



**THE IMPACT OF DIMENSIONS TALENT
MANAGEMENT ON ACHIEVING THE
COMPETITIVE ADVANTAGE: NORTH OIL
COMPANY IN IRAQ KIRKUK**

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**THE IMPACT OF DIMENSIONS TALENT MANAGEMENT ON ACHIEVING THE
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THESIS APPROVAL PAGE

I certify that in my opinion the thesis submitted by Ali Thamer Faris titled “THE IMPACT OF TALENT MANAGEMENT ON ACHIEVING THE COMPETITIVE ADVANTAGE: NORTH OIL COMPANY IN IRAQ KIRKUK” is fully adequate in scope and in quality as a thesis for the degree of Master of Science.

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DECLARATION

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

Name Surname: Ali Thamer FARIS

Signature:

FOREWORD

Thanks to God Almighty, first and foremost, who facilitated me the path of science and provided me with knowledge. I extend my sincere thanks, appreciation and gratitude to everyone who helped me in completing this work, especially my dear Advisor professor, Assoc. Prof. Dr. Sirma Oya TEKVAR, for her valuable guidance and advice while writing my theses, and I express my appreciation and thanks to For my father, Mr. Thamer FARIS and my family who supported me and stand by my side throughout the period of study and exile away from home, I also give my thanks to the members of the discussion committee for the observations, they refer to that will increase the originality and accuracy of the research, and absolutely my dear friend Zinah ABD and to everyone who helped me and made an effort with me and saved my time. I ask God to protect and take care of them all.

ABSTRACT

This study aimed to identify the respondents' perceptions about the level of talent management in its various dimensions prevailing in the Iraqi Kirkuk Oil Industrial Company and its impact on the level of competitive advantage available to it. As mentioned in the research problem, finding the talent that companies need to maintain a competitive advantage over other companies is very difficult. The questionnaire was also used to collect research data and was generated using a number of pre-prepared scales including the five-component Likert scale. It was also verified for its validity and reliability before distributing it randomly, and the data was analyzed using spss program as the main tool for data and information collection. The questionnaire was distributed to (555) employees out of (14000) employees, where the targeted simple random study sample consisted of (555) employees, and (370) questionnaire forms were retrieved and they were excluded. (185) form. Talent management and its aspects contribute to the competitive advantage of the company. During the discussion of the results, the researcher reached a number of conclusions, the most important of which is the work to discover talents, employ talents, develop talents, and retain the unique talent because of its positive impact in making the company under study distinct from who it is. Its competitors. It is also considered one of the most important sources of building and enhancing the competitive advantage of the company in light of the environment in which it operates and which requires it. Increasing interest in the application of talent management activities by identifying the experiences of developed countries and benefiting from them in the best possible way.

Keywords: Talent Management; Competitive Advantage; North Oil Company in Iraq Kirkuk Company

ÖZ

Bu çalışma, katılımcıların Irak Kerkük Petrol Sanayi A.Ş.'de hakim olan çeşitli boyutlarındaki yetenek yönetimi düzeyine ve bunun kendisine sunulan rekabet avantajı düzeyine etkisine ilişkin algılarını belirlemeyi amaçlamıştır. Araştırma probleminde belirtildiği gibi, şirketlerin diğer şirketlere göre rekabet avantajlarını sürdürmek için ihtiyaç duydukları yeteneği bulmaları çok zordur. Anket ayrıca araştırma verilerini toplamak için kullanıldı ve beş maddelik Likert ölçeği de dahil olmak üzere önceden hazırlanmış bir dizi ölçek kullanılarak oluşturuldu. Geçerliliği ve güvenilirliği de randomizasyondan önce doğrulandı ve veriler, veri ve bilgi toplama için ana araç olarak SPSS yazılımı kullanılarak analiz edildi. Anket, hedeflenen basit rastgele çalışma örneklemini (555) çalışanın oluşturduğu (14000) çalışandan (555) çalışana dağıtılmış ve (370) anket toplanarak hariç tutulmuştur. (185) formu. Yetenek yönetimi ve yönleri, şirketin rekabet avantajına katkıda bulunur. Sonuçların tartışılması sırasında, araştırmacı, şirketi diğerlerinden farklı kılmadaki olumlu etkileri nedeniyle yetenekleri keşfetmeye, yetenekleri işe almaya, yetenekleri geliştirmeye ve benzersiz yetenekleri elde tutmaya çalışmak gibi bir takım sonuçlara ulaştı. Ayrıca faaliyet gösterdiği ortam ışığında şirketin rekabet avantajını yaratmanın ve artırmanın en önemli kaynaklarından biri olduğu ortaya çıkmaktadır. Gelişmiş ülkelerin deneyimlerinden yararlanılarak yetenek yönetimi faaliyetlerinin hayata geçirilmesini sağlamanın en iyi yolu olarak görülmektedir.

Anahtar Kelimeleri: Yetenek Yönetimi; Rekabet Avantajı; Kuzey Petrol Şirketi; Irak Kerkük Şirketi

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ABBREVIATIONS

- HRM** : Human Resources Management
- TM** : Talent Management
- TD** : Time Difference
- TD** : Talent discovery
- H** : Hypothesis
- SF** : Strategy Formulation
- ISO** : Strategy Implementation
- OC** : Organizational Creativity
- KOF** : Kirkuk Oil Firm
- KOO** : Kirkuk Oil Organization
- NKOC**: North Kirkuk Oil Company
- SPSS** : Statistical Package for Social Science

SUBJECT OF THE RESEARCH

The Impact of Talent Management on Achieving the Competitive Advantage:
North Oil Company in Iraq Kirkuk.

PURPOSE AND IMPORTANCE OF THE RESEARCH

1. Significance to Theory

The importance of the current research lies in being one of the important topics in the field of business administration according to the researcher's knowledge, as this study seeks to reach an understanding of the relationship and the impact between the two variables: (TM) Talent management and competitive advantage. Otherwise, the influence of (TM) talent management dimensions on achieving competitive advantage (discovery of talents, talent recruitment, talent development, and talent retention).

2. Significance to Practice

From an applied perspective, this study will provide sufficient data for the company and guide it to manage talent management and its operations in order to achieve competitive advantage.

METHOD OF THE RESEARCH

This study is divided into five chapters. The first chapter provides an overview of the research problem, its relevance, objectives, questions, hypotheses, variables, model and technique, study plan, and limitations. The second chapter contains literature reviews as well as the study's theoretical framework, which includes a description of the study variables. The third chapter discusses research methodology, including the use of the questionnaire and the study population, while the fourth chapter discusses data analysis of questionnaire entries. The research was finished with a summary and conclusion.

HYPOTHESIS OF THE RESEARCH / RESEARCH PROBLEM

H1- There is a statistically significant effect in talent management in achieving competitive advantage in the Kirkuk North Oil Company.

H1a- There is a statistically significant effect in discovering talents in achieving competitive advantage in the Kirkuk North Oil Company.

H1b- There is a statistically significant effect in employing talent in achieving competitive advantage in the Kirkuk North Oil Company.

H1c- There is a statistically significant effect in talent development in achieving competitive advantage in the Kirkuk North Oil Company.

H1d- There is a statistically significant effect on talent retention in achieving competitive advantage in the Kirkuk North Oil Company.

SCOPE OF THE STUDY

This study focuses on the direct influencing of talent management practices and their dimensions on achieving competitive advantage in the North Oil Company, Iraq, Kirkuk, and we focus in this research on a study on the capabilities of employees and talents that the company needs. From commercial research articles, previous research papers and books on business management practices, talent management and its dimensions, and from websites.

1. INTRODUCTION

1.1. Background

Various professionals and writers have shown an interest in the current hot topic in human resource management, talent. A McKinsey (1997) research piqued people's attention by coining the term "talent war" to encourage people to consider the measures necessary to find and retain great people. It is becoming more important to develop best practices for a talent war. Competitive firms regard talent as a driver of success and sustainability, according to the 19th Annual Survey of Global CEOs 2014 (Jackson-Buxton, 2020).

The notion of competitive advantage is largely considered in business administration as a key theoretical and practical advance. Management is no longer seen as a cause of "inner distress" or as a war against non-strategic challenges. Instead, because of the global financial crisis, questions regarding the long-term sustainability of established methods to people management have been raised (Mucha, 2004).

A corporation's competitive advantage is its edge over its rivals, which may be acquired by providing them with more and better value. Customers' attention is piqued when greater products or services or lower costs are supplied; for small enterprises, innovation is the key to growing capacity or even abilities that contribute to a competitive edge or proportion. Customers prefer one product or service over another because their target audiences recognize these unique things or offerings (Fatonah, 2022).

In today's world, talent management (TM) is critical, and as a result, there is tension among companies that own and employ individuals to achieve their goals, as a result, they are attempting to present the essential processes in order to provide them with the appropriate organizational environment, due to the expansion of such talent, several companies considered talent management to be a serious problem at the time (Dzimbiri, 2021).

Due to the rising rivalry and issues they confront, as well as the requirements of the contemporary era of quality and perfection, firms have endeavored to have a

high and distinctive kind of talented human resources with outstanding talents and abilities (Marakova, 2021).

This resource must be specifically addressed since it has the ability to innovate, develop, stand out, and guide an company to success this is where the idea of talent management (TM) comes into play the many types of assistance from all parties inside and outside the company are vital to the development of the company (Efendi, 2021).

The stages in which talent management (TM) appeared were as follows: The first stages is - Qualification management: In the seventies and eighties, performance was measured in terms of productivity and human resources. Work represents a functional function and is called personnel management because it is only a single qualifies that can serve the objectives of the company and to comply with the missions. As for career paths, they are based on experience and seniority, and we have found that individuals starting at this point, known as the "first generation" in a rapidly changing economy, are very important to understanding diversity and its impact on organizational success (Gaitonde, 2021).

The second stage is: - competency management, which first gained popularity in the 1980s and is still of interest to many firms today, as the emphasis has shifted to creative and innovative processes, highlighting individuals' abilities and investing their intellectual energies in order to face all of these complexities. People were referred to as "second generation" at this period. Companies must undergo dynamic transformation as a result of the technology age and globalization (Gaitonde, 2021).

Even though academics and people who work with talent management (TM) may not agree on a single definition, both for-profit and non-profit businesses say that talent management is all about putting the right person in the right place at the right time ("person-job fit") (Taamneh, 2021).

The third stages is - management of talent the fierce struggle between firms to entice talent is referred described as a "talent war." As a development of the idea of human resource management, David Watkins' article from 1998 is when the word "talent management" originally debuted Companies now refer to them as "third generation" members because they understand that people's skills prepare them to

deal with the challenges and uncertainties of the twenty-first century Employees with talents are scarce resources who cannot be hired (Kaewnaknaew, 2022).

Global types of business are growing more prevalent as today's commercial operations become increasingly global, especially in oil and gas firms (Vecchi, 2021).

As a resource to adapt companies to global competition, all most commonly companies compete in opposition to each other's to attract and retain talent for keeping their operations up while also continuing to develop and grow (Lakhdar, 2021).

Management is considered as a dynamic and continuing process aimed at dealing with numerous internal and external challenges in order to retain the firm's supremacy over others, such as competitors, suppliers, customers, and other parties with whom the company does business (Subramaniam, 2013).

Competitive advantage is defined as the ability that the company has to excel and progress over its competitors in terms of access to natural resources, which are high-quality raw materials, low-cost energy sources, experts and highly skilled workers, geographical location, high entry barriers, and access to innovative technology (Ali, 2021).

There are two ways in which a company can outperform its competitors: the first is the pricing advantage and the second is the uniqueness and excellence in the product. A business has a pricing advantage when it can sell the same products, or provide the same services as its competitors while still making a profit for the business. Product differentiation occurs when a company offers more differentiation in goods and services than its competitors According to Porter, the primary focus of strategic management should be on creating and maintaining a distinct competitive advantage (Udriyah, 2019)

The issues raised by comparative advantage are somewhat remedied by competitive advantage. Trading constraints limit low-wage economies, while nations with comparative advantage in exporting basic commodities and raw materials may emerge. A successful economy does not need sufficient human resources since there

is an availability of inexpensive labor, which is the foundation of competitive advantage (Cenamor, 2021).

A long-term strategy will be necessary to maintain market supremacy, it is essential that the company has a solid platform in order to provide a model for effective talent management and help managers compete on a global level (Rofaida, 2016).

Furthermore, as the global economic system has evolved, we see today's contemporary institutions and the rising rivalry among them, making survival and success critical goals for these institutions. Human resource managers are indifferent with talent management in their companies, despite the fact that it has a significant influence on the company's development and performance and offers access to a significant competitive advantage over competitors (Mishra, 2022).

The land of Iraq contains great oil wealth, and it occupies the fifth place in the world with oil reserves, and it is the main engine of the Iraqi economy, with a large infrastructure of wells, refineries and transmission lines (Al-Ani, 2012).

Iraq occupies the fifth place in the world with oil reserves of 148 billion and 800 thousand barrels, and it is the second largest crude oil producer in the Company of Petroleum Exporting Countries "OPEC" after Saudi Arabia, with an average production of 4.6 million barrels per day in normal conditions, and it depends on its revenues to finance up to to 95% of state expenditures, and plans to reach production of 8 million barrels per day over the next two decades (Wali, 2016).

The Petroleum Industries Company in Kirkuk is one of the 16 companies affiliated with the Iraqi Ministry of Oil, as it constitutes an important resource for crude oil and natural gas, as it is considered one of the most important companies that Iraq relies on in its economy and work to solve its problems and the expertise it lacks in order to improve performance (Hamawandy, 2021).

This study addresses the problems facing companies, which is the difficulty of obtaining talent and expertise that greatly affects their production and distinction in competition among other companies (Rabbi, 2015).

1.2. Problem of Study

Since the beginning of its inception and development, the administration has witnessed serious proposals and discussions to deal with the human resources owned by the company, as well as discussing the conditions of its work environment (Al Alali, 2022).

Talent management, lagging talent and companies usually rise to compete with those who believe they have “abilities” in an uncertain and unreliable future, which requires analysis of expanding knowledge, theory and science to complete the journey of previous studies and diagnose a dissatisfied dissatisfaction with the renewed work environment (Cascio, 2016).

The market's level of competitiveness has become the only prerequisite for existence. It evolved into a concept of opportunity rather than merely a site where supply and demand met. As a result of advancements in business management, firms should focus on talent management recruiting (Sindhura, 2022).

As previously said, there is a distinct variation in approach to specialized talent discovery procedures (ie, experts) in order to sustain and keep long-term organizational competitive advantage (Marmaya, 2022).

Due to the nation's total reliance on oil, which forces enterprises to cope with the most recent innovations in business management, giving them a competitive edge in a congested market, and which the corporation today regards as one of its most important strategic objectives, during economic crises, Iraqi industrial businesses, particularly oil companies, are crucial to the state's economy in terms of oil exports (Mustafa Kazemi, Najafabadi, 2020).

The salaries of Iraqi government personnel have grown reliant on finance derived mostly from oil exports, necessitating a quest for new methods of inventiveness and production speed, as well as the hunt for the essential experience and skills (Khudhair, 2020).

Nevertheless, the talents that the company need are considered a great challenge in finding them to differentiate among the rest of the companies in order to provide an advantage Competitiveness that keep pace with other companies (Ji, D, 2022).

The business is characterized by company competition, particularly among oil industry companies in Iraq, where they face new, remarkable, and challenging challenges and problems as a result of local and regional changes and conditions required to distinguish themselves from the rest of the international and regional (Kubursi, 1988).

To ensure its survival and the maintenance of this company's reputation in terms of production, and striving to only provide oil products with the best raw materials and derivatives, which forces these companies to adopt modern management ideas and methods, such as talent management, to address the challenges and problems of resource scarcity (Salihi, 2021).

The production of the northern region of crude oil has fluctuated in distribution according to the geologic nature of the oil fields and the history of the discovery and production of oil in the fields, and it was greatly affected by the political and security events that Iraq witnessed, as well as the technical and technological aspects (Duaij, 2021).

The strength of competition has become the only condition for survival in the market, as the market has become oriented towards the concept of the existence of opportunities rather than just a place to meet supply and demand. Therefore, companies must work to employ talent management due to developments in the field of business management, which requires organizations to deal with what is contemporary in the field of business administration, which gives it a competitive advantage in the competitive market and considers it one of its most important strategic objectives (Kumar, A., 2021).

1.3. Questions of the Study

According to the discussion above, it is crucial to examine how talent management affects gaining a competitive advantage. As a result, the main goal of this study is to find the answers to the following crucial questions:

1- What is the level of accreditation for talent management within the relevant company?

2- Is there a connection between talent management and the institution's competitive advantage?

3- Does talent management and its dimensions have an impact on competitive advantage?

4- Do the talent management procedures of Iraqi oil businesses (North Oil Company) impact competitive advantage?

1.4. Objectives of the Study

Through this research, we seek to achieve the following objectives:

1- To Identifying the level of importance of talent management in its various dimensions in the Iraqi Oil Industries Company, Kirkuk.

2- To Evaluating the company's acquisition of talents and their contribution to enhancing the competitive advantage of the North Oil Company in Iraq, Kirkuk.

3- To An attempt to emphasize the importance of talent management in the North Oil Company in Iraq Kirkuk.

4- To The impact of talent management dimensions (TD talent discovery, TR talent recruitment, TDE talent development, and TE talent retention) on gaining a competitive advantage in the North Oil Company, Iraq, Kirkuk, was investigated.

1.5. Significance of the study

1.5.1. Significance to Theory

The importance of the current research lies in being one of the important topics in the field of business administration according to the researcher's knowledge, as this study seeks to reach an understanding of the relationship and the impact between the two variables: Talent management (TM) and competitive advantage. Otherwise, the influence of talent management (TM) dimensions on achieving competitive advantage (discovery of talents, talent recruitment, talent development, and talent retention).

1.5.2. Significance to Practice

From an applied perspective, this study will provide sufficient data for the company and guide it to manage talent management and its operations in order to achieve competitive advantage.

1.6. Operational of key terms

In this study, procedural definitions of talent management, its process, competitive advantage and its dimensions were used.

- Talent management: is a continuous process that comprises recruiting and maintaining highly qualified personnel, improving their abilities, and encouraging them to consistently improve their performance in order to meet long-term corporate objectives. It is a current study topic in Human Resources Management (HRM) that is crucial to an company's survival and competitive edge (Mitosis, 2021).

- Talent discovery: is one of the methods of talent management, which is the search and search for the appropriate skills to fill the work that requires experience, talent and competence in order to achieve the goals of the company. New difficulties require companies to separate themselves from each other in order to gain a competitive advantage in the market. By identifying capabilities that meet the needs of the company (Jantan, 2009).

- Talent Recruitment: The process of locating and acquiring this process comes under the strategic planning of a company's resources and varies from "conventional" recruiting and recruitment methods in that a range of variables, such as the company's reputation, affects "talent seekers". Work environment, and set of incentives. Unlike rich nations, which have a surplus of trained personnel, many emerging economies are suffering a skilled labor shortage. For example, getting competent people remains the top hurdle for American businesses working in China (Newburry, 2014).

- Talent Development: The techniques and initiatives a company uses to identify people and enhance their capabilities and expertise is referred to as talent development. A clear talent strategy requires a comprehensive study of the scope of talent development. According to research, clearly focused TD techniques (focusing on high potentials or high achievers) are most effective in the short term (2-5 years).

In the long run, TD approaches that see the entire company as an existing talent pool gain the most financial reward (Pruis, 2011).

- Talent Retention: The majority of company actions and tactics used to prevent talent from leaving are referred to as talent retention. When you don't have talent, it costs you money. These expenses may be direct, such as hiring and training, or indirect, such as the loss of specialized expertise, organizational insight, and employee networks. Creating and maintaining a competitive advantage without alienating people is difficult for companies. Employee retention refers to the many policies and processes used to retain employees and encourage them to stay with the company for an extended period of time. Many of these approaches are designed to meet the diverse requirements of employees in an effort to enhance job satisfaction and reduce expenses associated with hiring and training new workers. When unemployment is low and there is a lot of talent, competition is fierce (Ott, 2018).

- Competitive advantage: refers to a company's ability to recruit consumers, develop its mental state as a company or its goods, raise the value they perceive, and achieve their satisfaction, as well as the company's strength over its competitors. Their competitive advantage can be achieved by providing them with better and more valuable services. Customers are attracted to advertisements that promote high-quality items or services at discounted prices. If the competitive advantage depends on unique and distinct resources, the competitive disadvantage is not just a lack of these resources (which can lead to economic parity), but rather even a failure to maximize. Minimum requirements for success (Powell, 2001).

- Cost: In an economic sense, it is the total of what a company spends in terms of the value of materials, labor, and indirect expenses to make a certain item. In other words, it is the cost of materials, labor, and other expenses spent by a company or company in the production of products and services (Beheshti, 2004).

- Quality: is there a way to differentiate a product or service so that it is delivered without flaws or shortcomings, and this is accomplished by adhering firmly to the criteria that are assessed and certified, making them reachable and achievable, and all of this is measured based on their satisfaction? The ISO standard defines quality as a group of characteristics and attributes of a product or service provided to customers or users and is able to openly or consistently satisfy their needs. In

constantly changing corporate environments, innovation is essential for establishing a competitive advantage and improving organizational performance (Rua, 2022).

- Flexibility: After manufacturing became based on client demand, flexibility has become one of the most important competitive advantages today. In both technology and business operations, flexibility is a desirable trait. Shorter product cycle times, worldwide competitiveness, ongoing pressures to decrease and control costs, and the need to respond to shareholder expectations all drive the hunt for flexibility. Companies often either deploy new 'flexible' technologies or seek to adapt current technology in order to react to the demand for flexibility (Nelson, 1998).

1.7. Model of the Study

Based on the statement of the research problem and its elements, this model was developed to clarify talent management over competitive advantage, as has been manifested in the below figure.

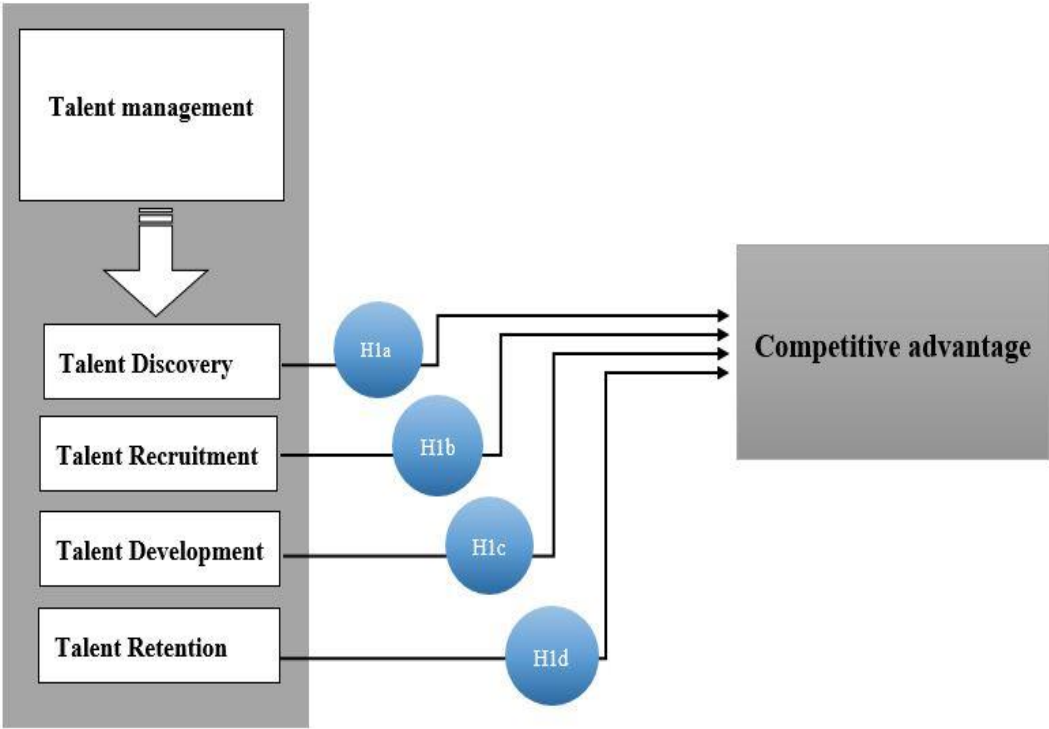


Figure 1. Conceptual Framework

1.8. Hypotheses of the Study

H1- There is a statistically significant effect in talent management in achieving competitive advantage in the Kirkuk North Oil Company

H1a- There is a statistically significant effect in talents discovering in achieving competitive advantage in the Kirkuk North Oil Company

H1b- There is a statistically significant effect in talent recruitment in achieving competitive advantage in the Kirkuk North Oil Company

H1c- There is a statistically significant effect in talent development in achieving competitive advantage in the Kirkuk North Oil Company

H1d- There is a statistically significant effect on talent retention in achieving competitive advantage in the Kirkuk North Oil Company

1.9. Scope of the Study

This study focuses on the direct impact of talent management practices and their dimensions on achieving competitive advantage in the North Oil Company, Iraq, Kirkuk, and we focus in this research on a study on the capabilities of employees and talents that the company needs, from commercial research articles, and books on business management practices, talent management and its dimensions.

1.10. Structure of the Study

This study focuses on the direct impact of talent management practices and their dimensions in achieving competitive advantage in the North Oil Company, Iraq, Kirkuk, and we focus in this study on a study on the capabilities of employees and talents that the company needs, The first chapter dealt with the background, the research problem, the study questions, the study objectives, the importance of the study, the scope of the study, the study model and the structural hypotheses of the study. It was addressed in the second chapter, the study sector, the study variables, the study's theories, and the relationship between the variables. In the third chapter, the study methodology, research design, the community and the study sample and the method of data collection, questionnaire design, measurement tools and data analysis.

In the fourth chapter, Response rate and demographic profile, Test of Normality, Reliability Analysis, Descriptive Finding, Pearson Correlation Analysis, Hypothesis Testing. In Chapter, Five, we dealt with recommendations and conclusions and Discussion of Major Finding (Hypothesis), Implication, Limitation of the study and Recommendation of the study from commercial research articles, research papers and previous books on business practices and talent management and its dimensions.

2. LITERATURE REVIEWS

2.1. Introduction

This chapter includes a study of the previous literature of researchers and talking in detail about the dependent and independent variables, as the dependent variable is talent management, its dimensions and its impact on the independent variable competitive advantage. The most prominent thing brought about by the global changes and trends in contemporary management concepts is the interest in human resources because they are the main resource for the company. The way of competition and competition. Moreover, companies with successful talents and workforce can develop a reputation to be a great place in their field. Contemporary business and its primary role in maximizing the benefit, in order to achieve leadership and excellence for the institution, its growth and the continuity of its success and future development.

2.2. North Oil Company, Iraq, Kirkuk

The discovery of Kirkuk oil in northern Iraq was one of the most significant occurrences in the nation at the turn of the twentieth century, as it resulted in profound changes in the country's political, economic, social, and demographic environment. The Kirkuk oil field, found on October 14, 1927, is Iraq's oldest and second biggest field. It is the world's fifth largest field in terms of volume, with more over 10 billion barrels of high-quality oil reserves (Barkey, 2011).

It indicates that the beginning of commercial production of crude oil in Kirkuk was in the year 1934, and oil was exported to world markets through 4 pipelines carrying Kirkuk oil towards the Mediterranean ports (Hussein, 2014).

The North Oil Company is one of 16 companies affiliated with the Iraqi Ministry of Oil. The company is head quartered in Kirkuk, and its borders extend from the northern boundary to 32.5 degrees' parallel, to the south of Baghdad (Abdula, 2020).

The Kirkuk oil field is situated in the northern portion of the Iraqi Republic., partly in the Kirkuk governorate and partly in the Erbil governorate. Founded in Baba Karkur by the Turkish Fuel Corporation in the year 1927 and operated by the Petroleum Corporation of the Republic of Iraq (IPC) in the year 1934, which remained in production until its complete nationalization in 1972. Since then, the Petroleum Corporation Iraqi has operated it. National Petroleum Corporation (INOC) until 1989, when the North Oil Corporation (NOC), a country-owned corporation, took over the operation of the Kirkuk oil field (Abdullah, 2019).

This huge field, operated by different operators, in the middle of a highly turbulent area, went through many battles and silently suffered heavy tank damage. Kirkuk includes three payment areas. The first is the Kirkuk Triple Reservoir, which is the largest producing reservoir in Kirkuk, containing 98% of Kirkuk's extractable reserves. The second and third batches of the Upper Cretaceous and Middle Cretaceous are small in size and low in yield (Abdullah, 2021).

Kirkuk's initial oil reserves were estimated to be 38 barrels of crude oil. The field has been the most major producing production in northern Iraq since 1934, with more than 8.9 billion barrels of known oil reserves left in 2007. Kirkuk still produces 0.5 million barrels per day after eight decades of operation and several reservoir difficulties. (Verma, 2004)

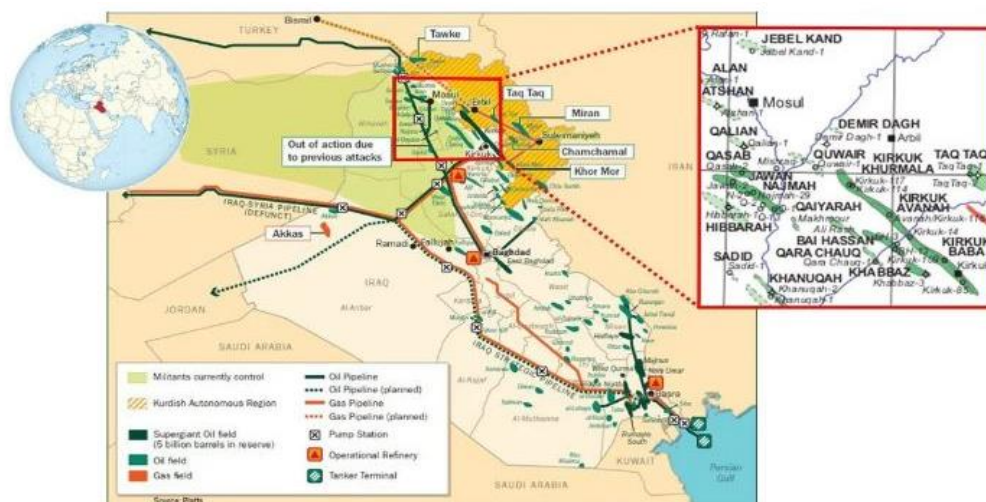


Figure 2. Location of the city of Kirkuk and the distribution points of the oil companies.

2.3. Competitive Advantage

Competitive advantage is a concept that inspires a kind of idolatry among strategists, namely the urge to mimic the techniques used by the most successful companies. Nonetheless, it is notable that, throughout the history of a number of companies, strategists have considered conflicting aspects as sources of competitive advantage at various periods. Success has been attributed to Henry Ford's focus on concentration and General Motors' broad product lineup (Christensen, 2001).

In recent years, competitive advantage has assumed a central role in debates on company strategy. There are several assertions concerning competitive advantage, but a clear definition is challenging. When considering the usage of the phrase competitive advantage in the literature on strategy, value creation is the recurring topic. However, there is little consensus on who should get value and when (Rumelt, 2003).

Regarding the marketing aspect, competitive advantage refers to the company's ability to convert customers, build its mental standing as a company or for its products, increase perceived value, and achieve customer satisfaction. Due to life circumstances and the constant need for continuous improvement, development is widely viewed as a means of achieving competitive advantage. Scholars are particularly concerned with innovative advancements in all aspects of life that contribute to innovation in relation to the wants and ambitions of the person (Ali, 2021).

It is defined as the skill, technology, or distinguished resource that allows the company to Customers will receive values and benefits that are superior to those provided by competitors. Other competitors the competitive advantage is the strategic basis that works to seize opportunities, and it is a real opportunity to achieve the continuous profitability of the company if compared with its competitors. Competitiveness is the basis that supports and enhances the company's position (Alsayed, 2021).

For businesses, the competitive market system is an issue and, in particular, enterprises around the world. As a result, a competitive edge is essential to a company's market performance. This factor determines whether you succeed or fail (Ávila, 2021).

According to (Hanif, 2022), a corporation should have internal competitive acumen in order to maximize the intelligence unit's efficacy.

Competitive advantage is a difficult-to-observe element; it is the assessment of unobservable variables resulting from unknown conditions. Depending on the setting of the manufacturing business, there are a variety of methodologies for assessing and analyzing a company's competitive advantage (Al-Abdallah, 2021).

Michel Porter (1997) has provided a good framework for understanding the notion of competitive advantage, since the development of competitive advantage results from how a company organizes and conducts its operations. These actions assist companies in generating value. He emphasized that acquiring a competitive edge may be accomplished by offering clients more value than rivals (Porter, 1997).

Case studies from different industries show that openness itself may be a strategy for industrial change and a competitive advantage additionally, it shows that the company's resources and business strategy will have a big impact on its capacity to forge a Competitive advantage (Wolff, 2022).

Businesses today face a wide range of risks from many causes, including globalization; deregulation, environmental changes, technological developments, complex financial models, and changes in corporate governance. Increasing the competitive advantage of companies becomes one of the biggest difficulties in such a dynamic environment (Saeidi, 2019).

Effective strategic entrepreneurship helps to create sustainable competitive advantages to a large extent. The competitive advantage coming to pass once the company discovers a new updated method that are most the time be effective than those whom used by competitors (Mardani, 2019).

The degree of international competition has significantly changed how firms are run. Higher service quality is now a strategic requirement for businesses and senior management all over the world in order to achieve a Competitive advantage (Othman, 2020).

2.3.1. Competitive Advantage Characteristics

The characteristics of competitive advantages are supposed to be understood within the framework of a correct, comprehensive and continuous perspective. Therefore, these characteristics can be embodied as follows:

- To be completing and sustainable in the sense of the company achieves the lead in the long term. Competitive advantages are relative compared to competitors or compared in unlike ages of time, and these characteristic distances the company from comprehended the advantages in an absolute framework that is difficult to achieve. To be flexible in the sense that competitive advantages may be easily altered by others based on considerations of changes in the external environment or the most recent occurrences involving the company's resources and skills. Strategic management studies are concerned with attempts to acquire a competitive edge and the sources of such advantage. (Wolak-Tuzimek, 2021).

2.3.2. Sources of Competitive Advantage

The following are among the most significant sources of competitive advantage for a business:

- **Technology** Previous research from the last ten years has shown that the usage of information technology and communication improves international competitiveness. Of firms in developing countries Technology is a strong factor in changing the competitive capabilities of the company because it includes all the scientific applications of scientific theories and the experiences gained to develop production processes, which makes it a renewable source of competitive advantage (Tampubolon, 2019).

- **Knowledge** The knowledge management idea has given rise to sharing, which Malik and Knawel describe as "an interchange of experiences, facts, information, and skills within the business." Intellectual assets are a fundamental cornerstone for the institution's continued operation in a knowledge- and information-based competitive economy. As a requirement of their investment strategy, institutions that rely on quantifiable intellectual assets, such as knowledge, have raised their interest (Majchrzak, 2013).

Measuring the true value of knowledge has become necessary for institutions with special transactions, patents and trademarks. Distinguished business, as many institutions invest heavily in knowledge, as they work to influence and reproduce best practices in order to reach a real investment for their intellectual capital, but it is necessary at the outset to identify the problems associated with the application of knowledge in institutions (Azeem, 2021).

- **Quality** It refers to the institution's capacity to attain excellence in its goods, generate value for its clients, and match their requirements and desires, while reducing costs and increasing pricing. The quality practices may enhance competitive advantage (difference advantage and cost advantage) by enhancing quality, adjusting to the needs of new consumers, and introducing innovative processes (Tari, 2020).

- **Creativity** The declining number of institutions, combined with an explosion of competition at the national and international levels, has increased institutions' interest in and focus on creativity to the point where it is considered a minimum competitive priority alongside cost and quality, and innovation has become a renewable source of competitive advantage. According to the research, creativity significantly impacts organizational innovation. (Nasifoglu Elidemir, 2020).

2.3.3. Competitiveness Strategies

A competitive strategy is a long-term business plan for a firm that aims to acquire a competitive advantage over its rivals by considering the industry's strengths, weaknesses, opportunities, and threats. The vast majority of professional services companies fail to build a long-term competitive strategy. As a result of brand management techniques, firms are able to differentiate their products from the competitors (Jain, 2007).

- **Cost leadership strategy:** The main difference between this strategy and the cost leadership strategy is that the former targets a certain market segment and provides the product or service to that segment at the lowest cost. This approach is quite helpful for brand awareness and consumer satisfaction (Juliana, 2021).

Effective operations, broad distribution networks, technical advancement, and investments in negotiating power are just a few of the factors that reduce costs.

Rapidly lowering the experience curve is a frequent tactic to increase a company's competitive advantage in cost leadership (Amit, 1986).

- **Differentiation strategy:** Differentiation strategy is based on defining the distinctive feature of the product in relation to its competitors in the industry. When a product can separate itself from other similar goods or services in the marketplace through greater brand quality and value-added features, it will be able to charge premium rates to offset the higher cost (Runtu, 2021).

- **Cost focus strategy:** This approach is quite analogous to the price drive strategy; however, the necessary trade-off is that the price attention planning targets a specific segment of the place of sale and purchase and provides the product or support to that part at the smallest cost. This method is incredibly purposeful to delight customers and recognize the brand (Ahmad, 2022).

- **Differentiation Focus Strategy:** This strategy aims to target a certain market niche, much as the cost focus strategy does. However, rather than offering customers lower prices, the differentiation focus strategy encourages firms to differentiate themselves from their competitors. Utilizing a differentiation approach allows for the provision of unique attributes and traits that appeal to the target market. It is an effort that is made on purpose to produce a product out of a basic commodity in order to raise the demand for the commodity in question and sell it for the highest possible price. A well-known product may be reimagined in the eyes of customers via the use of marketing strategy (Mwabu, 2021).

2.4. Talent Management

Up until 1149 A.D., the Old English word "Talente," which derives from the Latin "Talentum," was used to refer to the noun "Talent." The word "talentum" is derived from the Greek letter "τάλαντον" which denotes "balance" or "monetary unit" (talanton). The Babylonians and Assyrians both used the same word to refer to a large monetary unit (The amount could be equal to weekly salary) (Ansar, 2018).

Show that the discovery of talent management in contemporary firms is now regarded as incredibly important owing to the rise of a modern economy and more strategic corporate demands. In addition, as the younger generation enters a period of

competitive human resources, talent management is seen as a novel approach to managing human resources and human capital in businesses. Companies engage in talent management in order to discover and place the most qualified individuals in the relevant roles. This is accomplished by an identification, development, defense, and deployment procedure. Position (Efendi, 2021).

One of the contemporary themes that has caught the attention of scholars is talent, as we live in an era of science, technology, and cognitive brilliance, and amazing progress that is built on breaking down barriers, changing the norm, and creating everything new, and this can only be done for developing societies. Nations' prosperity and advancement are dependent on the superiority of their people resources, particularly the gifted, as well as their scientific and technological output. To obtain a sense of where the practice of skill control is heading, it may be useful to learn briefly, where it has come from. The above-mentioned confidence in skill controls is linked to the rise of large agencies in the 1950s. The firms who governed the early days of commercial manufacturing had no problems with skill control. The owners were the managers, but there was usually nothing to control since a majority of the labor, from revenue and distribution to actual production operations, had been outsourced. Prior to World War I, The arrival of government positions changed the atmosphere. When companies had grown large enough to require expert skills, they required someone to manage this talent at headquarters. These newly created occupations have a sufficient range to qualify for government employment (Keller, 2014.p 432).

When we examine management principles, we will discover that human resources emerged from the dawn of management science in order to assist corporations in managing and supporting their people. While we will discover that talent management is a newbie. Talent management, as defined by Johns Hopkins University, is "a collection of integrated corporate human resource activities targeted at recruiting, developing, motivating, and keeping personnel and allowing them to be highly productive." But isn't this term similar to the idea of human resource management (Aina, 2020).

Global talent management is an academic discipline as a multidisciplinary bridge and has recently emerged as an important strategic issue for multinational

companies in the fields of international strategic human resource management (HRM) and talent management (Anlesinya, 2019).

Given that it entails applying integrated methods to raise organizational performance and sustainability, talent management is seen as a component of human resource management techniques. Given that it entails applying integrated methods to raise organizational performance and sustainability, talent management is seen as a component of human resource management techniques. Although there have been several studies in the literature on the topic, there hasn't been a thorough examination of the factors, effects, and issues in empirical global talent management research (Dartey-Baah, 2019).

It includes every method and procedure used in company to attract, retain, and develop top talent. You recruit the greatest people when you affirm your commitment to a talent management plan that will provide employees the chance to advance their careers. The goal of talent management is to concentrate on essential roles and workers with distinctive talents. In recent years, talent management has increased in prominence as one of the most powerful factors in employee performance and organizational success (Kumar, 2022).

General intelligence, which is the primary indicator of talent, and unique abilities, which may be found in a particular subject and enable a person to carry out a specific task with a high level of originality and inventiveness, are two ways that general talent is displayed. So, intellect combined with effort equals talent (Olamafar, 2022).

Many scholars have given many meanings of the term "skills" from different angles. The definition used depends on the company's approach to using it, as well as its personality, the environment in which it competes, and other factors, as discussed in his paper *Applying Bibliometrics and Content Analysis to Talent Management (TM) as a field-driven phenomenon*. Even if there is little consensus now on the concept of skill (Gallardo-Gallardo, 2015).

Not all languages have a traditional meaning of the word "skills" The language used within the company affects the meaning of the abilities. Talent management is described as identifying mission-critical values, competencies, and

skills needed in the workforce of now and future. Many organizations no longer even understand what expertise entails (Kaliannan, 2022).

Additionally, control As a result, it can be concluded that skills are the best people for the job in a company and those who can contribute most to the achievement of its strategic goals. It was believed that skills are the only people capable of making a top-notch transformation to a company's characteristics. This belief supported Morton's definition of expertise as a small group of employees' knowledge, abilities, and philosophies (Subramaniam, 2013).

According to Morton (2004), talents are those persons who are able to significantly alter a company's operations. Goffee and Jones (2007) endorsed Morton's definition of talent as the knowledge, abilities, and mindsets of a few workers (Tarique, 2012).

In today's competitive climate, it is apparent that each firm's purpose is to outperform its competitors and eventually build a competitive advantage that would ensure the firm's survival (oyerinde, 2006).

Since there is no accepted definition for the term talent management, nearly every article on the subject begins with a discussion of its conceptual limitations. Talent management is defined as a company's commitment to finding, retaining, and developing the best and brightest workers available on the market (Cappelli, 2014).

Many recent articles in the practical literature describe “talent management” as a “mindset.” (Heckman, 2006).

Talent management (TM) is the process through which an company identifies prospective employees who will hold important positions in the future, It also emphasizes building a bigger pool of prospective workers to fill jobs in upcoming companies. Talent management (TM) is a tool that business managers may use to help them find, develop, and retain qualified employees (Harun, 2020).

Talent management (TM) is the organized process of finding, identifying, developing, and involving talent. Retention, and deployment of a company's most valuable employees. Talent is the application of all mental and physical abilities used in the process of repetition. In a productive technique, mental thinking, emotions, and behavioral abilities are developed (Lakhdar, 2021).

The most important definitions of talent are investigated. Each study agreed on the definition of talent as a set of knowledge, skills, abilities, experiences, values, habits, and behaviors owned by employees who enjoy a number of qualities, we define talent as "individuals who are currently or have the potential to make a different contribution to firm performance (Jooss, 2021).

Including superiority in cognitive ability, creativity, and innovation, and skills. According to the above definitions, talent can be defined as a collection of distinguishing characteristics that set a person apart from others, which are (abilities, knowledge, skills, experiences) that can be developed through continuous learning and training (seddik, 2021).

Recently, most companies have realized that talent management is an important method and is reflected in the achievement of enterprises and market shares. As most researchers agree on the topic that it is difficult to put a specific definition of talent management, because there are many definitions and terms related involving this subject (Alma, 2013).

The leading companies figured out the gifted people in the companies as a competitive and high climate level of welfare to effectively achieve sustainability aims (Mujtaba, 2021).

The Impact of "Culture" on the Meaning of "Talent" Each culture has given its own particular definition of the word talent, and this understanding explains how speakers of a specific culture regard talent (standpoints include exclusive/inclusive and subject/object). A fascinating illustration is presented by two civilizations, European and Japanese. European languages (English, Russian, Polish, and French) perceive genius as an innate trait, whereas Japanese language considers talent as a yet-to-be-achieved accomplishment (Baloch, 2018).

in recent times as a result, management talent shortages have arisen as a major human resource (HR) concern for many SMEs, which face comparable difficulties in hiring and maintaining the managerial talent necessary to implement their goals (Festing, 2013).

Talent management initiates employee involvement, if a company prioritizes employee welfare and talent management, it will produce employee happiness and dedication. (Yuniati, 2021).

Talent management is currently critical for the survival of profit-making firms in today's enterprises all over the world. Today, talent management is also required for a successful company environment (Ogbari, 2013).

There is still fierce worldwide rivalry for talented and valuable individuals. Reduced investment in management development (a critical tool for attracting, developing, and retaining talented employees) has a negative influence on a company's current and future competitive advantage (Karumuri, 2021).

Talent management is essential in any company because it meets the needs of talented employees. Because talent is linked to employee efficiency, the goal of talent management is to identify, hire, and retain the people who lead the company's success. Talent management is currently one of the most pressing issues for companies, and it is likely to remain so in the future (Warriach, 2021).

It is a high priority strategic process for companies that are forward-thinking and realize that their company's performance depends on their workforce. Job satisfaction is also one of the most difficult areas for service-based business managers to manage their employees today (Ramadan, 2021).

The three primary goals of talent management are to find, select, and develop employees who demonstrate excellent and improved performance and motivate others to achieve the same level of performance. First, talent management seeks to discover the gaps between existing talent and the skills needed for commercial success. Second, the company creates a talent management strategy that is healthy, integrated, and geared toward bridging talent gaps. Third, to enable and assist the implementation of appropriate recruitment and promotion options by management. Fourth: Talent development to enhance performance in current positions and prepare for advancement. Fifth, design the enterprise succession and retention strategy to maintain the quality of the enterprise. Sixth, evaluate the impact of business and worker performance during and after implementation (Lakhdar, 2021).

2.4.1.1. Importance of Talent Management

The major reason for the significance of talent management is that good talent management verifies the company's ability to recruit and retain key personnel. (Poorhosseinzadeh, 2013).

Talent management is critical for a company company to acquire its workers' skills and knowledge to assist the fulfillment of corporate goals (Sariwulan, 2021).

Our research shows there are more specialized approaches to talent in talent management than in traditional human resources management. Competitors' success is now more closely tied to a company's ability to use its people's unique skillsets, innovation, and integration than ever before (high potential and high potential) (Ganaie, 2017).

As indicated by a number of researchers, talent management is of strategic importance and contributes to companies' achieving outstanding business performance by allowing workers' unique talents to contribute to the creation of opportunities for cooperation, communication, and interaction with others. Environmental reasons have compelled companies to do company studies, and contemporary human resource management has allowed them to establish the managerial capabilities (Altındağ, 2018).

The importance of talent management is emphasized in that it emphasizes people while acknowledging the value of intangible resources in the knowledge economy. The significance and need of talent management. People management is the force that inspires talent, propels them toward innovative and outstanding work, and improves the allure of the business. Additionally, it aids in their professional development, giving them the opportunity to acquire the greatest abilities and the necessary speed to fill positions (Sopiah, 2020).

All of this increases their level of satisfaction and aspirations, lowers the risks associated with transferring them to other institutions, and increases employee capacity. Furthermore, effective performance that generates a competitive advantage depends on these people's competence and capabilities. Because there are people resources in the company with the potential to help accomplish organizational objectives, talent management is necessary (Rofaida, R, 2016).

In order to reach the company's goals and enjoy a competitive value among other companies, the company must focus on developing and improving employees. By creating talent pools for each organizational level in the company. The readiness of talent is clearly defined. Avoiding downtime caused by sudden departure from important roles, maintaining, and ensuring talent Positive talent refers to people with outstanding qualities, while talent as a subject refers to those with extraordinary talents and abilities (Ishiyama, 2021).

Contribution to the company's service Positions that potentially effect competitive advantage should be identified. This concept is a departure from conventional human resource management to systematically identify strategic and non-strategic roles essential to attaining sustained global growth (Liu, 2014).

In summary, as firms of all sizes and across sectors have faced significant revenue declines and budget restrictions, they have faced serious human management challenges such as hiring freezes and layoffs; salary freezes, bonuses canceled, compensation cuts; and how work is done (that is, telecommuting) As a consequence, the purpose of this research is to model talent management and incubation, taking into consideration a scan of the literature in the Covid-19 period, as well as a professional judge's assessment of the problem and the most relevant results (Martinez Muñoz, 2021).

Increased stress and burnout among employees. These were difficulties that existed in some form before. The epidemic, however, has made the issue worse. In a crisis like the COVID-19 pandemic, performance management theory and concepts still hold true, but some adaptations based on research are advised to address these particular issues and scenarios. Due to the talent management industry's expanding relevance, businesses and companies must address a variety of talent management issues

1 - The pressures generated as a result of the scarcity factor in the talented, which prevents the managers from drawing the attention of the managers in the short term to the processes of thinking and planning.

2- The significant increase in the global labor market.

3- Great visual representation in workplaces

4- The great diversity in the work force with a future vision about their own lifestyles and the process of accessing available information about job opportunities (Aguinis, 2021).

2.4.1.2. Talent management strategies

Practicing talent management is the key, but developing the magic behind managing an company's talent and incorporating it into an action plan that improves employee performance, in the widest sense, is the real challenge (Sousa, 2021).

2.4.1.3. There are Many Different Types of Strategies

- Strategy 1: Hire only the best employees

The benefits of this method are evident: You will get the finest personnel instantly, your employees will work well and maybe achieve high performance more quickly, your firm will develop more quickly, and you will be better equipped to confront difficulties and threats (Sidek, 2021).

- Strategy 2: Recruit and develop informed professionals

This second choice offers a number of benefits:

Talent may be discovered more rapidly. This may be important if you lack the time and skill to recruit the top staff. The employee has the potential to become a talented and trustworthy professional, and you may recruit two or even three promising professionals for the same price as your top performance (Siripipatthanakul, 2022).

- Strategy 3: Combine Strategy 1 and 2:

The method is best summed up by the following quotation: "The skill of individual team members does not determine the strength of your team. It represents their comradery, tenacity, and respect for one another. The following are the benefits of combining the two aforementioned: It enables you to benefit from both newly hired personnel and talent that already exists. The best talents may educate other workers, which results in knowledge transfer, and having the greatest talents and

excellent specialists (such as youthful employees) can assist the specialists improve quicker and inspire them (Giousmpasoglou, 2019).

2.4.1.4. Talent Management Process Steps

Your human resources department is organized via the talent management process. It's how you choose people, recruit them, and decide whether or not to train, inspire, and terminate them. The stages below explain how to establish your company's continuing talent management strategy. They include how to discover the most talented individuals available and then support them in staying with your business (Alsaad, 2021).

1: Identify the abilities you require: What happens in the talent management process first? Prior to proceeding, you must ascertain the kinds of assignments you need and the conditions you must satisfy (Martínez-Morán, 2021).

2: Attract the Right People: Make and publish targeted job adverts on reputable employment sites - Planning interviews and other ways to find the best candidate for the position is important in this situation, as is HR branding. Use of subjective evaluations, references, and examinations that put applicants in real-world circumstances, in addition to the standard questions, Employ the top candidates for the job (Dayeh, 2021).

3: Preparation and arrangement of work: assisting new workers to feel oriented by preparing for them as soon as they join the company. Specify the responsibilities you will delegate to them, plan training sessions, and assign current employees to assist the new hires (Kravariti, 2021)

4: Organizing learning and development: Developing the abilities of current personnel is often simpler than finding new talent. Additionally, even if we acquire excellent people, they may wish to learn something new for their new position. Planning to build a learning environment for our staff via conferences, courses, and a learning management system (Savov, 2020).

Step 5: Conducting performance reviews enables us to routinely assess employee performance and determine if employees are capable of handling new duties. This may assist the employee be ready for advancement and save us from

having to hire fresh talent. Step 6: Create a Plan to Keep Our Top Talent: Ensure job happiness and enhance business culture while maintaining employee pleasure at work via promotions, perks, and motivational techniques (Padoshi, 2018).

2.4.2. Talent Discovery

Talent discovery is defined as the process of searching for the required talent that the company identifies and that meets its needs (Fontenele, 2015).

New challenges faced by companies are forcing them to differentiate themselves from each other to gain a competitive advantage in the market. By discovering talents that meet the needs of the company (Reis, 2021).

The most important step in the talented industry is the process of discovering and identifying them; it is the precious opportunity that moves the talented from his normal situation to the job he deserves, allowing him to harness his talent to meet the needs of the company based on his experiences. The first step in determining the source of the proper individual for the position is to examine the demands of Strategic talent (Ibrahim, 2018).

As a result, organizational rules promote the empowerment of competent people by compensating workers fairly and sensibly and giving them a sense that their ideas and views are valued. It has also been shown that a healthy work-life balance helps with talent retention. In the present time (Jibril, 2022)

The company chooses a selection of individuals to promote, resulting in an additional payout from future productivity. Before moving forward with the discovery of talent, the firm or company must first identify its talent requirements and the departments that require experience and skill to fill these gaps and increase the company's successes (Madsen, 2020).

2.4.3. Talent Recruitment

Talent recruitment is the process of sourcing and selecting candidates for employment. The goal of talent recruitment is to find the best candidates for the job. To do this, recruiters use a variety of methods to identify potential candidates, assess their qualifications, and select the best candidates for the job (Wang, 2021).

Every firm, as well as every individual working in talent management and human resource management, has a continual problem in finding the proper people. Using high-quality selection interviews is crucial, and Recruiting Talent - Right Person, Right Job is particularly designed to teach new skills and information about this. Participants pay close attention to every step of the hiring process, including applicant screening, first-round interview strategy, and final candidate selection choices. The demands and employment interests of the company may influence how content is improved and personalized (Rahadi, 2022).

A company should apply a variety of tactics and approaches to attract and choose the most qualified staff. Identifying a talent pool is the first and most crucial step in the talent management process. A talent pool is a group of applicants that might become future corporate executives and lead the company to competitive performance (Daniel, 2018).

A crucial duty of the human resources division is hiring new employees. The procedures and activities that a company does with the main objective of locating and luring new workers are referred to as recruitment. For instance, the human resources division may use ads to boost the company's visibility among job seekers, provide information to job seekers to enhance the company's attractiveness, or create a brand for the employer (Mwaro, 2021).

It is obvious that efficient hiring is crucial to ensuring that we draw in the finest and most qualified employees. These include difficulties with recruiting the greatest individuals and the company's capacity to keep them once they have been hired (Saad, 2021).

A recent article in one of Canada's major newspapers mirrored similar results and forecast that the year's employment trends will include record hiring, growing average pay and benefits, and increased career prospects (especially for those approaching retirement age) (assuming the economy remains strong). "As the talent shortage becomes more acute," (Hughes, 2008).

There are many changes happening in the modern work market, and these abrupt shifts necessitate people adapting swiftly. Young talents have the aptitude and capabilities to deal with the unforeseen situations that arise on a regular basis. Employing youthful talent is the preferred strategy of the most lucrative and

productive businesses and companies, as they enjoy business-supportive activity (Verhaegen, 2005).

Hiring the appropriate talent is an ongoing struggle for any firm and every talent management and human resource management expert. The fast growth of online recruiting platforms, like LinkedIn and Lagos, has allowed the new paradigm of talent recruitment. Using high-quality selection interviews is crucial, and Recruiting Talent - Right Person, Right Job is particularly designed to teach new skills and information about this (Qin, 2020).

A company should be capable of identifying skills that are fit for its needs. Before the recruitment procedure begins, the talent criterion must be clearly apparent (Čizmić, 2021).

Established recruiting and selection process. It is challenging for businesses to locate qualified candidates since our educational system does not provide graduates for recently formed positions. It's critical for these businesses to obtain understanding of the innovative job profiles and the accompanying future work requirements, sometimes referred to as "21st century skills" (Sjoer, 2020).

2.4.4. Talent Development

Talent development is a process that helps individuals identify their natural places. His good is his good. The talent development process usually includes assessment and training (Werner, 2021).

The drawing's development division is searching for strategies to manage the talent they have and that of their enthusiastic, willing-to-go-the-extra-mile staff. Delivering value to workers is also essential additionally, motivation demands preparation in order to provide prospective employees a favorable first impression of your company, boosting the possibility that they'll stick around and put in their best effort (Spina, 2022).

Intelligence, experience, aptitude, and talent are adjectives used in education and psychology to describe socially accepted indicators that diminish the dynamic, developing, and contextual nature of individual-environmental relationships. It should be emphasized that the process of educating and leading the gifted is carried

out through unique supplementary programs for employees with a high level of intelligence, so as a special officer for them, he must assist in providing training and development plans to fulfill their needs (Aerni, 2021).

Gandz proposes the design of a talent development pipeline (2006). This architecture consists of a clear definition of talent development needs developmental paths, efficient HR tools to support talent identification, assessment and development, and a range of developmental methodologies (Garavan, 2021).

Talent developers in many fields have long realized that they need to plan highly differentiated training systems in order to grow and develop these talents (Gagné, 2007).

In talent development, a person's potential for success is transformed into actual success. Talent development refers to the methods and activities a business use to identify and cultivate talent (Preckel, 2020).

2.4.5. Talent Retention

It is the process of retaining high potential employees in a company. The goal is to keep these employees engaged and motivated so that they do not leave for another job. There are many ways to retain talent, including offering competitive salaries, providing challenging work, and giving employee's opportunities for professional development (Rabbi et al, 2015).

Another purpose of talent management is the retention of workers over a protracted period. By participating in training and other activities, employees must continue to see the company as a pleasant and fulfilling place to work. As a result, workers will be able to further their careers inside the organization. This may be accomplished by emphasizing both compensation (income, etc.) and business culture (Perpétuo, 2022).

Talent retention is an integral part of talent management because leaving work will cause great harm to the future of the company and jeopardize its existence, and the opportunity for the company to survive will increase if the company succeeds in retaining the expertise and talented employees it has by offering them temptations that suit their life and provide them with all their needs (Jothi, 2022).

Retaining talented personnel is essential for maintaining a competitive advantage. When employees are groomed, supervised, and inspired to produce their best performance, they create a pleasant environment in the company, which boosts the employee's chances of staying with the firm. The company's efforts It also emphasizes the necessity of retaining talent, since once an employee's skill and efficiency at work are developed, he becomes one of the employees with scarcity in terms of the talent he possesses and his work experience to finish the work with high precision (Kumar, 2022).

But within a fair time frame, since it becomes vital to keep this expertise that has matured within the company and is tough to replace. Because talent development takes time and money to get an individual to a certain level of efficiency. Companies must sometimes organize courses to improve employees' talents or send them on international missions to obtain skill, talent, and information from other countries. The company's cost (skilled employees) must be retained, as well as financial and moral incentives to commit to work (Niemi, 2021).

2.5. Underpinning Theories

2.5.1. Theories Explaining Talent Management

2.5.1.1. Eisenhower Matrix

The Eisenhower Matrix is an agent that helps businesses prioritize objectives according to their importance and urgency. The matrix, so named in honor of Dwight D. Eisenhower, who served as President of the United States from 1953 to 1961, enables businesses and individuals to discriminate between what is urgent and what is not. Things that are crucial are unraveled by things that appear to be advantageous in the short run (critical to long-term success) (mfondoum, 2019).

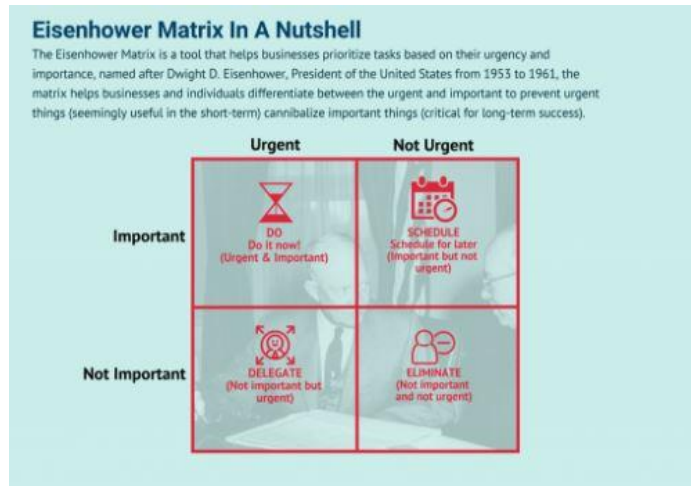


Figure 3. Eisenhower Matrix

2.5.1.2. Renzulli's Three - Ring Theory 1986 (3D Visualization Theory)

Joseph Renzulli's model focuses on mental traits, because in order for individuals to be described and categorized as gifted, they need more than general intelligence to be able to do so, especially since their behavior reflects an interaction between three groups of human traits: - Above average general ability. High level of perseverance and motivation. High level of creativity. Giftedness and excellence consist of the interaction (intersection) of three sets of human traits: above-average general abilities, high levels of task commitment (motivation, and high levels of creativity, and talented and talented are those who possess or have the ability to develop and use this combination of traits. In any valuable area of human performance, children who demonstrate interaction or who are able to develop interaction between the three groups require a wide variety of services and educational opportunity that are not usually provided by mainstream educational programs (Renzulli, 2021).

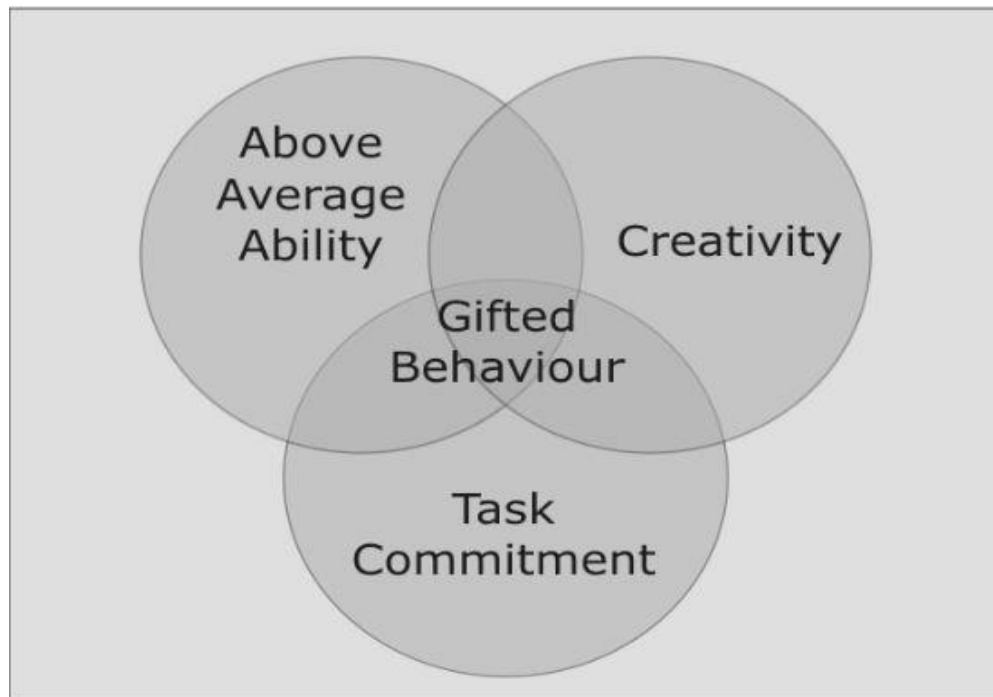


Figure 4. Renzulli's three - Ring Theory 1986

2.5.2. The Theory That Explains Competitive Advantage

2.5.2.1. Harvard Business Review

Harvard's ideal competitiveness hypothesis The theory of perfect competition, which has its origins in late nineteenth-century economic thought, describes a hypothetical competitive structure in which certain conditions are satisfied, such as the fact that all businesses sell the same goods, that businesses cannot affect prices, that consumers are fully informed about the products and their prices, and that there are no barriers to entry or exit from the market. The concept of perfect competition, which is the opposite of perfect monopoly, is an ideal standard or model to which real market structures can be compared. In perfect competition, a single company provides all goods and services, and it sets the price it sees fit because customers have no other options and it is difficult for new competitors to enter the market. In a market with perfect competition, there are many buyers and sellers, and prices are determined by the balance of supply and demand. Businesses make enough money to be able to continue operating, but if they want to increase prices to make more money, new competitors will enter the market with lower prices, causing prices to drop back to where they were before, earnings ratio once again (Goleman,2015).

2.5.2.2. Michael Porter's Theory

According to Michael Porter, price advantage and product differentiation are the two methods in which a firm may outperform its rivals. Price advantage is attained when a trading company charges less for the identical goods and services that its rivals do. When a corporation delivers goods and services that are superior to those of rivals, it achieves product differentiation. According to Porter, strategic management should focus on creating and preserving competitive advantage. The diamond model, a brand-new competition theory from Michael Porter, was unveiled. Porter asserts that countries have the greatest chance of success in sectors or industries where the national "diamond" is the most favorable (Moon, 2000).

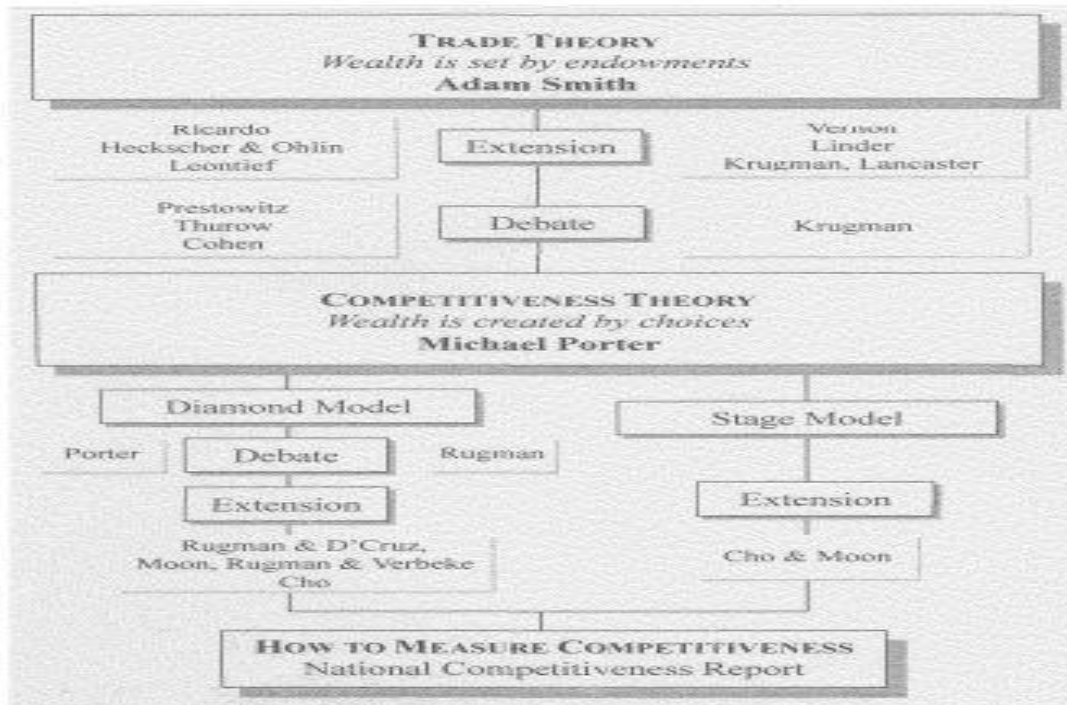


Figure 5. Evolution from Trade Theory to Competitiveness Theory

2.6. Hypothesis Formulation

2.6.1. The Impact of Talent Management on Competitive Advantage

Companies are refocusing their efforts on human capital and talent management. In a complex and dynamic work environment where companies strive to survive and gain a competitive advantage over competitors, talent management has tremendous potential to retain and develop the company's most valuable assets in

order to achieve a competitive advantage. The company has talents that meet its needs; the company innovates in production and production development (Al-Haraisa, 2022).

Talent management is essential for companies around the world, talent is the superior skill set that goes into many human resource functions, from attracting, hiring, developing, and ending with retaining a high-quality workforce. The growing interest in Growing realization of the influence personnel management techniques have on corporate success has given rise to talent management. And profitability indicators and measurements used by various users. Researchers evaluate the link between talent management competencies and financial organizational performance from a financial standpoint and illustrate why talent management is a worthy investment (Ahad, 2015).

H1- There is a statistically significant effect in talent management in achieving competitive advantage in the Kirkuk North Oil Company

2.6.2. The Impact of Talent Discovery on Competitive Advantage

The discovery of talents has a significant impact on achieving the competitive advantage, as if the company has high capabilities in discovering the talents it needs and the rare talents that occupy sensitive positions here, the company has achieved its progress over the rest of the companies and their distinction. In the midst of a world full of economic, political and technological changes, companies need to reliable constants to keep pace with all changes and improve its competitive advantage. The company should look for those talented people who can play the biggest role in the company's success, they are talents who have the capabilities, competencies, knowledge and skills that enable them to generate exceptional values and actions for the benefit of your company (Dinarzahi, 2022).

It is someone's unique innovation that makes a company unique and reaps profits for long periods of time. Talent discovery is one of the dimensions that has a noticeable impact on competitive precedence, as discovering rare talents in the competitive environment makes it very difficult for the company in light of the intensity of competition Between companies (Civera, 2022).

In order to meet the needs of a firm, it is important to find the right people that have the desired attributes. When other businesses can't provide a single service, this firm will have an edge in the race to compete with those who do their work at the competence of the single may be split as a means of providing the company with time, quality, and work experience (Lin, 2013).

H1a- There is a statistically significant effect in discovering talents in achieving competitive advantage in the Kirkuk North Oil Company

2.6.3. The Impact of Talent Recruitment on Competitive Advantage

Hiring the right talent is a constant challenge for every company, and every professional in talent management and human resource management. Recruiting Talent - Right Person, Right Job is specifically designed to provide new skills and knowledge about the critical importance of using high-quality selection interviews (Mai, 2022).

As hiring the right people in trusted and sensitive jobs is a great source of influencing the competition between the company and the rest of the companies in terms of the company's growth and development and maintaining the same quality in providing production to consumers Hiring the right talent is a constant challenge for every company, and every professional in talent management and human resource management (Thamage, 2021).

Recruiting Talent - Right Person, Right Job Designed to provide new skills and knowledge about the critical importance of using high-quality selection interviews Companies seek to formulate a strategy that focuses on planning their immediate and future needs for talented employees (and outlining actions to be taken to attract and retain talented employees. Participants focus on the entire recruitment process, from candidate screening processes, to the approach to first-round interviews, and decisions to be made about the final candidate. Content can be customized and fine-tuned to the company's hiring needs and interests, as hiring the right people in trusted and sensitive jobs is a huge source of competition influence. Between the company and the rest of the companies in terms of the company's

growth and development and maintaining the same quality in providing production to consumers (Abu-Darwish, 2021).

H1b- There is a statistically significant effect in Talent recruitment in achieving competitive advantage in the Kirkuk North Oil Company

2.6.4. The Impact of Talent Development on Competitive Advantage

The importance of talent development emerges from the fact that it helps to achieve the goals of the company, improve performance, and build institutional capabilities. It also helps to create a culture of self-company, and helps management to explain the long-term needs of talents, which will achieve the future of corporate planning. Many strategies are used in the name of Talent management - competency development, leadership development, innovation and creativity, emotional intelligence development, coaching, mentoring, feedback, challenge, etc (Yeşiltaş, 2022).

Are all useful but probably like spraying more water on the leaves than nurture. The roots, In addition, it contributes to: identifying the strengths and competencies necessary to achieve organizational expectations, identifying goals that lead to bridging the gaps in the current competencies, setting specific goals based on existing competencies, in addition to submitting proposals for a work plan and evaluating human resources, as well as proposing initiatives to provide and support performance And to clarify how to reorganize human resources, as it is very necessary to develop and develop talents in order to develop in the performance and advancement of the company and keep pace with progress and rapid development to keep pace with companies to outperform them in the competitive environment (Kumar, 2021).

H1c- There is a statistically significant effect in talent development in achieving competitive advantage in the Kirkuk North Oil Company

2.6.5. The Impact of Talent Retention on Competitive Advantage

The relationship of retaining talents and experiences is very important to achieve the competitive advantage of the company, as when the company discovers and develops these experiences in order to reach human capabilities that possess competence and experience in work (Khandelwal, 2022).

the company has made a financial and moral effort and costs that may be high in order to develop this talent Also, the time factor is very important, as it is difficult to develop new talents, so the company resorts to offering offers and temptations in order to keep and retain these talents without wasting (Ployhart, 2018).

Them easily in order to achieve a competitive advantage and a brilliant name that distinguishes it from the rest of the companies. The company must protect them from others who do not have the ability to face the new and resist change, and are afraid of the superiority of others that threatens their thrones. When you discover the gold mine (talent) you must preserve and protect it propose that positive interactions and communication between managers and employees contribute to retention (Marinakou, 2019).

H1d- There is a statistically significant effect on talent retention in achieving competitive advantage in the Kirkuk North Oil Company

2.7. Chapter Summary

In this chapter, talent management, its dimensions and its impact on competitive advantage are discussed. The basic concepts of talent management have been discussed and a set of definitions related to talent is presented in preparation for the definition of talent management. To the fundamentals of talent management that includes the levels and components of talent management and the core processes. Individuals from others within the company because of their high-level skills and competencies, and they have many characteristics of fluency, initiative and independence according to the levels of responsibility within the company and it consists of (talent heads, central talents, simple talents, talent support), and the owners of those talents are discovered through a number of methods such as (Intelligence test, educational achievement test, innovative thinking test, talent test,

smarter people test), and theories that include independent and dependent variables were also discussed. . Finally, I talked about the relationship between the variables and their hypotheses.

3. RESEARCH METHODOLOGY

3.1. Introduction

In this chapter, we discuss the study processes and the methodology chosen for it, then the researcher deals with and discusses the study population and its sample, and the tools used in collecting information on the subject, its validity and reliability. The statistical methods that were used to obtain the results of the study. We discussed how the questionnaire was designed.

3.2. Study Design

In this study, the researcher used the analytical descriptive method, which depends on the study of the phenomena as it really exists, as an accurate, quantitative description (Thomas, 2015), the questionnaires designed by the researcher based on prior studies and the study's assumptions were used to collect data for this investigation.

Then, questionnaires were given to north oil company in Iraq (Kirkuk Company) The acquired data were then subjected to a statistical analysis to determine the effects of each independent component on the dependent factor, in line with the study's aims and proposed hypotheses. Data and results were then gathered. In conclusion, suggestions and conclusions are made.

3.3. Population and Sample Size

3.3.1. Population Size

The study community is made up of all employees of north oil company in iraq (Kirkuk company), numbering (14000) males and females. Based on the company's human resources department, personnel preparation information was obtained.

3.3.2. Sample Size Determination

The sample of the study was made up of 555 employees from north oil company in Iraq (Kirkuk company), male and female, who represent (66.7) of the study community. They were randomly selected, with the researcher distributing the search tool (questionnaire) to the researcher's sample, 370 questionnaires were retrieved, and (185) questionnaires were excluded because the answers were incomplete. Not valid for statistical analysis, 370 questionnaires of the total sample of the study were analysed, representing (66.7) of the total sample.

Table 1. Sample Size Calculation

N	S	N	S	N	S
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Research Methods for Business A Skill-Building Approach By (Bougie& Sekaran, 2019)

3.4. Data Collection Method

The current study relied on the descriptive analytical approach, which aims to accurately identify certain elements of a phenomenon, by collecting the necessary data from a group of individuals associated with the phenomenon the research shop, where the researcher adopted in collecting the necessary data through two sources as follows:

1. Secondary data

In addressing the theoretical framework of the study, the researcher has turned

to a variety of sources such as magazines, books and other official websites related to human resources management practices and job satisfaction. In addition, particular emphasis has also been placed on relevant sources, in order to reduce problems of duplication of data during the secondary data collection process.

2. Preliminary data

The current study is based on the analytical descriptive method of answering the study questions and testing its hypotheses, and to address the analytical aspects of its subject, the researcher resorted to collecting preliminary data through the design of the study tool (resolution) to collect qualitative data from the analysis unit in this study staff after the necessary arbitration was made for its questions and paragraphs

3.5. Questionnaire Design

The questionnaire was meticulously crafted to enable data collection and enhance the reliability and validity of the data collected from respondents. The questionnaire contains the parts listed below:

1 Section A: It focused on the personal and organizational characteristics of the respondents including (age, gender, Qualifications, Years of experience, , job position)

2. Section B: (Talent management): 5 questions focused.

3. Section C: (Talent discovery): 6questions focused.

4: Section D: (Talent recruitment) 5 questions focused.

5: Section E (Talent development): 5 questions focused

6. Section F (Talent retention): 5 questions focused

7. Section G (Competitive advantage): 10 questions focused

Each paragraph of the axes is corresponding to a list bearing the following phrases: Strongly agree - Agree - Neutral – Not Agree - Strongly disagree.

3.6. Rating Scales for the Responses

The questionnaires statement is developed and evaluated on a 1-5 Likert scale, where “5” shows strongly agree with the statement and “1” shows to strongly disagree the statement, each paragraph of the axes is corresponding to a list bearing the following phrases: Strongly agree - Agree - Neutral – Not Agree - Strongly disagree. In order to measure the views of the study sample (Bougie & Sekaran , 2010, so by this measure, the answer to each question will get a value of 1 to 5, and table 3.3 explains this.

Each of the previous expressions has been given scores to be treated statistically as follows:

Table 2. Question alternative scores

Item	Scale
Strongly disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly agree	5

3.7. Measurement of Instruments

3.7.1. (Talent Management)

The variable talent management practices consists of five dimensions, the first dimension Talent management and consists of 5 questions, the second dimension Talent discovery consists of 6 questions, and the third dimension is a Talent recruitment consisting of five questions, the fourth dimension of the Talent development consists of 5 questions, and five dimension Talent retention the answer of which consists of a graded scale consisting of five alternatives: I strongly agree - I agree - neutral - I do not agree - I do not strongly agree.

3.7.1.1. Talent management

Talent management	
1	Determine the company's current and future needs of talented workers.
2	The company determines the number and type of talent needed to implement the corporate strategy.
3	The company assesses the capabilities and capabilities of its current talented employees to identify talent gaps.
4	Determining vacancies for talented individuals in the company.
5	Mapping the distribution of talented workers within the various administrative units at the university

Sources Adapted from (Dajani, 2016)

3.7.1.2. Talent Discovery

Talent discovery	
1	The company conducts predictive research in order to determine its talent needs
2	The company identifies the existing human competencies.
3	The company identifies its future
4	The company identifies its future business needs in time period of knowledge.
5	The company conducts gap analysis to identify its needs of talents.
6	The company uses qualitative forecasting methods.

Sources Adapted from (Obeidat, 2021).

3.7.1.3. Talent Recruitment

Talent recruitment	
1	The company has a specific staff to attract them
2	The company is actively looking for talent from outside sources
3	Before a job is advertised, an attempt is made to tap into the internal talent pool.
4	The company has clear plans to attract talented employees
5	The company relies on a modern approach to finding talent

Sources Adapted from (Al-Dalahmeh, 2021).

3.7.1.4. Talent Development

Talent development	
1	The company is constantly evaluating the performance of talented employees
2	The company has effective training programs to develop its talented employees.
3	The company tries to improve talented employee's knowledge through seminars
4	The company creates a positive work environment that improves the dissemination of knowledge
5	The company provides job training such as job rotation

Sources Adapted from (Al-Dalahmeh, 2021).

3.7.1.5. Talent retention

Talent retention	
1	The company gives salaries and incentives suitable for employees who have competencies and talents
2	The company respects its employees.
3	The company treats its employees as if they were business partners, not workers.
4	The company gives rewards to outstanding employees
5	The company has several policies to encourage career growth and development opportunities.

Sources Adapted from (Dajani, 2016).

3.7.2. Competitive Advantage

This variable consists of 10 questions, the answer of which is from a graduated scale consisting of five alternatives: Strongly agree - Agree - Neutral - Not Agree – Strongly disagree.

Competitive advantage	
1	The company works on adopting prices that are lower than those of competitors
2	When pricing its products, the institution takes into account the sensitivity of the consumer towards price
3	The company focuses on methods of cost reduction.
4	Quality is a major factor for the company to face the company's competitors in the market.

5	The company uses high-quality resources, no matter how high the prices
6	The company's management is committed to the scheduled timing of production operations
7	The institution is committed to providing after-sales services or delivery of its products
8	The institution has the ability to provide the product with a superior degree of accuracy and workmanship
9	The company has an excellent reputation in the performance of its work with customers
10	The company pursues modernization in its products and work methods.

Sources Adapted from (Akob, 2021).

3.8. The Technique of Data Analysis

Using descriptive analysis, the proportions and frequency of the variables were determined. Inferences about the population were drawn from the sample using correlation tests, and the statistical package for social scientists (SPSS) was used to simplify data analysis. The results are presented using tables and figures.

3.9. Statistical Package for Social Science (SPSS)

To achieve the objectives of the study and analyze the collected data, many appropriate statistical methods have been used using the statistical package for social sciences (SPSS).

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data

Analysis made utilizing (SPSS 25). The researcher utilized the following statistical tools:

1. Pearson correlation coefficient for Validity.
2. Cronbach's Alpha for Reliability Statistics.
3. Frequency and Descriptive analysis. (To analyze the personal data of the interrogators and identify the members of the study sample)

4. Regression. (To find out how talent management practices affect Competitive advantage)

5. Parametric Tests (Analysis of Variance).

3.10. Chapter Summary

In this chapter, Study Design, community size, and sample size were discussed, as indicated by Data Collection method and questionnaire design and rating scales for the responses. We discussed the Measurement of Instruments, Data Analysis, and Statistical Package for Social Science (SPSS).

4. RESULTS AND FINDING

4.1. Introduction

The objective of this chapter is to analyze the data collected through the questionnaire in order to provide a true picture of the research tool. This chapter includes descriptive analysis (organizational and personal characteristics). Which will be presented and discussed. And data analysis. And hypothesis testing. The results that answer these questions.

4.1.1. Response Rate and Demographic Profile

The response rate and the demographic profile of respondents are crucial in explaining the implications of the study results. Response rates and profiles of respondents (demographic characteristics) are therefore presented and talked about in the present section of the study.

4.1.1.1. Response Rate

The present study examined the competitive advantage in north oil company in Iraq (Kirkuk Company). The employees Kirkuk Company were selected to distribute the questionnaires, which is one of the most effective options for competitive advantage following from February to April of information collection, which included the distribution of 555 questionnaires, 370 questionnaires had been obtained, while the remaining (185) hadn't been returned and were incomplete.

Table 3. A summary of the questionnaire distributed is distributed.

Iraq	Total	Present (%)
Distributed questionnaires	555	100
Usable questionnaires	370	66.7%
Unreturned/incomplete questionnaires	185	33.3%

4.1.1.2. Respondents' Demographic Characteristics

The demographic profiles of respondents, including gender, age, Qualifications, Years of experience, job position, presented in Table 4.

Table 4. Frequency and percentage of demographic information

Variable	Variable Category	N	%
Gender	Male	265	71.622
	Female	105	28.378
Total		370	100
Age	Less than 28 years	120	32.432
	30 -28 years	133	35.946
	35 -30 years	55	14.865
	40 -35 years	34	9.189
	More than 45 years	28	7.568
Total		370	100
Qualifications	Diploma	220	59.459
	Bachelors	90	24.324
	Master	9	2.432
	PhD	4	1.081
	Others	47	12.704
Total		370	100
Years of experience	Less than 5 years	44	11.892
	From 5-10 years	211	57.027
	From 10 - 15 years	80	21.622
	16 years and More	35	9.459
Total		370	100
job position	Manager	28	7.568
	Assistant manager	56	15.135
	Head section	12	3.243
	Supervisor	70	18.919
	Employee	204	55.135
Total		370	100

Starting from Gender, the study sample reached (265) male individuals, (71.622) % while (105) female members reached (28.378) %. As for age, the examination test was isolated by the age into 5 classes. The level of the examination test individuals Less than 28 years was (120) (32.432%) of the assessment test, while the level of the assessment test individuals developed between from (30- 28) years were (133) (35.946%) of the assessment test, and the level of the assessment test

individuals whose ages were From a day From (35- 30) years of age (55) she informed (14.865 %) of the assessment test , while the level of the assessment test individuals developed between from (40- 35) years was (34) (9.189 %) of the assessment test , and the level of the assessment test individuals developed between from (More than 45 years) was (28) (7.568 %) of the assessment test . Moving on to Qualification, The assessment test was isolated by Qualification into 5 classes, and the amount of the examination test who got Diploma was (220) individuals, (59.459 %) and the amount of the examination test who got a Bachelor's declaration was (90) individuals, (24.324%), while the amount of the assessment test who gained a Master's authentication reached (9) individuals, (2.432%) of the assessment test, and the amount of the examination test who got PhD, (4) individuals, (1.081%)of the examination test , and the assessment test who gained a Others authentication reached (47) individuals, (12.703%) of the assessment test. As for Years of experience, the response was divided according to years of service into 4 sections. The number of people according to years of service Less than 5 years reached was (44) people with a percentage of (11.892%) From 5-10 years was (211) people with a percentage of (57.027%) From 10 - 15 years was (80) people with a percentage of (21.622%) and 16 years and More was (35) people with a percentage of (9.459%). The results revealed that the research sample for the job position, the response was divided according Job title into 5 sections. The number of people according manager was (28) people with a percentage of (7.568%) from Assistant manager was (56) people with a percentage of (15.135%) Head section was (12) people with a percentage of (3.243%) and Supervisor was (70) people with a percentage of (18.919%) and employee was (204) people with a percentage of (55.135%).

4.1.2. Test of Normality

A variable of interest can be tested for normal distribution using the one-sample Kolmogorov-Smirnov test (Thode, 2002).

The findings of the Kolmogorov-Smirnov test of normalcy are displayed in Table 5.

Table 5. Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Talent management	0.411	0.992
Talent discovery	0.571	0.894
Talent recruitment	0.749	0.637
Talent development	0.846	0.472
Talent retention	0.510	0.957
Competitive advantage	0.715	0.685
All paragraphs of the questionnaire	0.483	0.971

According to Table 5, if a variable's p-value is larger than 0.05, it indicates that the variable's distribution is normally distributed. The statistical data analysis should thus be carried out using parametric tests.

4.1.3. Reliability Analysis

Cronbach's alpha was used to determine the internal consistency and stability of the research instrument (questionnaire) using a reliability test. Indicating the amount to which it is free of bias or error, it provides uniform measurement across all of the instrument's components. In other terms, it may be simply defined as the measurement accuracy that incorporates stability and consistency. The researcher utilized Cronbach's Alpha, as shown in Table 6, to determine the minimum acceptable level ($\text{Alpha} \geq 0.60$) for each question in the questionnaire (Sekaran, 2013).

Table 6 shows the results of the Kronbach Alpha test of independent and dependent study variables in their different dimensions.

Table 6. The variables reliability values

Variable	Item number	Reliability coefficients
Talent management	5	0.749
Talent discovery	6	0.756
Talent recruitment	5	0.768
Talent development	5	0.713
Talent retention	5	0.707
Competitive advantage	10	0.766
Total	36	0.796

The table data demonstrate that the reliability values for Questioners aspect ranging 0.707- 0.768) while the reliability value for tool at whole was (0.796) this value appropriate for this type of studies.

For the all items, which is good indicator because it is greater than the accepted percent (0.07) (Sekaran, 2019). The internal consistency reliability was acceptable; it also can be considered to be reliable to achieve the research objectives.

4.1.4. Descriptive Finding

4.1.4.1. Mean and standard deviation for the axis (Talent management)

The results for the arithmetic mean and standard deviations for the axis (Talent management) were as follows:

Table 7. Mean and standard deviation of the axis (Moral Motivation)

N.O	Statements	Mean	Standard deviation
1	Q1	3.6239	1.25829
2	Q2	3.5342	1.17963
3	Q3	3.7222	1.15893
4	Q4	3.8718	1.14253
5	Q5	3.6154	1.18898
	Total	3.6735	0.982

From the previous table 7 that the general arithmetic mean of the first axis is 3.6735, while the general average of standard deviations was 0.982

4.1.4.2. Mean and standard deviation for the axis (Talent discovery)

The results for the arithmetic mean and standard deviations for the axis (Talent discovery) were as follows:

Table 8. Mean and standard deviation of axis (Talent discovery)

N.O	Statements	Mean	Standard deviation
1	Q1	3.7821	1.14952
2	Q2	3.8376	1.18254
3	Q3	3.8291	1.14443
4	Q4	3.9915	1.13845
5	Q5	4.0726	1.09968
6	Q6	4.1410	1.05706
	Total	3.9423	1.0554

From the previous table 8 that the general arithmetic mean of the axis Talent discovery is 3.9423, while the general average of standard deviations was 1.0554

4.1.4.3. Mean and Standard Deviation for the Axis (Talent Recruitment)

The results for the arithmetic mean and standard deviations for the axis (Talent recruitment) were as follows:

Table 9. Mean and standard deviation of axis (Talent recruitment)

N.O	Statements	Mean	Standard deviation
1	Q1	3.8761	1.12979
2	Q2	3.9103	1.17030
3	Q3	4.0342	1.07193
4	Q4	3.7607	1.16198
5	Q5	3.6880	1.08487
	Total	3.853	0.983

From the previous table 9 that the general arithmetic mean of the axis Talent recruitment is 3.853, while the general average of standard deviations was 0.983

4.1.4.4. Mean and standard deviation for the axis (Talent development)

The results for the arithmetic mean and standard deviations for the axis(Talent development) were as follows:

Table 10. Means and standard deviation of axis (Talent development)

N.O	Statements	Mean	Standard Deviation
1	Q1	3.5940	1.11646
2	Q2	3.4359	1.24910
3	Q3	3.6282	1.19486
4	Q4	3.7222	1.22727
5	Q5	3.9615	1.17677
	Total	3.668	1.065

From the previous table 10 that the general arithmetic mean of the (Talent development axis is 3.668, while the general average of standard deviations was 1.065

4.1.4.5. Mean and Standard Deviation for the Axis (Talent Retention)

The results for the arithmetic mean and standard deviations for the axis (Talent retention) were as follows:

Table 11. Mean and standard deviation of axis (Talent retention)

N.O	Statements	Mean	Standard deviation
1	Q1	4.0000	1.18285
2	Q2	3.7393	1.15550
3	Q3	3.7821	1.16436
4	Q4	3.6453	1.17111
5	Q5	3.8120	1.13040
	Total	3.795	1.087

From the previous table 11 that the general arithmetic mean of the (Talent retention axis is 3.795, while the general average of standard deviations was 1.087

4.1.4.6. Mean and Standard Deviation for the Axis (Competitive Advantage)

The results for the arithmetic mean and standard deviations for the axis (Competitive advantage) were as follows:

Table 12. Mean and standard deviation of axis (Competitive advantage)

N.O	Statements	Mean	Standard deviation
1	Q1	3.5584	1.12508
2	Q2	3.5328	1.04163
3	Q3	3.7117	1.09982
4	Q4	3.5693	1.11792
5	Q5	3.6642	1.14692
6	Q6	3.9234	1.11498
7	Q7	3.7701	1.06650
8	Q8	3.2628	1.00380
9	Q9	3.4453	1.07192
10	Q10	3.5109	1.04910
	Total	3.594	1.0677

From the previous table 12 that the general arithmetic mean of the Competitive advantage axis is 3.594, while the general average of standard deviations was 1.0677

4.2. Pearson Correlation Analysis

4.2.1. Sincerity of the internal consistency of the axis Talent management

Table 13. Correlation coefficients of the axis Talent management

NO	Items	Correlation coefficient	P-value
1	Q1	0.575**	0.00
2	Q2	0.696**	0.00
3	Q3	0.652**	0.00
4	Q4	0.692**	0.00
5	Q5	0.596**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

From the previous table, the correlation coefficients for dimension (Talent management) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, such as the correlation values. The coefficient ranged between (0.575 and 0.696), and this indicates the strength of the coefficients.

4.2.2. Sincerity of the Internal Consistency of the Axis Training & Development

Table 14. Correlation coefficients of the axis Talent discovery

NO	Items	Correlation coefficient	P-value
1	Q1	0.688**	0.00
2	Q2	0.672**	0.00
3	Q3	0.658**	0.00
4	Q4	0.686**	0.00
5	Q5	0.634**	0.00
6	Q6	0.527**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

From the previous table, the correlation coefficients for dimension (B.Talent discovery) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and

therefore it is possible to rely on these statements in conducting the study, such as the correlation values. The coefficient ranged between (0.527 and 0.688), and this indicates the strength of the coefficients.

4.2.2.1. Sincerity of the internal consistency of the axis Talent recruitment

Table 15. Correlation coefficients of the axis Talent recruitment

NO	Items	Correlation coefficient	P-value
1	Q1	0.585**	0.00
2	Q2	0.686**	0.00
3	Q3	0.672**	0.00
4	Q4	0.679**	0.00
5	Q5	0.640**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

From the previous table, the correlation coefficients for dimension (Talent recruitment) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, such as the correlation values. The coefficient ranged between (0.585 and 0.686), and this indicates the strength of the coefficients.

4.2.2.2. Sincerity of the internal consistency of the axis Talent development

Table 16. Correlation coefficients of the axis Talent development

NO	Items	Correlation coefficient	P-value
1	Q1	0.654**	0.00
2	Q2	0.676**	0.00
3	Q3	0.687**	0.00
4	Q4	0.625**	0.00
5	Q5	0.637**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

From the previous table, the correlation coefficients for dimension (Talent development) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, such

as the correlation values. The coefficient ranged between (0.554 and 0.687), and this indicates the strength of the coefficients.

4.2.2.3. Sincerity of the internal consistency of the axis Talent retention

Table 17. Correlation coefficients of the axis Talent retention

NO	Items	Correlation coefficient	P-value
1	Q1	0.572**	0.00
2	Q2	0.623**	0.00
3	Q3	0.677**	0.00
4	Q4	0.644**	0.00
5	Q5	0.574**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

From the previous table, the correlation coefficients for dimension (Talent retention) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, such as the correlation values. The coefficient ranged between (0.542 and 0.677), and this indicates the strength of the coefficients.

4.2.2.4. Sincerity of the internal consistency of the axis Competitive advantage

Table 18. Correlation coefficients of the axis Competitive advantage

NO	Items	Correlation coefficient	P-value
1	Q1	0.642**	0.00
2	Q2	0.633**	0.00
3	Q3	0.677**	0.00
4	Q4	0.679**	0.00
5	Q5	0.574**	0.00
6	Q6	0.695**	0.00
7	Q7	0.667**	0.00
8	Q8	0.617**	0.00
9	Q9	0.644**	0.00
10	Q10	0.524**	0.00

** . Correlation is significant at the 0.01 level (2-tailed).

From the previous table, the correlation coefficients for dimension (Competitive advantage) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, such as the correlation values. The coefficient ranged between (0.524 and 0.677), and this indicates the strength of the coefficients.

4.3. Hypothesis Testing

The researcher relied on simple linear regression to clarify the effect of each dimension of the independent variable on the dependent variable:

H1: There is a statistically significant effect in talent management in achieving competitive advantage in the Kirkuk North Oil Company

H1a: There is a statistically significant effect in discovering talents in achieving competitive advantage in the Kirkuk North Oil Company.

H1b: There is a statistically significant effect in employing talent in achieving competitive advantage in the Kirkuk North Oil Company.

H1c: There is a statistically significant effect in talent development in achieving competitive advantage in the Kirkuk North Oil Company

H1d: There is a statistically significant effect on talent retention in achieving competitive advantage in the Kirkuk North Oil Company

Table 19. The results of the application of the regression discovering talents, employing talent, and development with the achieving competitive advantage

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R	R Square	F	Sig
		B	Std. Error	Beta						
Variable	(Constant)	0.529	0.087		6.076	0.000	0.725	0.526	89.398	0.000
	Talent management	0.140	0.017	0.233	8.269	0.000				
	Discovering talents	0.155	0.016	0.259	9.414	0.000				
	Employing talent	0.178	0.017	0.299	10.228	0.000				
	Talent development	0.156	0.017	0.253	9.028	0.000				
	Talent retention	0.228	0.016	0.362	14.208	0.000				
a. Dependent Variable: competitive advantage										

Source: Prepared by the researcher based on the outputs of the SPSS statistical analysis program

The findings in Table 19 suggest that talent management has a statistically significant direct impact on competitive advantage in the case of the Kirkuk North Oil Company. in Iraq Petroleum ($p = 0.05$). The facts listed in Table 4.8 lend credence to this conclusion. The findings show that the value of the value test (F) is 89.398 and that the value of the correlation coefficient (R) is 0.725, the coefficient of determination (R^2) is 0.526. Because of this, we can prove that the hypothesis is support.

RECOMMENDATION AND CONCLUSION

Introduction

The suggestions mentioned by the researcher were covered in this chapter. We also discussed the key findings of the hypothesis, what the research entails from a theoretical and practical standpoint and the study's limitations as they relate to its representation of the objective, human, geographical, and temporal boundaries. Additionally, the study's findings were developed.

Discussion of Major Finding (Hypothesis)

In the first hypothesis, the results showed that talent management has a positive impact on competitive advantage the correlation coefficients for dimension (Talent management) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore it is possible to rely on these statements in conducting the study, such as the correlation values.

The results of the second hypothesis, which is related to the first dimension of talent management, identification of talents, indicated that the discovery of talents enhances the competitive advantage. At the significance level ($= 0.01$), the correlation coefficients for the two dimensions (talent discovery) show a significant positive correlation, and thus research may rely on these claims.

In the third hypothesis concerning the second dimension of talent management, talent recruitment, the results showed that talent recruitment has a positive impact on competitive advantage. The correlation coefficients for the dimension (recruitment of talents) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore these statements can be relied upon in conducting the study.

In the fourth hypothesis, which concerns the third dimension of talent management, talent development, the results showed that talent development has a positive impact on competitive advantage. The correlation coefficients for the dimension (talent development) have a strong positive relationship, at the

significance level ($\alpha = 0.01$), and therefore these statements can be relied upon in conducting the study.

In the fifth hypothesis concerning the fourth dimension of talent management, talent retention, the results showed that talent retention had a positive impact on competitive advantage. From the previous table, the correlation coefficients for the dimension (talent retention) have a strong positive relationship, at the significance level ($\alpha = 0.01$), and therefore these statements can be relied upon in conducting the study

Implication

Practical implication

The practical side includes: collecting data through a questionnaire and asking questions to the employees. These results were analyzed using the (SPSS) program to reach the required results and the validity of the hypotheses.

Theoretical Implication

The theoretical aspect of this study includes the study problem, its objectives, questions posed and procedural definitions. This aspect also includes previous studies and clarification of both the dependent and independent variables.

Limitation of the Study

Objective limits: The problem of the study aims mainly to address the impact of talent management on the competitive advantage in the Kirkuk North Oil Company. Spatial boundaries: The study was limited to the North Oil Company, Iraq, Kirkuk. Human limits: The study questionnaire was distributed to a sample of employees in the Kirkuk North Oil Company, in order to measure and analyze the level of the impact of talent management in achieving excellence for employees in the company from their point of view. Time Limitations: This study was conducted in the period between the third course and the fourth course of the academic year 2021/2022.

Recommendation of the Study

Following are some ideas and recommendations that can be made in light of the findings of the current study.

According to the present survey, firms should focus on hiring bright individuals and invest in their skill and intellectual capital, which are among their most important assets. to support outstanding people in their efforts to advance professionally and to gain new knowledge, abilities, and experiences via development and training. to regularly evaluate people in order to pinpoint current competencies, pinpoint talent shortages, and anticipate future talent requirements. To keep talented people on staff, reward them appropriately for their skills, and lower turnover, businesses should offer pay and benefits that are commensurate with their employees' abilities. Prior to obtaining and selecting fresh talent, businesses should first recruit internally from among their current workforce. Attention to attracting unique talents, developing and retaining them, due to their positive impact on giving the institution under study distinction over its competitors. The establishment under study of the institution of discussion sessions among its workers to invest their intellectual energies and enhance their loyalty to it. The interest of the institution under study in the flexibility of its operations, the quality of its products and the speed of its delivery to customers in a timely manner and with the required specifications.

Conclusion

This research focuses on the direct influence of talent management methods and their dimensions on gaining competitive advantage in the North Oil Company, Iraq, Kirkuk, as well as a study of the necessary staff competencies and talents. Websites, commercial research articles, earlier research papers, and books on company management methods, talent management, and its aspects. The aim of this study is to identify the level of importance of talent management in its various dimensions in the Iraqi Oil Industries Company, Kirkuk. and to evaluate talent acquisition in the company and its contribution to enhancing the competitive advantage of the Iraqi Oil Industries Company. And an attempt to emphasize the importance of talent management in the Iraqi Oil Industries Company. In light of the

ongoing and ongoing transformations, it has become an imperative for institutions that seek to achieve leadership in the field of business, and to integrate human resources and talents because it is more than inevitable for institutions that seek to achieve a competitive advantage, and this depends on the institution providing a space for communication between its members and work. On the development of their skills and abilities to achieve the goals of the institution alike, and in return the institution to choose talents that are consistent with the requirements of the company, its culture and strategic direction, which aims to achieve and enhance the competitive advantage in the long term in light of intense competition between institutions. One of the most pressing issues of our time, therefore, is the need to raise the performance levels of employees by developing their talents, then maintaining them by creating an effective company dominated by team spirit, and acknowledging talent's role in attaining high levels of achievement and excellence. The distinguished institution is the one that understands that its human capital is the foundation for creating competitive advantage via its abilities and experience, as opposed to the rest of the ordinary members of the institution, We have tried, through this study, to highlight the impact of talent management by its dimensions in achieving competitive advantage (Discovery of talents, recruitment of talents, development, and retention of talents) in achieving competitive advantage, and we found through the results of the study that talent management in its dimensions has a statistically significant effect on the competitive advantage in the company under study. The study also found acceptance of the main hypothesis and the sub-hypotheses, which states that there is a direct statistically significant effect of talent management in achieving competitive advantage in the company under study.

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APPENDIX

The Section (A) consists of questions about your demographic profile

Section A

Male <input type="radio"/>	Female <input type="radio"/>
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Age

less than 28 <input type="radio"/>	between 28-30 <input type="radio"/>	between 30-35 <input type="radio"/>	between 35-40 <input type="radio"/>	40 - and More <input type="radio"/>
--	---	---	---	---

How many years of experience do you have?

less than 5 years <input type="radio"/>	5- 10 years <input type="radio"/>	10- 15 years <input type="radio"/>	16- and more <input type="radio"/>
---	---	--	--

Qualifications

Diploma <input type="radio"/>	Bachelor <input type="radio"/>	Master <input type="radio"/>	Doctorate <input type="radio"/>	Other <input type="radio"/>
---	--	--	---	---------------------------------------

Job position

Manager <input type="radio"/>	Assistant manager <input type="radio"/>	Head section <input type="radio"/>	Supervisor <input type="radio"/>	Employee <input type="radio"/>
---	---	--	--	--

Section B (Talent management)

No.	Items	Agree	Strongly disagree	Disagree	Neutral	Strongly Agree
1	Determine the company's current and future needs of talented workers.					
2	The company determines the number and type of talent needed to implement the corporate strategy.					
3	The company assesses the capabilities and capabilities of its current talented employees to identify talent gaps.					
4	Determining vacancies for talented individuals in the company.					
5	Mapping the distribution of talented workers within the various administrative units at the university					
Section C (Talent discovery)						
1	The company conducts predictive research in order to determine its talent needs					
2	The company identifies the existing human competencies.					
3	The company identifies its future					
4	The company identifies its future business needs in time period of knowledge.					
5	The company conducts gap analysis to identify its needs of talents.					
6	The company uses qualitative forecasting methods.					
Section D (Talent recruitment)						
1	The company has a specific staff to attract them					
2	The company is actively looking for talent from outside sources					

3	Before a job is advertised, an attempt is made to tap into the internal talent pool.					
4	The company has clear plans to attract talented employees					
5	The company relies on a modern approach to finding talent					
Section E (Talent development)						
1	The company is constantly evaluating the performance of talented employees					
2	The company has effective training programs to develop its talented employees.					
3	The company tries to improve talented employee's knowledge through seminars					
4	The company creates a positive work environment that improves the dissemination of knowledge					
5	The company provides job training such as job rotation					
Section F (Talent retention)						
1	The company gives salaries and incentives suitable for employees who have competencies and talents					
2	The company respects its employees.					
3	The company treats its employees as if they were business partners, not workers.					
4	The company gives rewards to outstanding employees					
5	The company has several policies to encourage career growth and development opportunities.					
Section G (Competitive advantage)						

1	The company works on adopting prices that are lower than those of competitors					
2	When pricing its products, the institution takes into account the sensitivity of the consumer towards price					
3	The company focuses on methods of cost reduction.					
4	Quality is a major factor for the company to face the company's competitors in the market.					
5	The company uses high-quality resources, no matter how high the prices					
6	The company's management is committed to the scheduled timing of production operations					
7	The institution is committed to providing after-sales services or delivery of its products					
8	The institution has the ability to provide the product with a superior degree of accuracy and workmanship					
9	The company has an excellent reputation in the performance of its work with customers					
10	The company pursues modernization in its products and work methods.					

CURRICULUM VITAE

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