 for flexibility, and 0.538 for quality. Organizational culture itself explains 39.2% for variance on model ($R^2 = 0.392$), demonstrating its central role on mediating these relationships, predictive relevance (Q^2) values further confirm model's reliability, with Q^2 values exceeding 0.3 for all dimensions.

Effect size analysis (f^2) shows that talent acquisition has large effect on organizational culture ($f^2 = 0.646$), reinforcing significant relationship between these variables. Organizational culture demonstrates medium to large effects on cost ($f^2 = 0.345$), differentiation ($f^2 = 0.959$), flexibility ($f^2 = 0.428$), and quality ($f^2 = 0.410$), solidifying its role as vital mediator.

In conclusion, these findings validate hypothesis that organizational culture mediates relationship between talent acquisition and competitive advantage. Talent acquisition significantly influences competitive advantage dimensions through its direct and indirect impacts via organizational culture, highlighting necessity for fostering strong organizational culture to maximize benefits for talent acquisition strategies.

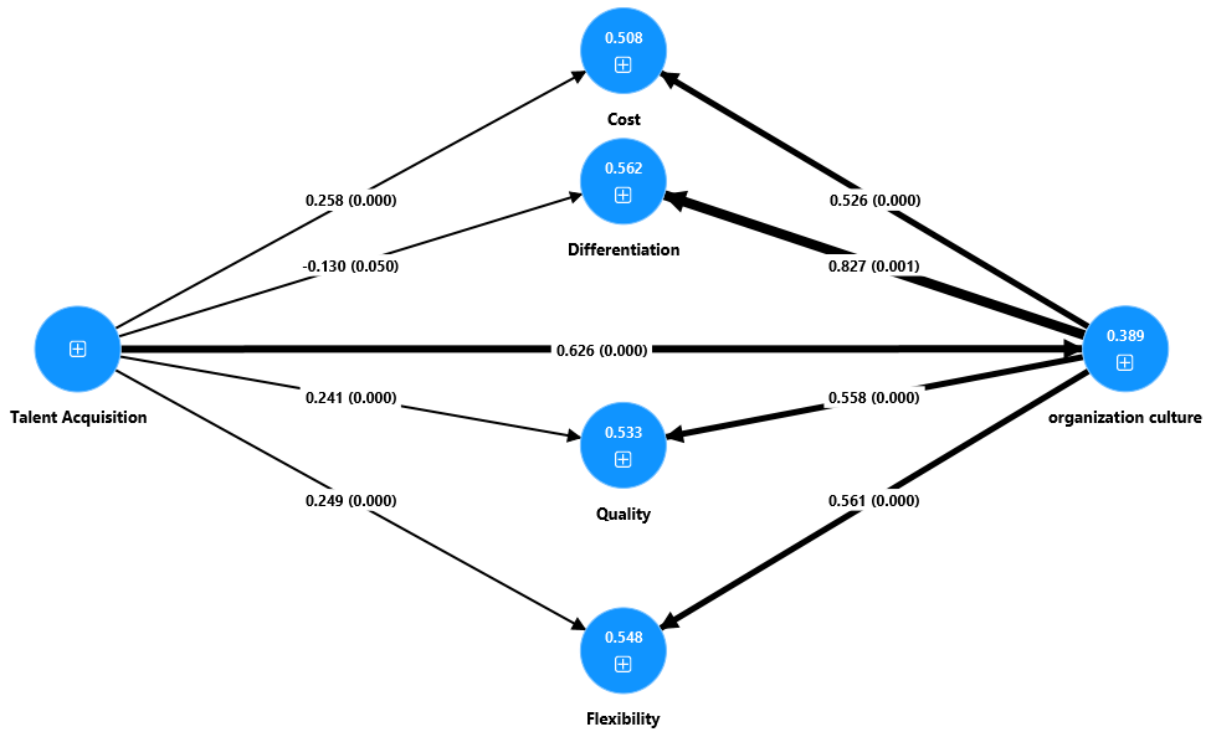


Figure (4.10) "Path Model for Talent Acquisition's Influence on Competitive Advantage Dimensions with Organizational Culture as Mediator"

H4.2: Organizational Culture mediates relationship between Talent Development and competitive advantage on domains for (Cost, flexibility, differentiation, and quality)

Table (4.23): "Mediating Role for Organizational Culture on Relationship Between Talent Development and Competitive Advantage Dimensions (Cost, Flexibility, Differentiation, and Quality)"

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Development → Organizational Culture	Direct Effect	0.687	0.034	20.220	0.000	[0.633, 0.745]
Talent Development → Cost	Direct Effect	0.157	0.082	1.908	0.028	[0.027, 0.295]
Organizational Culture → Cost	Direct Effect	0.580	0.069	8.425	0.000	[0.468, 0.692]
Talent Development → Organizational Culture → Cost	Indirect Effect	0.398	0.053	7.546	0.000	[0.319, 0.490]
Talent Development → Differentiation	Direct Effect	0.027	0.077	0.344	0.365	[-0.110, 0.145]
Organizational Culture → Differentiation	Direct Effect	0.723	0.265	2.726	0.003	[0.544, 0.835]

Talent Development → Organizational Culture → Differentiation	Indirect Effect	0.496	0.186	2.667	0.004	[0.368, 0.592]
Talent Development → Flexibility	Direct Effect	0.320	0.065	4.898	0.000	[0.216, 0.428]
Organizational Culture → Flexibility	Direct Effect	0.496	0.065	7.655	0.000	[0.389, 0.601]
Talent Development → Organizational Culture → Flexibility	Indirect Effect	0.341	0.051	6.699	0.000	[0.262, 0.430]
Talent Development → Quality	Direct Effect	0.215	0.092	2.325	0.010	[0.068, 0.371]
Organizational Culture → Quality	Direct Effect	0.560	0.071	7.905	0.000	[0.440, 0.676]
Talent Development → Organizational Culture → Quality	Indirect Effect	0.385	0.051	7.566	0.000	[0.303, 0.471]
Model Summary						
Metric						Value
R² Cost						0.486
R² Adjusted Cost						0.480
R² Differentiation						0.549
R² Adjusted Differentiation						0.545
R² Flexibility						0.566
R² Adjusted Flexibility						0.561
R² Quality						0.525
R² Adjusted Quality						0.520
R² Organizational Culture						0.472
R² Adjusted Organizational Culture						0.469
Predictive Relevance (Q²)						
Construct						Q²predict
Cost						0.369
Differentiation						0.348
Flexibility						0.366
Quality						0.400
Organizational Culture						0.824

Effect Size (f^2)

Path	f^2	Effect
Talent Development → Cost	0.025	Small
Talent Development → Differentiation	0.001	None
Talent Development → Flexibility	0.124	Small
Talent Development → Quality	0.051	Small
Talent Development → Organizational Culture	0.893	Large
Organizational Culture → Cost	0.346	Medium
Organizational Culture → Differentiation	0.613	Large
Organizational Culture → Flexibility	0.299	Medium
Organizational Culture → Quality	0.350	Medium

findings for hypothesis (H4.2) demonstrate significant mediating role for organizational culture on relationship between talent development and competitive advantage across dimensions for cost, differentiation, flexibility, and quality, results reveal that talent development has direct and substantial impact on organizational culture ($B = 0.687$, $p < 0.001$), emphasizing importance for talent development on fostering strong organizational culture.

In terms for cost efficiency, direct effect for talent development on cost is significant but relatively weak ($B = 0.157$, $p = 0.028$), However, indirect effect through organizational culture is much stronger and highly significant ($B = 0.398$, $p < 0.001$), that highlights that organizational culture acts as critical mediator, transforming talent development efforts into greater cost efficiency.

For differentiation, direct effect for talent development is insignificant ($B = 0.027$, $p = 0.365$), indicating that talent development alone does not directly enhance differentiation, Nevertheless, indirect effect through organizational culture is positive and significant ($B = 0.496$, $p = 0.004$), underscoring that organizational culture plays pivotal role on translating talent development initiatives into differentiation advantages.

Regarding flexibility, talent development has significant direct effect ($B = 0.320$, $p < 0.001$), Additionally, indirect effect through organizational culture is can also significant ($B = 0.341$, $p < 0.001$), demonstrating that organizational culture amplifies positive impact for talent development on organizational flexibility.

For quality, talent development exerts significant direct effect ($B = 0.215$, $p = 0.010$), Moreover, indirect effect through organizational culture is even more substantial ($B =$

0.385, $p < 0.001$), emphasizing mediating role for organizational culture on enhancing quality through talent development.

model summary indicates that organizational culture explains notable proportion for variance on competitive advantage dimensions, with R^2 values for 0.486 for cost, 0.549 for differentiation, 0.566 for flexibility, and 0.525 for quality, Additionally, organizational culture itself is strongly influenced by talent development, as evidenced by R^2 value for 0.472, predictive relevance (Q^2) values further validate model's robustness and predictive accuracy.

Effect size analysis (f^2) reveals that talent development has large effect on organizational culture ($f^2 = 0.893$), highlighting its critical role on shaping organizational culture, Organizational culture, on turn, has medium to large effects on cost ($f^2 = 0.346$), differentiation ($f^2 = 0.613$), flexibility ($f^2 = 0.299$), and quality ($f^2 = 0.350$), further confirming its mediating influence.

In conclusion, these findings establish that organizational culture is vital mediator that enhances relationship between talent development and competitive advantage, By fostering robust organizational culture, talent development efforts can lead to significant improvements on cost efficiency, differentiation, flexibility, and quality, ultimately driving sustainable competitive advantage.

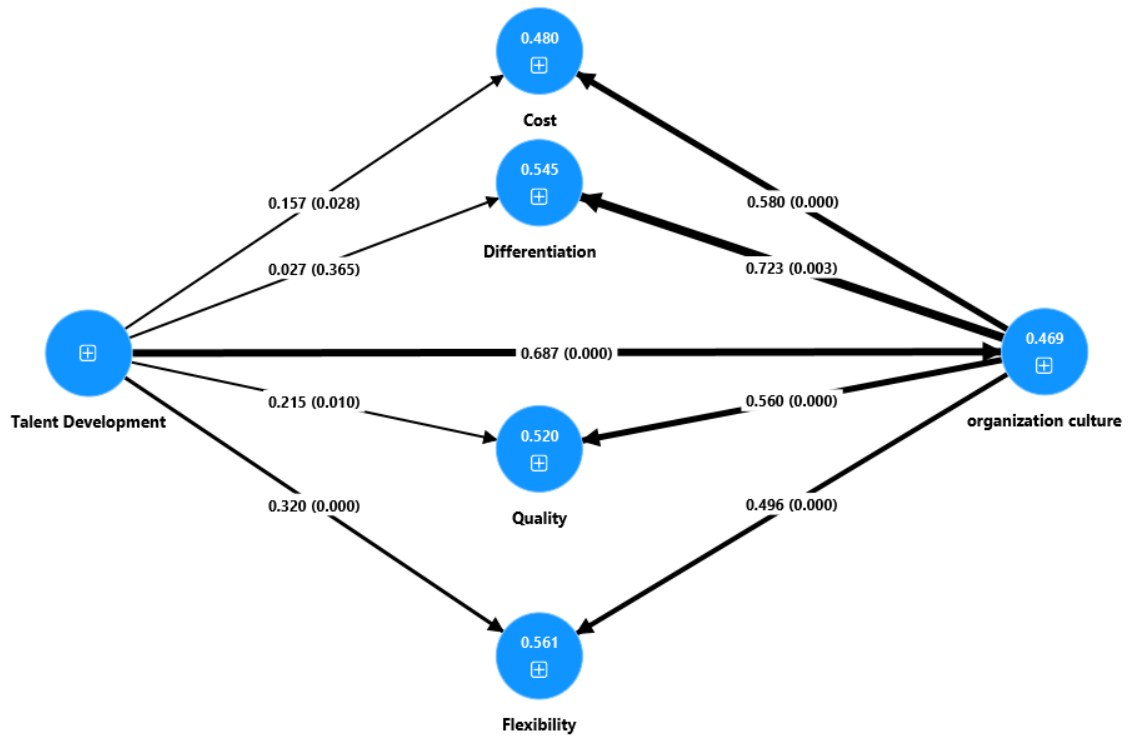


Figure (4.11): "Path Model for Talent Development's Influence on Competitive Advantage Dimensions with Organizational Culture as Mediator"

H4.3: Organizational Culture mediates relationship between Talent Retention and competitive advantage on domains for (Cost, flexibility, differentiation, and quality)

Table (4.24): "Mediating Role for Organizational Culture on Relationship Between Talent Retention and Competitive Advantage Dimensions (Cost, Flexibility, Differentiation, and Quality)"

Path	Effect Type	B	SE	t	p	95% CI for B
Talent Retention → Organizational Culture	Direct Effect	0.910	0.013	69.043	0.000	[0.888, 0.931]
Talent Retention → Cost	Direct Effect	-0.035	0.111	0.320	0.375	[-0.216, 0.143]
Organizational Culture → Cost	Direct Effect	0.719	0.107	6.706	0.000	[0.544, 0.896]
Talent Retention → Organizational Culture → Cost	Indirect Effect	0.654	0.098	6.649	0.000	[0.495, 0.819]
Talent Retention → Differentiation	Direct Effect	-0.449	0.180	2.496	0.006	[-0.706, -0.153]
Organizational Culture → Differentiation	Direct Effect	1.162	0.314	3.706	0.000	[0.860, 1.371]
Talent Retention → Organizational Culture → Differentiation	Indirect Effect	1.057	0.286	3.693	0.000	[0.789, 1.254]
Talent Retention → Flexibility	Direct Effect	-0.205	0.097	2.110	0.017	[-0.373, -0.053]
Organizational Culture → Flexibility	Direct Effect	0.900	0.089	10.075	0.000	[0.760, 1.051]
Talent Retention → Organizational Culture → Flexibility	Indirect Effect	0.819	0.084	9.735	0.000	[0.689, 0.966]
Talent Retention → Quality	Direct Effect	-0.007	0.124	0.053	0.479	[-0.212, 0.197]
Organizational Culture → Quality	Direct Effect	0.713	0.116	6.126	0.000	[0.524, 0.907]
Talent Retention → Organizational Culture → Quality	Indirect Effect	0.649	0.106	6.099	0.000	[0.476, 0.829]
Model Summary						
Metric						Value
R² Cost						0.471
R² Adjusted Cost						0.466
R² Differentiation						0.602

R² Adjusted Differentiation	0.598	
R² Flexibility	0.517	
R² Adjusted Flexibility	0.512	
R² Quality	0.500	
R² Adjusted Quality	0.495	
R² Organizational Culture	0.828	
R² Adjusted Organizational Culture	0.827	
Predictive Relevance (Q²)		
Construct	Q²predict	
Cost	0.293	
Differentiation	0.254	
Flexibility	0.426	
Quality	0.343	
Organizational Culture	0.460	
Effect Size (f²)		
Path	f²	Effect
Talent Retention → Cost	0.000	None
Talent Retention → Differentiation	0.087	Small
Talent Retention → Flexibility	0.015	Small
Talent Retention → Quality	0.000	None
Talent Retention → Organizational Culture	4.801	Large
Organizational Culture → Cost	0.168	Medium
Organizational Culture → Differentiation	0.585	Large
Organizational Culture → Flexibility	0.289	Medium
Organizational Culture → Quality	0.176	Medium

results for hypothesis (H4.3) demonstrate mediating role for organizational culture on relationship between talent retention and competitive advantage across dimensions for cost, differentiation, flexibility, and quality, findings reveal strong direct relationship between talent retention and organizational culture, with high coefficient ($B = 0.910$, $p < 0.001$), indicating that talent retention significantly influences organizational culture, that highlights central role for talent retention on shaping organizational practices and values. Regarding cost dimension, direct effect for talent retention on cost was not significant ($B = -0.035$, $p = 0.375$), suggesting no direct impact, However, indirect effect through organizational culture was significant ($B = 0.654$, $p < 0.001$), illustrating that organizational culture mediates relationship between talent retention and cost efficiency,

that indicates that organizations with strong retention strategies enhance cost efficiency indirectly by fostering positive organizational culture.

For differentiation, direct effect for talent retention was negative and significant ($B = -0.449$, $p = 0.006$), while indirect effect through organizational culture was positive and significant ($B = 1.057$, $p < 0.001$), that suggests that while talent retention alone may not improve differentiation, organizational culture effectively converts talent retention efforts into differentiation advantages, emphasizing its critical mediating role.

Similarly, flexibility dimension shows that direct effect for talent retention was negative and significant ($B = -0.205$, $p = 0.017$), but indirect effect through organizational culture was positive and substantial ($B = 0.819$, $p < 0.001$), that finding highlights that organizational culture compensates for negative direct influence for talent retention on flexibility and creates positive net effect.

For quality, direct effect for talent retention was not significant ($B = -0.007$, $p = 0.479$), whereas indirect effect through organizational culture was significant ($B = 0.649$, $p < 0.001$), that suggests that talent retention enhances quality only when mediated by strong organizational culture.

model summary shows that organizational culture explains significant portion for variance on competitive advantage dimensions, with R^2 values for 0.471 for cost, 0.602 for differentiation, 0.517 for flexibility, and 0.500 for quality, Organizational culture itself is strongly influenced by talent retention, as evidenced by its high R^2 value for 0.828, predictive relevance (Q^2) values further confirm model's robustness.

In terms for effect sizes (f^2), talent retention has large effect on organizational culture ($f^2 = 4.801$), emphasizing its centrality, Organizational culture, on turn, has medium to large effects on cost ($f^2 = 0.168$), differentiation ($f^2 = 0.585$), flexibility ($f^2 = 0.289$), and quality ($f^2 = 0.176$), underlining its pivotal role on driving competitive advantage across these domains.

In conclusion, results affirm mediating role for organizational culture on converting talent retention efforts into tangible competitive advantages, particularly on cost efficiency, differentiation, flexibility, and quality, that underscores importance for fostering strong organizational culture to maximize benefits for talent retention strategies.

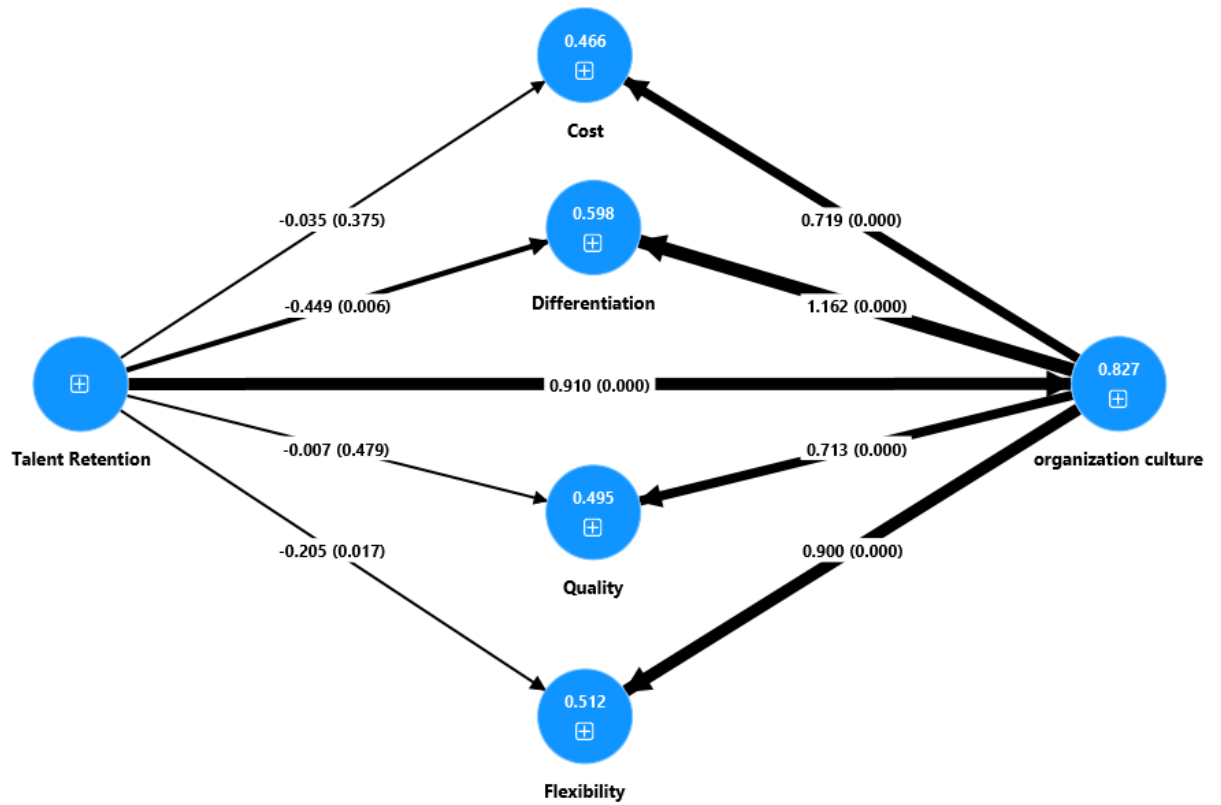


Figure (4.12): "Path Model for Talent Retention's Impact on Competitive Advantage Dimensions with Organizational Culture as Mediator"

Chapter Five: Discussion, Recommendations, Limitations, and Future Research Directions

5.1 Discussion Related to Talent Management Strategies

results for study demonstrate generally positive perception for Talent Management Strategies (TMS), as reflected on high overall mean score for 3.88 (SD = 0.51), equivalent to 77.60%, that outcome underscores organization's commendable performance on implementing and integrating talent management practices into its strategic framework, Breaking down these results into subdomains for talent acquisition, development, and retention provides nuanced understanding for organization's strengths and areas for improvement.

Talent Acquisition emerged as strongest-performing dimension, achieving highest mean score for 3.96 (SD = 0.50), equivalent to 79.20%, that finding highlights organization's effective use for advanced recruitment tools, strategic alignment for talent acquisition with organizational objectives, and emphasis on attracting experienced professionals, These practices are consistent with literature emphasizing importance for talent acquisition as cornerstone for talent management, According to Al-Azzam (2015) and Singh (2021), strategic talent acquisition ensures that organizations identify and secure individuals with skills and potential to drive sustainable success, Furthermore, Kaliannan et al, (2023) reinforce that aligning recruitment strategies with strategic goals creates sustainable competitive advantage by placing right talent on critical roles.

subdomain for **Talent Development** can also scored favorably, with mean for 3.90 (SD = 0.60) and percentage for 78.00%, that performance reflects organization's robust commitment to employee growth through training programs, resource allocation, and evaluations for these initiatives' effectiveness, These findings align with Ridwan (2020) and Bibi (2019), who emphasize necessity for continuous skill enhancement to maintain employee adaptability and organizational competitiveness, Furthermore, Kaliannan et al, (2023) highlight that inclusive and exclusive approaches to talent development—targeting both high-potential individuals and broader employee groups—foster culture for equity and innovation, organization's focus on talent development aligns with best practices that address skill gaps and promote professional growth across workforce, contributing to sustained organizational performance.

Talent Retention, while slightly lower than other dimensions, still achieved positive mean score for 3.78 (SD = 0.69), equivalent to 75.60%, results emphasize organization's strengths on offering competitive incentives and fostering leadership based on trust, which aligns with findings for Al-Hawshan (2017) and Alves et al, (2020), who underscore importance for recognition, rewards, and affective commitment on retaining top talent, However, relatively lower scores on involving talents on significant roles and sustaining motivation indicate areas requiring attention, These gaps align with challenges identified on literature, including perceptions for inequity on retention strategies (Kaliannan et al., 2023) and unmet expectations regarding career growth and job satisfaction (Hafiz, 2018), Addressing these areas can enhance employee satisfaction and loyalty, ensuring organization retains its skilled workforce over long term.

In conclusion, study reveals strong foundation on organization's talent management strategies, particularly on talent acquisition and development, However, findings can also highlight opportunities to refine retention strategies by improving employee engagement on significant roles and providing sustained motivation, These insights reinforce critical role for talent management on achieving competitive advantage, as highlighted by Brewster et al, (2017), and emphasize need for continuous improvement to maintain organizational success on competitive business environment, By addressing these challenges and leveraging best practices, organization can further solidify its position as leader on strategic talent management.

5.2 Discussion Related to Competitive Advantage

results for study on **Competitive Advantage (CA)** provide valuable insights into how bank's performance aligns with key dimensions for CA: **Quality, Cost, Flexibility, and Differentiation**, overall mean score for 3.72 (SD = 0.52), equivalent to 74.38%, reflects positive perception for bank's competitive advantage, although certain areas warrant further improvement.

Quality Dimension

Quality dimension achieved highest mean score for 3.88 (SD = 0.71), or 77.57%, that result underscores bank's success on delivering high-quality services that meet diverse customer needs and preferences, As highlighted by **Chen et al, (2013)** and **Abou-Moghli et al, (2012)**, prioritizing quality enhances customer satisfaction and fosters market leadership by building trust and loyalty, bank's ability to provide variety for tailored services aligns with these findings, demonstrating its focus on exceeding customer

expectations, that approach positions bank as leader on service excellence, creating sustainable competitive advantage through customer-centric strategies.

Cost Dimension

Cost dimension can also performed well, with mean score for 3.81 (SD = 0.68), equivalent to 76.19%, results suggest that bank is effectively implementing cost-efficient strategies, such as competitive pricing and optimized resource utilization, According to **Diab (2014)** and **Nu'man et al, (2020)**, cost leadership strategies enable organizations to appeal to price-sensitive customers while maintaining profitability, bank's focus on cost-effective services ensures that it remains competitive on attracting broader customer base, However, achieving cost efficiency requires balancing expense reductions with maintaining quality and employee satisfaction, as noted by **Farida & Setiawan (2022)**.

Flexibility Dimension

Flexibility dimension scored 3.73 (SD = 0.77), or 74.62%, that reflects bank's ability to adapt to changing customer needs and update its services accordingly, Flexibility is critical on dynamic markets, as emphasized by **Sachitra et al, (2016)** and **Nu'man et al, (2020)**, who highlight that organizations capable for quickly responding to market changes enhance customer loyalty and satisfaction, However, study points to areas for improvement, such as streamlining procedures and enhancing communication flexibility, Addressing these issues would improve operational efficiency and responsiveness, further solidifying bank's competitive edge.

Differentiation Dimension

Differentiation dimension received lowest mean score for 3.46 (SD = 0.52), or 69.14%, indicating relative weakness on that area, Differentiation is vital for creating unique offerings that set organization apart from its competitors, as noted by **Ali (2023)** and **Distanont & Khongmalai (2020)**, While bank demonstrates some success on tailoring services to customer needs, it faces challenges on leveraging advanced technology and crafting distinctive customer experience, These findings suggest need for strategic investments on innovation and digital transformation to create stronger brand identity and differentiated services, By addressing these gaps, bank could enhance its market positioning and appeal to broader audience.

study results reflect generally positive perception for bank's competitive advantage, driven by strong performance on **Quality, Cost, and Flexibility**, These dimensions align with conceptualization for competitive advantage as ability to leverage unique resources, operational efficiency, and customer-centric strategies to create superior value (**Farida**

& Setiawan, 2022; Distanont & Khongmalai, 2020), However, lower score for differentiation highlights critical area for improvement.

findings imply that while bank has successfully implemented strategies to ensure high-quality and cost-efficient services, its ability to stand out on crowded market remains limited, that aligns with **Kahil (2016)** and **Al-Shammari (2014)**, who argue that differentiation through innovation and unique customer experiences is crucial for achieving sustainable competitive advantage.

To address these challenges, bank should prioritize:

Investing on Advanced Technology: Leveraging digital tools and analytics can enhance service delivery and create unique customer experiences.

Fostering Innovation: Encouraging creativity and tailoring offerings to niche markets can strengthen differentiation.

Enhancing Employee Skills: Training employees to deliver exceptional service and adapt to new technologies would improve overall service quality and differentiation.

In conclusion, study demonstrates that bank has established strong foundation on delivering quality services, optimizing costs, and maintaining flexibility, By focusing on innovation and differentiation, bank can further enhance its competitive advantage and achieve long-term success on competitive market environment.

5.3 Discussion Results Related to Organizational Culture

results related to organizational culture reveal generally positive perception, with overall mean score for 3.78 (SD = 0.62), corresponding to 75.61%, highest-rated aspect for organizational culture, with mean score for 4.05 (80.95%), highlights bank's strong emphasis on promoting institutional values, discipline, and organization on work performance, that reflects alignment for employees with shared organizational values, key strength that supports effective collaboration and operational success, Onboarding processes and employee commitment can also received favorable ratings, demonstrating bank's ability to integrate new hires into its cultural framework and foster alignment with strategic goals, These results echo **Al-Sabhani's (2016)** assertion that organizational culture enhances management, team dynamics, and employee satisfaction.

However, certain areas within organizational culture require improvement, relatively lower mean scores for involving talented employees on decision-making (mean = 3.52, 70.37%) and delegating them to significant roles (mean = 3.53, 70.58%) suggest gaps on empowerment and leadership development, that finding aligns with **Chuang et al, (2004)**,

who emphasized that involving employees on decision-making fosters innovation and adaptability, Additionally, interpersonal relationships among employees scored mean for 3.64 (72.80%), indicating need to strengthen collaboration and communication, These findings highlight importance for fostering culture that encourages teamwork and open communication, as emphasized by **Abdelbasit (2022)**.

Organizational culture plays central role on mediating relationship between talent management strategies (TMS) and competitive advantage (CA), It serves as shared framework for values and behaviors that enhances effectiveness for talent management practices, ensuring alignment with organizational objectives, For instance, strong culture that promotes adaptability and innovation creates environment where talent management initiatives, such as performance evaluations, career development, and succession planning, lead to improved organizational outcomes, that aligns with **Bouthina's (2021)** findings that cultural components like teamwork and innovation enhance competitiveness.

To address identified areas for improvement, bank could implement participatory decision-making processes and leadership development programs, These measures would empower talented employees to contribute more significantly, fostering sense for ownership and accountability, Furthermore, initiatives to improve interpersonal relationships, such as team-building activities and mentorship programs, could strengthen collaboration and communication across organization, These efforts would enhance bank's cultural framework, aligning with studies like **Al-Zubaidi & Hussein (2013)** and **Alma'aitah et al, (2015)**, which emphasize importance for integrating cultural values with talent management to achieve sustainable competitive advantage.

In conclusion, while bank demonstrates strong cultural foundations on areas like institutional values and employee alignment, addressing gaps on empowerment, decision-making involvement, and collaboration is essential, By leveraging its cultural strengths and focusing on these improvement areas, bank can further enhance relationship between talent management and competitive advantage, ensuring long-term success on competitive financial environment.

5.4 Discussion for Hypothesis

H1: Positive Relationship Between Talent Management Strategies (TMS) and Competitive Advantage (CA)

study confirms strong and positive relationship between TMS and CA, emphasizing that effective talent management strategies enhance competitive advantage through cost efficiency, quality, and flexibility, that finding aligns with **Novera and Akhtar (2018)**, who identified talent management as core driver for organizational success by fostering innovation, productivity, and operational excellence, Talent Acquisition emerged as significant factor on influencing cost, flexibility, and quality, resonating with **Singh (2021)** and **Kaliannan et al, (2023)**, who highlight critical role for strategic recruitment and onboarding on driving organizational competitiveness, Talent Development and Retention can also showed strong effects on these dimensions, consistent with **Alves et al, (2020)**, who emphasized need for continuous employee development and engagement to sustain competitive edge.

However, differentiation received lower scores, indicating that bank faces challenges on leveraging TMS to create unique market positions, that echoes findings by **Al-Shammari (2014)**, who argued that differentiation requires innovation-driven talent strategies and advanced technological integration, Thus, while TMS effectively enhance cost and quality dimensions, efforts to align them with innovative differentiation strategies are needed to maximize CA.

H2: Positive Relationship Between Talent Management Strategies and Organizational Culture

Results indicate strong relationship between TMS and Organizational Culture, with Talent Retention having most significant impact, that finding supports **Abdelbasit (2022)**, who identified organizational culture as critical enabler for talent retention, fostering loyalty and engagement through shared values and norms, Similarly, **Bouthina (2021)** emphasized that strong culture creates environment for collaboration and adaptability, directly influenced by talent management practices.

weaker relationship between Talent Acquisition and Organizational Culture highlights gap on integrating recruitment strategies with cultural alignment, **Rowland (2011)** noted that effective talent acquisition should prioritize candidates who align with organizational values to build cohesive culture, that suggests that while bank successfully integrates

retention and development into its culture, more strategic approach to recruitment could strengthen that relationship.

H3: Positive Relationship Between Organizational Culture and Competitive Advantage

results demonstrate that Organizational Culture significantly enhances CA across all dimensions, particularly differentiation, that finding is supported by **Khairy (2014)**, who emphasized that shared values and beliefs drive innovation, teamwork, and market responsiveness, strong influence for culture on differentiation aligns with **Al-Mutairi (2020)**, who highlighted that cultural adaptability fosters unique offerings and superior customer experiences.

Flexibility, quality, and cost were can also positively impacted by culture, echoing **Farida and Setiawan (2022)**, who identified cultural components such as collaboration and continuous improvement as enablers for operational efficiency, These findings reinforce view that culture not only supports immediate operational goals but can also builds long-term competitive resilience by aligning employee behaviors with organizational objectives.

H4: Mediating Role for Organizational Culture Between TMS and CA

Organizational Culture was found to significantly mediate relationship between TMS and CA, amplifying effects for talent management on competitive advantage, that finding aligns with **Bouthina (2021)**, who noted that culture bridges gap between strategic talent initiatives and competitive outcomes by fostering innovation and adaptability, For example, mediating role for culture enhanced impact for Talent Acquisition on differentiation and quality, consistent with **Al-Zubaidi & Hussein (2013)**, who emphasized role for culture on translating recruitment efforts into tangible market advantages.

study can also revealed that Talent Retention benefits most from cultural mediation, significantly enhancing its effects on cost, flexibility, and differentiation, that supports **Lisbeth (2019)**, who highlighted importance for culture on retaining top talent and aligning their contributions with strategic goals, Similarly, **Abdelbasit (2022)** identified culture as mechanism for sustaining talent retention efforts by fostering shared values and employee engagement.

mediation analysis underscores strategic importance for aligning TMS with supportive cultural framework to optimize their impact on CA, As suggested by **Distanont and Khongmalai (2020)**, organizations with strong culture are better equipped to integrate

talent management initiatives into broader competitive strategies, ensuring sustained success.

5.5 Conclusion

This study highlights pivotal role for Talent Management Strategies (TMS) and Organizational Culture (OC) on driving Competitive Advantage (CA), particularly within banking sector, findings affirm that TMS, encompassing Talent Acquisition, Development, and Retention, directly and significantly influence CA dimensions, such as cost efficiency, quality, flexibility, and differentiation, However, differentiation remains area requiring targeted improvements, emphasizing need for innovative and technology-driven talent strategies to create distinct market position.

study can also underscores importance for Organizational Culture as both independent driver and mediating factor on enhancing CA, strong cultural framework amplifies impact for TMS by fostering employee engagement, collaboration, and alignment with organizational goals, Specifically, cultural elements such as shared values, adaptability, and innovation significantly enhance CA dimensions, with most pronounced effects observed on differentiation and flexibility.

Moreover, research highlights that Talent Retention, supported by robust organizational culture, plays most critical role on sustaining CA, that underscores importance for fostering work environment that prioritizes trust-based leadership, employee empowerment, and effective communication to retain top talent and maximize their contributions.

In conclusion, study demonstrates that aligning TMS with supportive organizational culture creates synergistic relationship that drives innovation, employee satisfaction, and sustained competitive advantage, For Islamic financial institutions, such as bank studied, integrating ethical practices and trust into their cultural framework further strengthens that alignment, To enhance their strategic position, bank must address challenges on differentiation, involve employees more actively on decision-making, and foster more collaborative environment, By doing so, organization can leverage its talent and culture to achieve long-term success and resilience on competitive market.

5.6 Recommendations

Based on study findings, researcher recommends following:

- Focus on offering competitive compensation, meaningful incentives, and career advancement opportunities, Foster trust-based leadership culture to improve long-term employee satisfaction and loyalty.
- Actively promote institutional values, teamwork, and innovation through leadership practices, while improving interpersonal relationships and employee collaboration.
- Engage talented employees on decision-making processes and delegate them to significant roles to boost engagement, motivation, and commitment.
- Maintain rigorous standards to deliver high-quality services that meet customer expectations, while tailoring offerings to diverse clientele to enhance customer satisfaction.
- Leverage advanced technologies and innovative practices to create unique customer experiences, setting organization apart from competitors.
- Simplify organizational procedures and enhance adaptability on responding to customer needs, ensuring operational efficiency and agility.
- Align talent management practices, such as development and retention, with organizational values to amplify their impact on achieving competitive advantage.

References

- Abdel Latif, A, (2007), Behavioral Sciences on Administrative Application (Organizational Behavior), 8th ed, Faculty for Economics, Damascus, Damascus University Publications.
- Abdelwahab, B, (2012), Role for Innovation on Supporting Competitive Advantage for Economic Institution: Case Study for Algerian Telecommunications Company - Mobilis, Algeria, (Unpublished master's thesis): Mentouri Constantine University.
- Abdul Karim Kaki, A, (2013), Foreign Direct Investment and International Competitiveness, Hassan Al-Asriya Library, Beirut, Lebanon.
- Abdul Razzaq, K, (2019), Organizational Culture and its Impact on Determining Strategic Direction for Organization (Applied Study on Iraqi Ministry for Higher Education and Scientific Research), Arab Journal for Management, University for Iraq, 39(1), p.161.
- Abdulaziz, A, (2021), Business Management: Concepts and Methods, Amman, Jordan: University Press.
- Abdullah, H, F, (2022), Role for Talent Management Practices on Organizational Creativity Development: Applied Study on Employees at University Hospital on Menoufia, Scientific Journal for Financial and Commercial Studies, Faculty for Commerce, Damietta University, 3(2), pp, 1003-1054.
- Abou-Moghli, A, A., Al Abdallah, G, M., & Al Muala, A, (2012), Impact for Innovation on Realizing Competitive Advantage on Banking Sector on Jordan, American Academic & Scholarly Research Journal, 4(5), 1-9.
- Al-Azzam, F, (2015), Talent Management on 21st Century: Theory and Practice, International Islamic University Journal.
- Al-Balshi, S, (2015), Talent Management: Strategic Approach to Empowering Organizations, Presented at Arab Forum for Intellectual Debates, Retrieved from <http://www.ahewar.org/s.asp?c=7&p=6&id=810753>.
- Al-Farjani, F, A, (2014), impact for transformational leadership on talent management: applied study at Benghazi University, Scientific Journal for Economics and Commerce, Ain Shams University, (2), 299-333.
- Al-Hawshan, M, (2017), Reality for Talent Management Implementation with School Leadership on Riyadh City, Fayoum University Journal for Educational and Psychological Sciences, Issue Seven, Part Three, pp, 143-178.
- Al-Huda, S.N, (2018), Contribution for Human Resource Management to Creating Competitive Advantage on Algerian Institutions: Field Study at Agricultural and Rural Development Bank, on Business Management, University for 8 May 1945, Guelma: Algeria.
- Ali, M.A, (2023), Role for Organizational Culture on Achieving Competitive Advantage: Case Study for Sudanese Islamic Bank, Humanities & Natural Sciences Journal, 4(4); <https://doi.org/10.53796/hnsj442>.
- Al-Khalifa, M, I, (2017), Impact for Talent Management on Achieving Innovation on Kuwaiti Commercial Banks, Master's Thesis, Al al-Bayt University, Jordan.
- Al-Mutairi, A.S, (2020), Impact for Human Resource Training Programs on Achieving Competitive Advantage on Healthcare Sector: Field Study at Al-Rafi'a General Hospital, Arab Journal for Scientific Publishing, 15(38-19).
- Al-Najjar, F, J, (2016), Social Responsibility and Its Impact on Competitive Advantage (An Applied Study on Jordanian Telecommunication Companies), International Journal for Business and Social Science, 7(2), 114-125.

- Al-Otoum, M, (2009), Organization's Message and Its Impact on Achieving Competitive Advantage: Field Study on Pharmaceutical Industry Sector on Jordan, Amman, Jordan: Middle East University.
- Al-Rajhi, M, (2016), Competitive Advantage for Tourism Activity, Dar Al-Ayam for Publishing and Distribution, Amman, 1st Edition.
- Al-Sabhani, H.S, (2016), Organizational culture and its impact on development for creative behavior on Palestinian ministries on Gaza Strip, Management and Economics - Public Administration, Al-Aqsa University: Palestine.
- Al-Sakarnah, B, (2009), Contemporary Administrative Studies, Al-Maseera Publishing, Distribution, and Printing House, Amman.
- Al-Shammari, E, A, (2014), Availability for Intellectual Capital and its Relationship to Achieving Competitive Advantage on Private Kuwaiti Universities: Perspective from Faculty Members, Unpublished Master's Thesis, Middle East University, Amman, Jordan.
- Al-Sulami, S.E, & Al-Shamasi, A, (2022), Role for Talent Management on Enhancing Leadership Excellence Field Study on Administrators on King Abdul-Aziz University on Jeddah Province, Journal for University Studies for inclusive Research, 7(14), 2666 – 2706.
- Alves, P., Santos, V., Reis, I., Martinho, F., Martinho, D., Correia Sampaio, M., ..., & Au-Yong-Oliveira, M, (2020), Strategic talent management: impact for employer branding on affective commitment for employees, Sustainability, 12(23), 9993.
- Amankwah-Amoah, J, (2020), Talent management and global competition for top talent: co-opetition-based perspective, Thunderbird International Business Review, 62(4), 343-352.
- Amiri, A, N. Ramazan, M, & Omrani, A, (2010), Studying impacts for organizational organic structure on knowledge productivity effective factors case study: Manufacturing units on domestic large industrial group European Journal for Scientific Research 40(1).
- Awali, H, (2010), Nature for Intellectual Capital and Investment on Human Capital, Paper presented at International Conference on Intellectual Capital on Arab Business Organizations on Modern Economies, Algeria, Hassiba Ben Bouali University on Chlef.
- Bibi, M, (2019), Impact for Talent Management Practices on Employee Performance, SEISENSE Journal for Management, 2(1), 22-32.
- Boutoutan, M, & Khimar, Z, (2014), Role for Organizational Culture on Improving Job Performance, Journal for Financial, Accounting, and Administrative Studies, (2),
- Brewster, C., Cerdin, J, and Sharma, K, (2017), Global Talent Management on Not-for-Profit Sector, on Machado, Carolina (Ed.), Competencies(Global) Talent Management, Springer International Publishing, Switzerland,
- Chen, Y., Hsu, J., Huang, M., & Yang, P, (2013), Contingent Expatriate Training Strategies with Examples for Taiwan MNEs, Journal for Human Resource and Sustainability Studies (4), 1-14.
- Chuang, Y, Church, R, and Zikic, J, (2004), Organizational Culture, Group Diversity and Intra-group Conflict, Team Performance Management, 10(1), pp, 26-34.
- Diab, S, M, (2014), Using Competitive Dimensions to achieve Competitive Advantage: Study on Jordanian Private Hospitals, International Journal for Academic Research on Business and Social Sciences, 4(9), 138.
- Distanont, A, (2020), role for innovation on creating competitive advantage, Kasetsart Journal for Social Sciences, 41(1), 15-21.

- Dostie, B, (2014), *Innovation, Productivity, and Training*, Bonn: Institute for Study for Labor.
- El-Baz, A, (2018), *Impact for Competitiveness Enhancing Factors on Competitive Performance for Pharmaceutical Companies*, Dar Al-Fikr Al-Jamei, Alexandria, 1st edition.
- El-Morsy, J, (2016), *Organizational Culture and Change Management*, Al-Dar Al-Jame'ya, Alexandria,
- Farida, I., & Setiawan, D, (2022), *Business strategies and competitive advantage: role for performance and innovation*, *Journal for Open Innovation: Technology, Market, and Complexity*, 8(3), 163.
- Fathi, M, (2021), *Business Management: Concepts and Methods*, Amman, Jordan: University Press.
- Hafiz, K, (2018), *Impact for Talent Management on Achieving Competitive Advantage for Organization: Field Study at Algerian Mobile Telecommunications Company "Mobilis" on Biskra*, Master's Thesis, Mohamed Khider University for Biskra, Algeria,
- Hair, J, F., Hult, G, T, M., Ringle, C, M., & Sarstedt, M, (2022), *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (3 ed.), Thousand Oaks, CA: Sage.
- Hajaji, B, (2021), *Role for Organizational Culture on Creating Competitive Advantage: Field Study at National Marble Industry Company - Guelma*, Master's thesis, University for 8 May 1945 – Quelma, Algeria.
- Hariri, R, (2014), *Modern Trends on Human Resource Management*, Al-Yazouri Publishing and Distribution House, Amman, Arabic Edition,
- Jain ,D, ,Sharma ,A, ,& Sharma ,V, ,(2012), *Talent Management Strategies on Current Scenario*, *International Journal for Business and Management Research* ,(2(9), 496 – 501.
- Jibril, I, A., & Yeşiltaş, M, (2022), *Employee satisfaction, talent management practices and sustainable competitive advantage on Northern Cyprus hotel industry*, *Sustainability*, 14(12), 7082.
- Kaheel, I, (2016), *Total Quality Management and its Relationship to Competitive Advantage: Applied Study on Palestine University*, Unpublished Master's Thesis, Academy for Management and Politics for Graduate Studies.
- Kaliannan, M., Darmalinggam, D., Dorasamy, M., & Abraham, M, (2023), *Inclusive talent development as key talent management approach: systematic literature review*, *Human Resource Management Review*, 33(1), 100926.
- Khairy, O, (2014), *Organizational Excellence*, Dar Al-Raya for Publishing and Distribution, Amman, Ed, 1.
- Mahdi, S, (2007), *Management and Business*, Wael Publishing and Distribution House, Amman, 1st edition.
- Makdoud, H, (2015), *Talent Management: Optimal Investment for 21st Century Organizations*, *Journal for Research and Scientific Studies*, 9(2), 89-114.
- Mangusho, Y, S., Muriel, R, K., & NE lima, E, (2015), *Evaluation for Talent Management on Employees Performance on Beverage Industry: Case for Delmont Kenya Limited*, *International Journal for Humanities and Social Science*, 5(8), 9.
- Mohammed, T, (2016), *Organizational Behavior on Business Organizations*, Ramah Center for Human Resource Development and Research, Amman, 1st Edition.
- Novera, A, & Akhtar, B, (2018), *Talent and Talent Management: Definition and Issues*, *IBT Journal for Business Studies Volume*, 14(2), pp213-230, 2018.

- Nu'man, A, H., Nurwandi, L., Bachtiar, I., Aspiranti, T., & Pratama, I, (2020), Social Networking, and firm performance: Mediating role for comparative advantage and sustainable supply chain, *International Journal for Supply Chain Management*.
- Ridwan, T, R, M, (2020), impact for talent management dimensions on organizational excellence: applied study, *Scientific Journal for Business Research*, Volume 36, Issue 1, Faculty for Commerce - Menoufia University.
- Rowland M. (2011), How to cement diversity policy: key role for talent development, *Human Resource Management*.
- Sachitra, V., Chong, S, C., & Khin, A, A, (2016), Sources for Competitive Advantage Measurement on Minor Export Crop Sector on Sri Lanka Result from Pilot Study, *Asian Journal for Agricultural Extension, Economics & Sociology*, 12(2), 1-15.
- Saleem, A, (2010), *Strategic Management and Competitive Advantage on Modern Organizations*, Egypt: Modern University Office.
- Salemi, A., & Goudri, A, (2020), Role for Competency Management on Achieving Competitive Advantage: Case Study for Mobilis Company.
- Silzer R. & Dowell B, (2010), *Strategy- Driven Talent Leadership Imperative*, San Fransisco: John Wiley & Sons.
- Singh, R, P, (2021), Talent management literature review, *Feedforward: Journal for Human Resource*, 1(1), 43-48.
- Tomasz I, , Wojciech G, (2016) Talent management on healthcare organizations – qualitative research results, *Procedia Economics and Finance–University for Economics on Katowice*, Faculty for Economics, 1 Maja 50, Katowice 40-287, Poland.
- Zhao, X., Lynch, J, G., and Chen, Q, (2010), Reconsidering Baron and Kenny: Myths and Truths About Mediation Analysis. *Journal for Consumer Research*, 37(2), 197–206.

دور استراتيجيات إدارة المواهب في بناء الميزة التنافسية ودورها الوسيط في الثقافة التنظيمية - البنك العربي الإسلامي كحالة.

نور نبيل فهمي البرغوثي

أسماء لجنة الإشراف:

الدكتور مجيد منصور

الدكتور رائد عريقات

الدكتور شاهر عبيد

ملخص

تهدف هذه الدراسة إلى دراسة الدور الوسيط للثقافة التنظيمية في العلاقة بين استراتيجيات إدارة المواهب والميزة التنافسية داخل البنك العربي الإسلامي، ويستخدم البحث منهجية ارتباطية بالاعتماد على الاستبيان لجمع البيانات، ويتألف مجتمع الدراسة من 370 موظفًا في البنك، مع عينة إجمالية من 189 مشاركًا تم اختيارهم من خلال أسلوب أخذ العينات المريح، بناءً على إمكانية الوصول وتوافر المشاركين. تكشف النتائج عن علاقة إيجابية قوية بين استراتيجيات إدارة المواهب والميزة التنافسية، مع ظهور استراتيجيات الاحتفاظ بالمواهب وتطويرها كأكثر الاستراتيجيات تأثيرًا، وتتوسط الثقافة التنظيمية العلاقة بشكل كبير، مما يزيد من تأثير استراتيجيات إدارة المواهب على الميزة التنافسية، وتسلط النتائج الرئيسية الضوء على نقاط قوة البنك في تعزيز الجودة وكفاءة التكلفة والمرونة، في حين تتطلب مجالات مثل التمايز وإشراك الموظفين في صنع القرار مزيدًا من التحسين، وتؤكد هذه النتائج على أهمية موازنة استراتيجيات إدارة المواهب مع الثقافة التنظيمية القوية لتحقيق ميزة تنافسية مستدامة.

تُسهّم هذه الدراسة في إثراء الأدبيات من خلال تقديم رؤى عملية للاستفادة من إدارة المواهب والثقافة التنظيمية لتعزيز القدرة التنافسية في القطاع المصرفي، لا سيما في سياق المؤسسات المالية الإسلامية. ومن أهم توصيات الدراسة: توفير تعويضات تنافسية، وحوافز مجزية، وفرص واضحة للتقدم الوظيفي؛ وتعزيز ثقافة قيادية قائمة على الثقة لتعزيز رضا الموظفين وولائهم؛ وتعزيز القيم المؤسسية، والعمل الجماعي، والابتكار من خلال ممارسات قيادية؛ وإشراك الموظفين الموهوبين في

عمليات صنع القرار وتكليفهم بأدوار مهمة؛ والحفاظ على معايير جودة صارمة مصممة خصيصًا لتلبية توقعات العملاء؛ والاستفادة من التقنيات المتقدمة لخلق تجارب عملاء فريدة؛ وتبسيط الإجراءات التنظيمية لزيادة الكفاءة التشغيلية؛ ومواءمة ممارسات إدارة المواهب، مثل تطوير الموظفين والاحتفاظ بهم، بشكل وثيق مع القيم التنظيمية لتعزيز الميزة التنافسية. الكلمات المفتاحية: استراتيجيات إدارة المواهب، الثقافة التنظيمية، الميزة التنافسية، الاحتفاظ بالمواهب، تطوير المواهب.