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**Human Resource Management**

**THE IMPACT OF TALENT MANAGEMENT ON COMPETITIVE**  
**ADVANTAGE CASE OF BISCUITERIE CHERCHELL.**

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**Abstract:**

In the ever-evolving landscape of business, organizations are perpetually in pursuit of gaining a competitive edge. This research, conducted within the premises of Biscuiterie Chercell, explores the dynamics of talent management and its direct implications on the company's competitive advantage. Employing a qualitative research approach, particularly interviews, the study examines the intricate interplay between the organization's talent management practices and its ability to gain a sustainable competitive edge.

The findings of this study reveal a profound correlation between Biscuiterie Chercell's talent management strategies and its competitive advantage. The qualitative data obtained through interviews with key personnel demonstrates how the organization's emphasis on talent acquisition, development, and retention significantly contributes to its market position, innovation capacity, and overall success. These results underscore the strategic importance of investing in and nurturing talent as a cornerstone for long-term competitive superiority.

**Key Words:** talent , talent management , competitive advantage , humain resources .

## **Résumé**

Dans le paysage en perpétuelle évolution des affaires, les organisations sont constamment à la recherche d'un avantage concurrentiel. Cette recherche, menée au sein de Biscuiterie Cherchell, explore la dynamique de la gestion des talents et son impact direct sur l'avantage concurrentiel de l'entreprise. En utilisant une approche de recherche qualitative, en particulier des entretiens, l'étude examine l'interaction complexe entre les pratiques de gestion des talents de l'organisation et sa capacité à acquérir un avantage concurrentiel durable.

Les résultats de cette étude révèlent une corrélation profonde entre les stratégies de gestion des talents de Biscuiterie Cherchell et son avantage concurrentiel. Les données qualitatives obtenues grâce aux entretiens avec le personnel clé montrent comment l'accent mis par l'organisation sur l'acquisition, le développement et la rétention des talents contribue de manière significative à sa position sur le marché, sa capacité d'innovation et son succès global. Ces résultats soulignent l'importance stratégique de l'investissement dans la gestion des talents en tant que pierre angulaire de la supériorité concurrentielle à long terme.

**Mots clés :** talent , gestion des talents , avantage concurrentiel , ressources humaines .

## ملخص :

في ظل الأعمال المتجددة باستمرار، تسعى المؤسسات باستمرار إلى الحصول على ميزة تنافسية. يتناول هذا البحث، الذي أجري في مصنع بسكويت شرشال، ديناميات إدارة المواهب وتأثيرها المباشر على الميزة التنافسية للشركة. باستخدام منهج البحث النوعي، ومن خلال المقابلات الشخصية، تفحص الدراسة التفاعل المعقد بين ممارسات إدارة المواهب في المؤسسة وقدرتها على الحصول على ميزة تنافسية مستدامة.

تظهر نتائج هذه الدراسة ترابط بشكل عميق بين استراتيجيات إدارة المواهب في مصنع البسكويت شرشال وميزتها التنافسية. البيانات النوعية التي تم الحصول عليها من خلال المقابلات مع موظفين رئيسيين تظهر كيف أن التركيز على اكتساب المواهب وتنميتها والاحتفاظ بها من قبل المؤسسة يسهم بشكل كبير في موقعها في السوق وقدرتها على الابتكار والنجاح العام. تسلط هذه النتائج الضوء على الأهمية الاستراتيجية للاستثمار في تنمية وإدارة الموارد البشرية كأساس لتحقيق التفوق التنافسي على المدى الطويل.

## كلمات مفتاحية :

المواهب , إدارة المواهب , الميزة التنافسية , الموارد البشرية .

## **Gratitude and Dedication**

We would like to express our deepest gratitude and heartfelt appreciation to the individuals who have been instrumental in the completion of this thesis. Their unwavering support, guidance, and belief in our abilities have been invaluable throughout this research journey. First and foremost, we are immensely grateful to our families ( zouar and aggoun ) for their unconditional love, understanding, and unwavering support. Their constant encouragement and belief in our capabilities have been a driving force behind our academic pursuits. We appreciate their sacrifices and unwavering faith in us. We extend our heartfelt thanks to our thesis supervisor,(Mohamed elhadj Leila), for their exceptional guidance, mentorship, and expertise. Their insightful feedback, valuable suggestions, and continuous support have shaped the direction and quality of this thesis. We are grateful for their dedication to our academic growth and their belief in our potential. Last but not least, we want to express our heartfelt appreciation to each other. Our partnership and collaboration throughout this thesis have been invaluable. We have complemented each other's strengths and supported each other through the challenges. Our joint effort and shared commitment to excellence have resulted in a stronger thesis. We are grateful for the opportunity to work together and the mutual support we have provided along the way. In conclusion, the successful completion of this thesis would not have been possible without the support and dedication of the exceptional individuals mentioned above. We dedicate this work to them as a testament to our gratitude. Their belief in our abilities, guidance, and unwavering support have been pivotal in our academic growth. We are deeply appreciative of their contributions to this thesis and our overall research journey.

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# **Introduction**

## **Introduction**

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### **Background :**

In today's highly dynamic and fiercely competitive business landscape, organizations face numerous challenges in their quest for sustainable success. One crucial factor that has emerged as a strategic driver for achieving a competitive edge is talent management. Effective talent management practices can enable organizations to attract, develop, and retain exceptional employees who possess the skills, knowledge, and abilities necessary to propel the company forward.

The focus of this thesis is to explore the impact of talent management on competitive advantage. Competitive advantage refers to the unique capabilities and resources that allow an organization to outperform its competitors, sustain its market position, and achieve superior financial performance. Talent management, on the other hand, encompasses a wide range of activities aimed at attracting, selecting, developing, and retaining talented individuals within an organization.

The importance of talent management has gained significant recognition in recent years as businesses strive to navigate an increasingly complex and interconnected global economy. In an era marked by rapid technological advancements, shifting demographics, and evolving customer preferences, organizations must rely on their human capital to drive innovation, adapt to change, and seize emerging opportunities.

By effectively managing talent, organizations can cultivate a workforce that possesses the requisite skills and capabilities to capitalize on market trends, deliver superior products and services, and respond swiftly to customer demands. Moreover, talent management practices can foster a culture of continuous learning and development, ensuring that employees remain engaged, motivated, and committed to achieving organizational goals.

The link between talent management and competitive advantage is rooted in the understanding that human resources represent a valuable source of sustainable differentiation. While competitors can replicate products, processes, or technologies, it is far more challenging to replicate a talented and engaged workforce. Organizations that excel in talent management gain a significant edge by leveraging the unique skills and capabilities of their employees to create innovative solutions, deliver exceptional customer experiences, and drive operational excellence.

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However, despite the recognized importance of talent management, many organizations struggle to design and implement effective strategies in this area. Challenges such as attracting top talent, identifying high-potential employees, fostering a culture of learning and development, and ensuring effective knowledge transfer within the organization pose significant hurdles.

Therefore, this thesis aims to investigate the impact of talent management practices on competitive advantage, examining the underlying mechanisms and exploring the key drivers that contribute to the successful implementation of talent management initiatives. By analyzing existing literature, conducting empirical research, and drawing insights from real-world case studies, this study seeks to provide valuable insights for organizations seeking to enhance their talent management practices and leverage human capital as a source of sustainable competitive advantage.

In summary, this thesis recognizes the critical role of talent management in shaping an organization's competitive advantage. It delves into the various aspects of talent management and its impact on organizational success. Through a comprehensive analysis of relevant literature and empirical research, this study aims to shed light on the strategies and practices that can enable organizations to attract, develop, and retain exceptional talent, ultimately leading to superior performance and sustainable competitive advantage.

**Study Purpose and Objectives:** The purpose of this study is to investigate the impact of talent management practices on competitive advantage. The objectives of the study are:

1. To examine the relationship between talent management and competitive advantage.
2. To identify the key drivers that contribute to the successful implementation of talent management initiatives.
3. To explore the underlying mechanisms through which talent management practices influence competitive advantage.
4. To provide insights and recommendations for organizations seeking to enhance their talent management strategies.

**Study Importance:** This study holds significant importance due to the following reasons:

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1. Addressing a pressing need: In today's dynamic and competitive business landscape, organizations are constantly striving to gain a competitive edge. Talent management has emerged as a crucial factor in achieving sustainable success.
2. Strategic implications: Understanding the impact of talent management on competitive advantage can enable organizations to develop effective strategies for attracting, developing, and retaining exceptional employees.
3. Practical relevance: The findings of this study can provide valuable insights for organizations, helping them enhance their talent management practices and leverage human capital as a source of competitive advantage.

### General problem :

What are the underlying factors and dynamics that link talent management practices to the attainment and sustainability of competitive advantage within biscuiterie cherchell ?

### Questions :

- What are the key talent management practices and strategies that have a significant impact on competitive advantage?
- To what extent does the alignment of talent management with an organization's strategic goals influence its competitive position?
- What are the challenges and barriers that organizations encounter in implementing effective talent management initiatives to gain a competitive edge?

**Study Limitations:** While this study aims to provide valuable insights into talent management and competitive advantage, it is important to acknowledge the following limitations:

1. **Generalizability:** The findings of this study may be context-specific and may not be directly applicable to all industries or organizational settings.
2. **Data collection:** The study's conclusions will rely on data collected through surveys, interviews, and case studies, which may be subject to respondent bias or limitations in data availability.
3. **Time constraints:** The study's scope may be limited by time constraints, preventing an exhaustive exploration of all aspects of talent management and competitive advantage.

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**Study Problem:** The study addresses the following problem:

Despite the recognized importance of talent management, many organizations face challenges in designing and implementing effective talent management strategies. These challenges include attracting top talent, identifying high-potential employees, fostering a culture of learning and development, and ensuring effective knowledge transfer within the organization. This study aims to explore these challenges and provide insights for organizations seeking to overcome them and enhance their talent management practices.

**Chapter one : Literature  
review and conceptual  
framework**

## **Chapter one : Literature review and conceptual firework**

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### **Introduction of chapter one :**

This chapter deccuded the relationship between talent management and competitive advantage. Talent management encompasses a range of activities, including attraction, retention, training and development, performance management, career development, By strategically managing these processes, organizations can optimize the potential of their human capital and position themselves ahead of their competitors. The research steps in this chapter are as follows:

- definition of talent .
- identify talent management and his evolution, process, features.
- identify competitive advantage and his type , demension , sustainable
- we tried to provide the intricate relationship between talent management and competitive advantage .

### **Section 1: Literature review**

#### **1 study previous:**

Study Title: "**Managing Human Resources for Competitive Advantage**" by Schuler, R. S., & Jackson, S. E. (2005) . Location and Time: United States, 2005 .This study reviewed the research and practice of managing human resources for competitive advantage. The authors found that effective human resource management is critical for achieving a competitive advantage and that human resource management practices must be aligned with the company's strategy. The study also showed that companies that can attract and develop talented employees are more successful in achieving a competitive advantage.

Shaban (2011) Study titled "**Intellectual Capital and Its Role in Achieving Competitive Advantage**"The study aimed to elucidate the role of intellectual capital in achieving competitive advantage in Jawwal Telecom, Palestine. Data were collected from 105 employees in administrative positions by way of questionnaire survey. The results show a significant correlation between intellectual capital and the achievement of competitive advantage. The research suggests that there is a strong need for top management to address intellectual capital as an important strategic resource, keep and develop it because of its importance and role in the company success and achieve the competitive advantage.

## **Chapter one : Literature review and conceptual firework**

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Urbancova's (2013) study titled: "**Competitive Advantage through Innovation and Knowledge**"The aim of this study is to show the importance of innovation and knowledge for gaining competitive advantage. The data were obtained through a questionnaire survey of 189 companies in the Czech Republic. The results show that the knowledge and experience of employees drive innovation to succeed and thus gain a competitive advantage to survive in today's competitive environment.

Fachr El Din (2013) Study titled "**Impact of Talent Management on Company Success**"The study aimed to examine the impact of talent management on employee engagement, employee satisfaction, company **growth** and high performance in the Egyptian oil industry the study used analytical methods .The results show a positive and significant association between talent management and positive organizational outcomes. (Employee engagement, employee satisfaction, company growth and high performance) that contribute to company success .

Diab (2014) study titled: "**Using Competitive Dimensions to Generate Competitive Advantage**"The purpose of this study was to find out whether Jordanian private hospitals use competitive dimensions (cost, quality, flexibility, and delivery) to generate competitive advantage. Data collected from 200 managers. The results show that private hospitals in Jordan use all dimensions of competition to gain a competitive advantage.

Mohammed's study (2015) titled: "**The Impact of Talent Management on Employee Engagement, Retention, and Value Addition in Acquiring Firm Performance**"This study aims to demonstrate the relationship between talent management and employee the relationship between performances in Poland. The study used analytical methods. The results show that talent management has a positive impact on employee engagement, retention and value creation, which will improve the company performance.

Khurshid & Darzi (2016) research titled: "**Managing Talent for Competitive Advantage**". The purpose of the study is to determine the importance of adopting talent management and its impact on competitive advantage by preserving and developing an organization's most valuable assets. The study used analytical methods. The results show that talent management intensifies competition for companies to maintain their larger market share and improve their position in a competitive business market.

## **Chapter one : Literature review and conceptual firework**

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Study Title: "**Talent Management: A Systematic Review and Future Agenda**" by Collings, D. G., Wood, G. T., & Szamosi, L. T. (2018) Location and Time: United Kingdom, 2018.

This study conducted a systematic review of talent management research and identified key themes and areas for future research. The authors emphasized the importance of integrating talent management with company strategy and goals in achieving a competitive advantage.

Study Title: "**Strategic talent management, social capital, and organizational performance**" by Garg, P., & Rastogi, R. (2019) Location and Time: India, 2019.

This study proposed a conceptual framework linking strategic talent management, social capital, and organizational performance. The authors argued that effective talent management practices can lead to the development of social capital, such as trust, shared values, and norms, which can contribute to a competitive advantage through improved employee collaboration, knowledge sharing, and innovation. The study suggested that future research should explore the mechanisms through which talent management practices influence social capital and organizational performance.

Study Title: "**Talent management practices and employee retention**" by Chaudhry, Q. A., & Javed, A. (2019) Location and Time: Pakistan, 2019.

This study examined the relationship between talent management practices and employee retention in the Pakistani banking sector. The results showed that talent management practices, such as career development, training, and compensation, were positively related to perceived organizational support, which in turn was positively related to employee retention. The authors suggested that effective talent management practices can contribute to a competitive advantage through improved employee retention.

## **2 Expected Contributions of the Current Study as Compared with Previous Studies:**

To clarify what distinguishes the current study from previous studies, some comparisons have been made, which are presented as follows:

### **2.1 Talent Management and Competitive Advantage:**

The current study expects to increase awareness about the role of Talent Management on attaining Competitive Advantage.

## **Chapter one : Literature review and conceptual firework**

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### **2.2 Environment:**

All previous studies have been mainly conducted Palestine, Jordan, Poland, Czech Republic, United Kingdom, United states, Pakistan, India and Egypt. In contrast, the current study was carried in Algeria.

### **2.3 Industry:**

this study is about an Algerian company that manufactures cookies.

### **2.4 Purpose:**

Most of the previous studies were conducted to measure either Talent Management or Competitive Advantage. This study was carried out to study Talent Management and Competitive Advantage and the impact of Talent Management on Competitive in Algerian company that manufactures cookies.

### **2.5 Methodology:**

Most previous studies were based on case studies and used the analytical approach of different companies and industries. The current study used the analytical and descriptive approach.

## **Section 2 : Conceptual framework**

This section includes the basic definitions and concepts of the Talent Management and Competitive Advantage.

### **1 Talent and talent management**

#### **1.1 definition of talent:**

We could define talent as being “a set of completely original personal skills. Less than 5% of employees are talented. They are rare and have “special skills that do not appear in the usual list of HRD skills”. In other words, these are key skills that are “exceptional and which are needed in order to work in new ways, master technologies or simply improve performance”. According to A. Roger and D. Bouillet “Talents are seen as a sub-set of skills; those in which the person concerned excels, and which distinguish them from others”. (Thévenet, 2012)

#### **1.2 Definition of Talent management:**

Talent management is the implementation of strategies or programs to increase the productivity of employees by developing their talents and recruiting new people with new skills to achieve high goals for the future. (kehinde, 2012)

## Chapter one : Literature review and conceptual firework

(Stan, 2012)views talent management as a combination of measured strategies for recruiting, developing, and retaining employees with specific talents to sustain a company's growth. Talent management is the strategy implemented by companies to achieve human resource goals and develop talented employees (Moczydłowska, 2012). According to (Ahmadi, 2012) Talent management can be defined as practices involving employee development, mobilization, and mentoring, based on placing each employee in the right position to guide their performance and career path. Talent management is a set of practices used by organizations to develop and hire new employees to improve performance .(Dhanabhakym, 2014)

is fit for their job by monitoring their talents and skills, ensuring their performance and productivity are developed and measured. According to (Tepayakul, 2016), talent management is a successful human resource management approach that enables a company to achieve a high level in the market and make employees best qualified for the position. From a researcher's perspective, talent management is a set of processes involved in identifying, recruiting, developing, and retaining talented employees to meet current and future talent business needs, improve performance, and achieve organizational goals .

Table 1 –evolution of the HR function towards talent management

	<b>Taylorian model</b>	<b>Flexibility model</b>	<b>GPEC model</b>	<b>Talent model</b>
	1870-1970	1970-1990	1990-2000	2000-
<b>Principles</b>	Do everythings yourself	Multitask	Adapt and suggest	Promote your rare skills
<b>organizations</b>	Pyramidal	Matrix	Cellular	Global
	Personnel administration	HR management	HR-business partner	Talent-business integrator
<b>careers</b>	Hierarchical promotion	Accumulation of specialties	Job cross-functionality	Voluntary mobility
	Career management by employer	Mobility supported by employer	Multiple employers	Career self-management

## Chapter one : Literature review and conceptual firework

				with support from employer
<b>Tools</b>	Py classification	Career management recruitment training	Skills development tools benchmarking annual appraisal mapping	Succession planning training in emotion management and leadership, coaching, challenging and mentoring

**Source :** (Thévenet, 2012)

### 2 Talent Management features :

Talent management is the most important process to achieve competitive advantage. Decisions about people should be made with the same rigor, logic and precision that are applied to decisions about capital investment, products, technology, and physical assets. To do anything less than this is to risk creating an organization that cannot perform effectively.

The following are the most important talent management features:

- 1- How well talent is managed is measured, and managers are held accountable for their talent management performance.
- 2- A strong employer brand clearly identifies the organization as an attractive place to work for individuals who want to-and can-be a source of competitive advantage.
- 3- The employment contract differs for a high-involvement organization and a global competitor organization. In the case of the former, it emphasizes long-term employment and a commitment to the organization. In the case of the latter, it emphasizes the employee's responsibility for personal growth and development and that the organization will help with the development but not guarantee employment stability.
- 4- the reward package that individuals receive fits their preferences and needs.

## **Chapter one : Literature review and conceptual firework**

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5- Critical skills for a competitive advantage are identified, and individuals with those critical skills are hired or developed, regardless of what it costs.

6- The selection process is used to identify who has or can learn the skills that the organization needs. It is also used to determine whether a prospective employee will fit well in an HC-centric organization and to on-board individuals.

7- In the case of high-involvement organizations, development opportunities for individuals are carefully planned and made available.

8- Career self-management is enabled through information systems and creating the opportunity for individuals to change their work assignments on an as-needed basis.

9- A major emphasis is placed on retaining high-performance talent. (Lawler, 2008)

### **3 Objectives and importance of Talent Management :**

Talent management plays an important role in every company in every industry when getting work done. Future workforce needs and expectations, career development and internal workforce affairs. It is also considered essential because talent includes ability. Talent management processes are key to individual employability and also help in employee retention. Employees rely on 'fit' to facilitate transformation and make jobs attractive for the future employee. In addition, the strategic positioning of talent management structures may emerge. Score higher on financial outcome metrics such as profit, talent productivity, and marketplace value. It also **increases** non-financial outcomes on two levels such as: B. The attractiveness of the company. By reducing lead times, achieving business goals, operational excellence, customer Enterprise level satisfaction.

Job satisfaction, motivation, commitment, quality of work and talent-level qualifications. Companies with Automated Talent Systems **Are Better** at It. Develop leaders, employees and plan for future talent needs. The same goes for talent management. Serving businesses by enabling them to hire the best talent and place the right people in the right place, creating high levels of engagement, increasing employee productivity, 15 Retain top performers, build career paths and promote employees. (Dhanabhakya, 2014)

## **Chapter one : Literature review and conceptual firework**

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### **4 Processes of Talent management:**

In this part , I delve into the intricacies of talent management, a vital aspect of modern organizations. This study explores how talent attraction, development, and retention are interconnected to foster organizational excellence."

#### **4.1 Talent attraction :**

Attracting external talents depends on the organization's values and how the potential candidates view the organization; it depends on whether the corporation carries a high value in the existing industry that they function in or they just function to survive. Therefore, Employer brand is one of the most important and crucial issues that can attract external talents easily. It is clear that all the talents seek growth and advancement; they cannot find it unless they look for high performance companies, which have good reputation. This issue can be supported by some researcher's quotes such as: The invention of an attractive employer brand is a critical issue in attracting external talent . Recruiting right people obliges strategic HR thinking and formulation of SMART entry requirement for selecting the right talents (pruis, 2011).

Attracting external talents has a direct relationship with 'employer brand', Some believe that attracting and retaining talents, focused on exclusive-people model, are the two fundamental necessities of talent management . Therefore, the first step that the talent management should focus on is "talent pool", which can be both internal and external to the organization. Thus, the "employer brand" and "employee segmentation" is to emphasize on attracting talent management (Iles, 2010).

Talented people join organizations, which they observe to be attractive and add leverage to themselves , Building a superior brand for the company can be very challenging so the firms should be creative to make a high-quality brand and also they need to have commitment to bring the best in the organization. Most of the top firms in the world recruit all the time. They look for talents continuously, it means that they don't recruit just when a position opens; they recruit when they find a talent. It doesn't mean that they don't focus on talent development; they may recruit talents whenever they find them and train within the company for the high positions (Glen, 2007 ) .

#### **4.2 Talent Development:**

In this highly competitive and dynamic business environment, where learning and development have become the pillars of success, no continuous learning is possible if strategists and HR professionals shift their focus to learning and developing talent to improve performance Unable to maintain performance organizational performance, talent

## **Chapter one : Literature review and conceptual firework**

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development is the process of improving employee skills and attitudes (Williamson, 2011). As companies are constantly changing technology business models and new strategies to address these changes, companies need to expand and improve the knowledge of their employees and develop strategies for growth. Practitioners need to keep in mind the integration and strategic fit between current talent and workforce capabilities (Mendez, 2011).

### **4.3 Talent retention**

Talent retention refers to the process of talented employees staying in the company for a long time. The loss of good employees in any company can be very detrimental for a number of reasons such as: B. Reduced productivity and increased costs to attract new talent pools (Echols, 2007). Talented employees leave the company when they are dissatisfied with overall rewards, leadership, company policies, etc. Some common factors that can support an employee's interest in working for the same company are commitment, empowerment, confidence and opportunities for career development, and a great work atmosphere. Working conditions and the work environment play a vital role in supporting employee job satisfaction and engagement. Some important components that employers should look for are a friendly, stress-free work environment that emphasizes open communication and warm working relationships (Vaiman, 2010).

Table 2- the talent management process

<b>Attract</b>
<b>Develop an attractive employer brand image .</b>
<b>Identify talented people internally for development .</b>
<b>Analyse current and future needs in terms of talent .</b>
<b>Retain</b>
<b>Understand motivational factors .</b>
<b>Turn managers and seniors into talent developers .</b>
<b>Invest in high quality working conditions and ongoing recognition .</b>

### Develop

**Take interest in the individual .**

**Widespread implementation of development tools .**

**Set the required level of responsibility and results .**

**Continual evaluation and training .**

**Manage conflicts .**

**Teach self-esteem .**

Source : (Thévenet, 2012)

## 5 competitive advantage :

### 5.1 Definition :

Korsakienė (2012) believes that competitive advantages include location advantages and performance advantages. Due to the superiority of resources and skills held and distributed in-store compared to competitors. For this reason, Competitive advantage is defined as a significant advantage over competitors due to cost attribution and its operating results depend on the positioning strategy. Competitive advantage prevents buying goods or loosening service providers as competitive advantage can be replicated. Competition is ongoing, so there is no guarantee that the competitive advantage will be maintained for a long time. (Sekliuckienė, 2011)

(Duncan, 1998) stated: "Assessing the degree of competitive advantage or disadvantage. Owns each of the identified strategic resources and capabilities. Assigns substitute values accordingly. Meets the following definition; Insufficient. Resources or capabilities below minimum requirements. Business. : suitable. Resources or skills are the minimum required to do this business, or at least compete. Attractive. Resources or capabilities superior to the minimum required to compete, but not. Represents a particular strength (or weakness in the case of a weakness). It just draws attention to itself suitable person.

Potential. The resource or skill is sufficient to warrant attention and represents an important strategy. Thoughtful. Competitive. The resource or capability represents a clear competitive

## **Chapter one : Literature review and conceptual firework**

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advantage/disadvantage Member of the Strategy Group. Unmistakable. Resources or capabilities cannot be copied by competitors. "

### **5.2 Competitive Strategy**

They are accepted competing strategic choices among possible strategic choices Alternatives to achieve business goals and enhance competitiveness Market focus, also known as corporate planning to create balance between its internal strengths and weaknesses and external opportunities and threats maintain a competitive advantage.(Dessler, 2006)

#### **5.2.1 Costleadership strategy:**

The **capability** of the company or business unit is: Provide similar products or services more effectively than its competitors. It is also known as Least dependent on strategies that leverage competitive advantage Cancel, reduce and cancel the cost of any event that does not reach you Add value to the market and target a large market to be able to set its price Ability to offer products and services at lower prices than competitors Specific Profit Margin, also known as the strategy pursued by the company Gain a competitive advantage if it can offer its products and services Meet the need to maintain relative value at the lowest cost in the industry acceptable level .(Wheelen, 2015)

#### **5.2.2 Differentiation strategy:**

Is a company's ability to deliver unique and superior value to customers over the long term quality, special features or after-sales service. It is also known as a strategy based on creating unique characteristics of products and services that are highly valued by customers, thereby making them more distinctive than those of competitors.(Dess, 2011)

#### **5.2.3 focus strategy:**

It is the ability of a company to provide unique and superior value to a particular buyer Groups, segments of market lines or geographic markets. The strategy is based on Select a small competitive frame within the industry.(Davis, 2007)

### **5.3 competitive advantage sustainable:**

A competitive advantage is sustainable when it is difficult for competitors to replicate or imitate, allowing a company to maintain its advantage over an extended period. Sustainable competitive advantages provide a company with a unique edge in the market, which translates into higher profits, increased market share, and long-term success. There are several ways in which a competitive advantage can be sustainable:

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**1-Intellectual property:** Companies can gain a competitive advantage by developing unique intellectual property, such as patents, trademarks, and copyrights. These legal protections prevent others from using or replicating a company's inventions, processes, or branding.

**2-Economies of scale:** When a company achieves economies of scale, it can produce goods or services at a lower cost than its competitors. This advantage can be sustainable if it is difficult for other companies to match the production efficiency or access to resources.

**3-Brand reputation:** A strong brand reputation can create a sustainable competitive advantage by providing customers with a sense of trust, reliability, and quality. It can take years of consistent branding and marketing efforts to establish a brand reputation that competitors cannot easily replicate.

**4-Customer relationships:** Companies that have a loyal customer base can sustain their competitive advantage by providing personalized service, understanding customer needs, and building strong relationships. These factors can create a barrier for new entrants trying to gain market share.

A sustainable competitive advantage is critical for companies to thrive in the long term. By developing unique intellectual property, achieving economies of scale, building a strong brand reputation, and fostering customer relationships, companies can create sustainable advantages that will help them outperform competitors over time. (Barney, 1991)

### **5.4 Competitive Advantage Dimensions:**

**1-cost:** Cost is the most commonly used dimension for businesses, especially in customers are price sensitive; companies can use their qualified workforce, low-cost raw materials, controllable costs and efficient operations to provide maximum value to consumers at lower prices than competitors. Companies can achieve cost advantage by having variable costs that are lower than marketing costs or by achieving lower operating and administrative costs; this means that there should be a balance between the cost of the product or service offered and its specification. Typically, companies tend to reduce fixed costs, maintain **constant** control over input materials, strive to reduce wage rates, and achieve high levels of production. From a researcher's point of view, cost is the ability of a firm to reduce costs by creating maximum value for customers at the lowest possible price. (Diab, 2014)

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**2-Quality:** Businesses focus on the quality of services and products to achieve customer satisfaction and meet expectations through the quality of product or service design and the quality of the service itself. Many companies strive to achieve high-quality services or products in order to survive and keep working in a competitive market. Using quality as a competitive tool requires companies to see quality as a path to customer satisfaction, not just a way to solve problems and reduce costs. Quality is a sine qua non for all business services, whether industrial, general or private, because quality is a key factor for the success of a business, as it plays an important role in utilizing resources and gaining a competitive position in the market . (Diab, 2014)

**3- Flexibility:** Flexibility is the ability of a company to offer many different levels to its target market by keeping up with technological developments and offering products and services according to customer expectations. Company 31 The ability to respond quickly and effectively to changing customer needs and expectations. As customer requirements change and increase in variety, low cost and best quality are no longer seen as competitive differentiators; however, price and quality are two core issues in many enterprise products. Flexibility has thus become a key competitive dimension, reflected in the ability of firms to adapt to offer specific products and services (Agha, 2012 ).

From the researcher's perspective, flexibility is the ability of a company to keep up with technological developments and respond to changing customer expectations and needs.

**4-Innovation:** Innovation is a new idea consisting of new products and services, new uses of existing products and services, new markets for existing products, or new marketing methods. It is also known as the process of adding value and a certain degree of novelty for the company, suppliers and customers, developing new processes, solutions, products and services and new marketing channels. A company's ability to come up with ideas of higher value can be a source of competitive advantage and a reason why customers choose one company over another . (Urbancova, 2013 )

(Tidd, 2011 ), innovation helps to gain competitive advantage in several ways. Key features of innovation include:

1. A strong relationship between market performance and new products and services.
2. New products and services help maintain market share and increase profitability.
3. Also through non-price factors: design, quality, customization.

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4. Process innovation reduces development time and accelerates development of new products and services compared to competitors. From a researcher's perspective, innovation is the process of turning an idea or invention into a service that creates value for customers.

### **6 The relationship between talent management and competitive advantage :**

There is a growing body of research that suggests a positive relationship between talent management and competitive advantage. Talent management refers to the strategies and practices that organizations use to attract, develop, and retain talented employees, while competitive advantage refers to the ability of a company to outperform its rivals in the market.

Effective talent management can help organizations gain a competitive advantage by enabling them to:

#### **6.1 Attract and retain top talent:**

Organizations that are successful in attracting and retaining top talent are better positioned to compete in the marketplace.

#### **6.2 Develop a skilled and motivated workforce:**

By investing in employee development and creating a culture of learning, organizations can build a workforce that is better equipped to meet the challenges of the marketplace.

#### **6.3 Improve organizational performance:**

Talent management practices that are aligned with business objectives can help organizations improve performance and achieve strategic goals.

#### **6.4 Foster innovation:**

Organizations that foster a culture of innovation and creativity are more likely to develop new products, services, and business models that can give them a competitive edge.

#### **6.5 Talent management can help organizations build a strong employer brand:**

Organizations that are successful in attracting and retaining top talent are more likely to be seen as desirable employers, which can help them attract even more top talent in the future. A strong employer brand can also help organizations differentiate themselves from competitors in the marketplace.

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### **6.6 Talent management can improve customer satisfaction:**

Organizations that invest in talent management are more likely to have a highly skilled and motivated workforce, which can lead to improved customer service and higher levels of customer satisfaction.

### **6.7 Talent management can lead to cost savings:**

Organizations that are successful in retaining top talent can reduce the costs associated with turnover, such as recruitment, training, and lost productivity. Similarly, organizations that invest in employee development can reduce the costs associated with hiring external candidates.

### **6.8 Talent management can help organizations adapt to change:**

In today's rapidly changing business environment, organizations need to be able to adapt quickly to new challenges and opportunities. A skilled and motivated workforce can help organizations respond to change more effectively, which can give them a competitive edge.

### **6.9 Talent management can drive innovation and creativity:**

Organizations that foster a culture of innovation and creativity are more likely to develop new ideas and products that can give them a competitive advantage. Talent management practices such as employee development, cross-functional collaboration, and knowledge sharing can help support a culture of innovation.

Overall, talent management can help organizations build a sustainable competitive advantage by creating a workforce that is skilled, motivated, and aligned with the organization's strategic objectives. the relationship between talent management and competitive advantage is complex and multifaceted. However, by investing in talent management practices that are aligned with business objectives, organizations can build a workforce that is skilled, motivated, and aligned with the organization's strategic goals, which can help them gain a sustainable competitive advantage in the marketplace .(Collins, 2006)

### **Conclusion of chapter one :**

The chapter has investigated the impact of talent management on achieving competitive advantage in organizations. The findings of the study indicate that effective talent anagement practices play a crucial role in enabling organizations to build and leverage their human capital to gain a competitive advantage. The study has identified several key talent management practices that contribute to achieving competitive advantage, including talent attraction,

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development,retention.However,It is essential for organizations to understand the strategic significance of their human capital and to manage their talent in a way that aligns with their overall strategic objectives.

Finally, Organizations that invest in their human capital, provide opportunities for growth and development, and foster a positive work culture, are more likely to attract and retain top talent, drive innovation, and achieve a competitive advantage .

**Chapter two : organization  
context and methodological  
framework**

## **Chapter two : organization context and methodological framework**

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This chapter is the field study portal and the bridge linking the theoretical aspect of the study and the field aspect. We will identify the field study headquarters, the location of the study. We will also learn about the methodological procedures used in the field study, the characteristics of the study sample, data collection tools, spatial and time limits, as well as analyze the results and adopt the answers obtained by the workers at the Scherchal confectionery.

### **Section 1 : organization context**

#### **1 Presentation of cherchell Biscuit Foundation :**

The new cherchell Biscuit Foundation is a spa stock, which has been selected for our study and for that we will introduce it and we will touch on its activity and the stages it has gone through as well as the nature of its activity and organizational structure .

Biscuiterie Cherchell is an Algerian company that manufactures cookies. It was acquired in 2005 by FLASH Algerie .

The new SPA biscuit cherchell is strategically located, specifically in the industrial area of Wade El Bala, on National Road N 24 in the Department of Cherchall, Tipaza, where it is 21 km from the State Headquarters and 88 km from the port of Algiers and about 100 km from the port of tennis, with a total area of 107,035 km.

Established by the Ministry of Industry's contract with the English company "Pakar Parkins", dated 25 January 1976, entered into this contract with the so-called parent institution "Riad Algiers", and it was agreed that the English company was installing the production equipment of the institution in question, but this was done for financial reasons. The parent enterprise sent some tyres for technical composition abroad in order to install the production equipment. The company began production in 1982 with an estimated capital of 620 million Algerian dinars. This process remained partial. In 1989, technical tyres installed a cocktail line. After 04 years, chocolate production equipment was installed.

In 1989, war bread and candy oven were installed, owing to the lack of specialization of technical frames in the installation of production equipment, KPC faced several obstacles and problems, the most important of which was a failure in equipment technology because it was manufactured by a foreigner, which affected the process of production.

#### **2 Aims of cherchell Biscuit Foundation :**

## **Chapter two : organization context and methodological framework**

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The cherchell Biscuit Foundation has objectives that it seeks to achieve, namely the following main points:

- continuity and stay in the market
- satisfy consumers' needs, tastes and preferences by offering high quality products.
- The expansion and development of its products √ the fact that Cherchal Biscuit's products included the state of Tipaza, Blida and Algiers only and therefore sought to be distributed to the rest of the country's states.
- employment of a certain proportion of the labour force thus contributing to the welfare of society and improving the economic level of its workers.

### **3 The capabilities of the New cherchell Biscuit Foundation :**

The New cherchell Biscuit Foundation in the Industrial Zone Wade El Bala is located on National Road No. 24 in the Department of Cherchell in the State of Tipaza. This location is characterized by the proximity of the main road as well as the tourist road leading towards Algiers "Port of Algeria" or towards Port of Tennis in addition to the launch of the Port of Algeria project "Hamdaniya" Beshchal, which is only a few kilometers away from the institution and will be strategically positioned with excellence, making it easier for the institution to move quite easily in terms of bringing raw materials and in terms of distributing its products to neighbouring states, are important factors in contacting the external world of the enterprise from suppliers, customers and wholesalers.

In addition to the signature factor, the organization has significant capabilities, the most important of which are:

- Know the market in which you are active and the various competitors who weigh in the confectionery market.
- The image of the brand you reached through the products of Cherchell biscuits
- Domestic Market Coverage and Export Expansion (Maghreb Countries)
- Try to make the applicable price in line with the quality of products taking into account consumer purchasing.
- Special products for patients with "celiac".
- Contributing to the exploitation of local primary resources "contributing to self-sufficiency".
- Exploiting national competencies.

## **Chapter two : organization context and methodological framework**

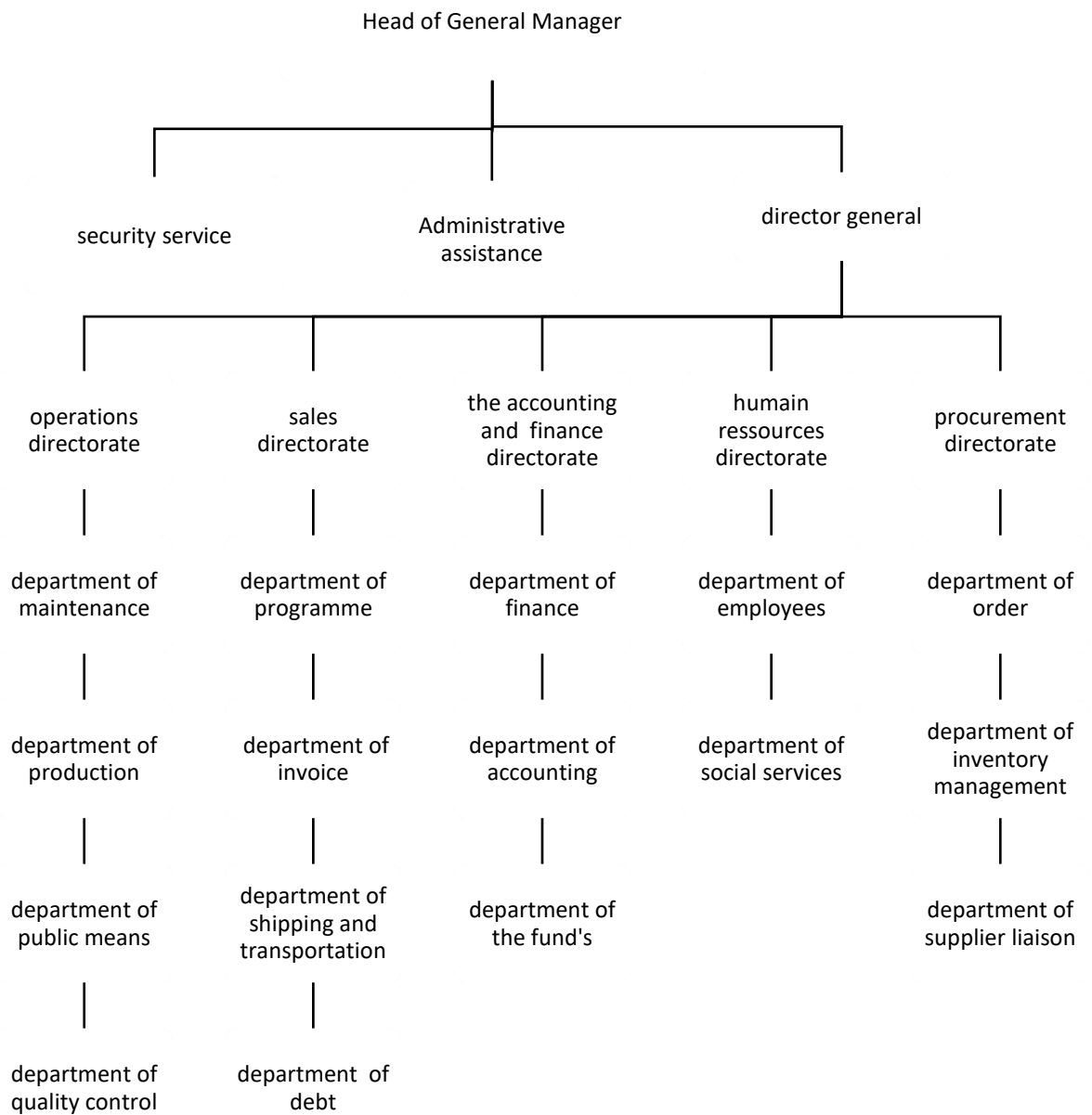
- Cherchell Biscuit Foundation provides various transportation and conditions conducive to the arrival of consumer products in the best conditions.(Provided by the Foundation)

### **4 Organizational Structure of Cherchell Foundation :**

Figure 01– the company of biscuitrie cherchell

## Chapter two : organization context and methodological framework

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Source : biscuitrie chercell

## **Chapter two : organization context and methodological framework**

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**Head of General Manager:** He is the official and decision maker who chairs the meetings, discusses shareholders and stakeholders to prepare strategic plans for the running of the institution, he is the senior management of the institution

**Director General:** The decisions of the Director General shall be taken by the Director General and shall monitor the smooth functioning of the plan.

**Administrative assistance:** It adjusts a schedule of working times in addition to keeping the books issued and received. It prepares reports for each meeting and receives internal telephone communications.

**Directorate of Operations:** The Directorate of Operations is important in the institution because it is the institution in producing the goods in the required quantities as well as in the appropriate quality and within the specified time limits It also reduces production costs by planning and controlling production and is divided into the Maintenance Department, which consists of a group of engineers and technicians who ensure the maintenance and control of machinery. In addition to the Quality Control Department, which ensures the quality of the product and its conformity with the health requirements and finally the Public Means Department.

**Sales Directorate:** This directorate ensures the performance of the sale function and customer service, and branches to the sales department where invoice orders are programmed and debt and receivables are followed up by the management of the warehouse, transport and shipment.

Its functions are summarized as follows:

Review customer lists and register their orders coordinate with the production officer to meet the customer's order.

Examine the orders of the enterprise contractor.

Consider customer complaints and coordinate with the Production and Development Directorate to improve the quality of the product to the customer's satisfaction.

**The Accounting and Finance Directorate,** which provides the institution with the necessary financial resources in a timely manner and from appropriate sources, monitors the movement of resources, evaluates their returns and analyses the results. Its role is as follows:

Regulation of fiscal policy in order to achieve its strategy.

## **Chapter two : organization context and methodological framework**

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Ensure the financial and economic balance of the institution.

Work to demonstrate the financial and economic status of the institution.

Ensure the application of applicable financial and accounting legislation.

Preparation of the Foundation's budgets and financial reports.

**Human Resources Directorate:** This Directorate is particularly obliged to work as an essential and necessary element as it is the holder of a significant role in the promotion and development of the enterprise by performing its work with full mastery and responsibility. It conducts human resources processes from the appointment and recruitment of salaries to evaluate performance for each worker in addition to providing social security services "Trade Union", divided by branches at the enterprise level of contractors and permanent workers represented by a trade union branch elected by the workers, including two members of the Equal Membership Committee.

### **Human resources functions are:**

Provide appropriate working conditions for the proper performance of users.

Providing the necessary care and social service attention to the communication process within and outside the institution.

Determination of the special pay and salary scale based on the worker's performance.

Development of the human resources workplan

Provide information to workers and improve communication methods by creating relationships with social groups and commissioners.

Evaluate users through performance competencies and qualifications.

**Procurement and Warehousing Directorate:** This Directorate determines the short, medium and long-term objectives of procurement or supply functions. It is also concerned with the conduct of the enterprise's supply and storage of raw materials and supplies and raw materials for the production process in coordination with the workers of the Warehousing Section.

## **Chapter two : organization context and methodological framework**

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**The Directorate of Research and Development:** It is responsible for improving the quality of the formula and developing by seeing everything we find in the field of preparation of sweets to obtain the best specifications and benefit from foreign experiences.

### **Section two :Data and method**

In this section, we will introduce the research method followed in our work in order to give answer to our problematic but also answers to our research questions. Indeed, we will describe the interview which used to collect data. Finally, we will go straight to the definition of our sample

#### **1 Research method:**

Our research aims to examine the influence of talent management on competitive advantage, specifically focusing on its potential implementation within Algerian companies, with BCH Company as a specific case study.

At the beginning of our work, we have asked the question about the method, the one suitable, to adopt in order to answer our problematic and research question. First, we have noticed that the nature of the reality observed is multiple thus it helped us to determine what we could know about this reality.

However, this first ontological question was a step for us to open and ask the second question which is the epistemological one. In fact, since the purpose of our study is the comprehension of talent management and competitive advantage within a company and also the interpretative purpose of the research; as a result, we have, finally, embarked on the qualitative method which fits our study's purpose.

Consequently, this inductive approach gives an empiric dimension to our study through analysing the case study. In few words, this qualitative inductive method is our way to access and analyse empiric data .

#### **2 Qualitative research :**

involves the quality of data and aims to understand the explanations and motives for actions, and also the way individuals perceive their experiences and the world around them. Qualitative research creates perceptions into a problem's context and provides ideas and hypotheses. Quantitative research seeks to establish a knowledge and understanding of numerous

## **Chapter two : organization context and methodological framework**

assumptions that have been developed in a study. Thus, during the planning and designing phases, it involves a cycle of consecutive phases of hypothesis formation and creativity, discipline, and patience.(ghanad)

### **3 Data collection:**

Based on our previous definition, our research method involves using the Interview Guide as the primary tool for data collection in our case study. This technique remains the most adaptable to our inductive approach. It allows us to explore deep inside to get the most pertinent information after analysing data. Yet, this inductive data collection grants an empiric size to our research study.

Considering that our research object is unveiled, the nature of our interview is semi-structured; which means open interview allowing new ideas to be brought up during the interview as a result of the interviewees' says. As we are the launcher of this Interview Guide, we have established a thematic framework consisting of four (04) axes for exploration. Please refer to the table below for further details.

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Table 3 :Interview Guide's Axes

Axe N°	Thematic	Objectives
1	Talent development	Understand the candidate's proactive approach towards personal and professional growth.
2	talent attraction	Determine the Determine candidates' ability to contribute to the organization's competitive advantage through their skills, experiences, and knowledge.
3	talent retention	Understand the candidate's perspective on factors that contribute to turnover and retention. Evaluate the candidate's understanding of the importance of employee satisfaction and engagement.
4	Competitive Advantage	Assess the organization's understanding of competitive advantage and its relevance to the industry and market.  Assess the organization's talent management and development practices to ensure they align with the goal of maintaining a competitive advantage.

Source: Elaborated by ourselves

First of all, our internship will officially start in February 2023 and end in May 2023. During these three months, we observed how the employees worked in this company. We've even brought in informative interviews that help us understand how the company is structured and how it works. According to this working rhythm and the importance of some employees' positions, we arranged interviews with the target personnel so that they would not be disturbed. We made an appointment:

## Chapter two : organization context and methodological framework

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- The first Interviewee on May 08th 2023 at 09h00;
- The second Interviewee on May 08th 2023 at 09h4;
- The third Interviewee on May 13th 2023 at 09h30;
- The fourth Interviewee on May 13th 2023 at 10h00 .

Actually, the interviews were conducted in a dedicated room specifically set up for intern students. This allowed the managers to carry out their tasks efficiently while also providing the opportunity to answer our questions on different topics. Each interview was estimated to last approximately 20 minutes.

### 4 samples and setting:

We have used the non-random method to choose our sample i.e. conveniencesampling as the selecting method of our sample. In other words, the choice of the samplewith who we have conducted our interviews is due mainly to their position that fits withour subject study.

Moreover, we have taken into consideration the characteristics of theinterviewees who are experienced managers in the HRD. The following table showsinterviewees' profiles :

Table 4- Interviewees' Profiles

Interviewee's position	Experience	Assignments	Date and place
HRDepartment manager	20 years	Managing human resources, employee relations,recruitment, training, and organizational culture.	Her office within BCH on May 08th 2023 at 09h00
Financial and accounting manager	15 years	Overseeing,financial operations, budgeting, accounting, and ensuring financial compliance	His office within BCH on May 08th 2023

## Chapter two : organization context and methodological framework

			at 09h45
Commercial manager	12 years	Handling sales, marketing, customer relations, business development, and market strategy.	room specifically for intern students on May 13th 2023 at 09h30
Stock manager	07 years	Managing inventory, stock control, procurement, and supply chain operations.	room specifically for intern students on May 13th 2023 at 10h00

Source: elaborated by ourselves

### 4.1 The list of the question given for Interviewees :

#### Axe N° 1 : talent development

Question n° 1 : Is BCH always seeking to identify its employees training needs?

Question n°2 : Do the direct supervisors at BCH give their employees honest feedback to improve their performance and development?

Question n°3: Does BCH encourage talented members to train their colleagues?

Question n°4 : Does BCH provide ongoing opportunities and support for education and training inside and outside?

Question n° 5 : Does BCH provide the right amount of support and guidance to its employees?

#### Axe N°2 : talent attraction

Question n°1: Does BCH figure out what kind of talent it needs?

## **Chapter two : organization context and methodological framework**

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Question n°2: Does BCH create a culture that makes employees want to join BCH?

Question n°3 : Does BCH hire people based on their skills and experience?

Question n°4 : Are BCH benefits satisfactory?

### **Axe N°3 : talent retention**

Question n°1 : Does BCH encourage staying in the organization for a long time?

Question n°2: Does BCH discuss options with employees who wish to leave the organization?

Question n°3 : Does BCH provide opportunities for fast career development?

Question n°4: Is BCH keen to treat its employees as partners rather than workers?

### **Axe N°4 : competitive advantage**

Question n°1 : Does talent management practices have a significant role in achieving a competitive advantage?

Question n°2 : Are BCH objectives characterized by adapting to unexpected changes in the internal and external environment?

Question n°3 : Does BCH seek to deliver its services to the furthest point?

Question n°4 : Does BCH seek to produce products that meet customers' needs and exceed their expectations?

Question n°5: Does BCH search for ways to provide services at a lower cost?

Question n°6: Is BCH able to reduce its operational costs?

Question n°7 : Is BCH quick to introduce new services

# **Chapter three : Data Analysis**

## **Chapter three : Data analysis**

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We have completed the data collection phase by conducting interviews with four influential managers. now we will proceed to analyse the amount of data collected.

Our chosen method follows a traditional approach, content analysis by transcribing the interviews then treating data; This means we will analyze the data based on themes and categories or segment it into relevant themes and keywords. However, our approach differs from the conventional one in that we utilize a Computer-Assisted Qualitative Data Analysis

Software (CAQDAS), specifically NVivo Plus version 10, that shows the key words in a word cloud according to their frequency in the text. However, this tool insures more objectivity when analysing data; hence, the findings are more reliable and valid.

### **Section one : Findings and discussion**

#### **1 Interview guide**

Preamble: Good morning, I am a graduate student at ENSM School of management, preparing a Master degree in Human Resources Management. We thank you for receiving us today and forgiving us time. In a few words, this today's interview is a part of a Master's degree memoir in HRM at ENSM School under a theme : "the impact of talent management on competitive advantage" In particular, this research aims to explore the intricate relationship between talent management and competitive advantage within a company in the Algerian context . Through this interview, we aim to collect information concerning your opinion, perception and even your daily managerial practices of this new state of mind, this innovative approach as being an HR manager who is daily confronted to manage people precisely those talented. The interview we achieve now is exploratory. This means that we would like to collect maximum ideas about this topic. Of course, all what will be said in this interview will remain absolutely confidential. However, if we propose for you to record it, it is just to make it easy to collect data in details and avoid any errors in the verbatim. If you want, we will give you back the recording once we finish with writing the information that are necessary for our research.

#### **2 The axes of interview guide :**

To conduct our study, we have organized our Interview Guide into different categories or sections, each focusing on a specific aspect of our research topic. This division helps us explore

## **Chapter three : Data analysis**

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the subject comprehensively and gather relevant insights from the participants. The axes provide a structured framework for our interviews and ensure that we cover all the necessary dimensions of our research.

## Chapter three : Data analysis

Table 5- table of questions and answers for each employee

Questions	Answers	Questions	Answers
Quest 01 : Is BCH always seeking to identify its employees training needs?	Ans 01: Yes, BCH puts effort into identifying and addressing the training needs of its employees.	Ques 11 : Does BCH discuss options with employees who wish to	Ans 01:Absolutely! BCH values open communication and respects the decisions of its employees.
	Ans 02: While BCH acknowledges the importance of identifying employees' training needs, it may not always be possible to address every individual's requirements due to resource constraints or other factors.		Ans02: at BCH, we believe in having honest and transparent conversations with employees who express their intention to leave.
	Ans 03: Indeed, BCH strives to proactively identify the training needs of its employees		Ans03:Definitely! BCH recognizes that employees' career aspirations may change over time .

## Chapter three : Data analysis

	<p>Ans 04: Certainly, BCH recognizes the significance of identifying employees' training needs and has established processes to address them .</p>	<p>leave the organization?</p>	<p>Ans04:Certainly! BCH values the well-being and career satisfaction of its employees .</p>
<p>Ques 02 : Do the direct supervisors at BCH give their employees honest feedback to improve their performance and development?</p>	<p>Ans 01: At BCH, direct supervisors aim to provide honest and constructive feedback to employees</p>	<p>Ques 12 : Does BCH provide opportunities for fast career development?</p>	<p>Ans01:Absolutely! BCH values and supports the career growth of its employees .</p>
	<p>Ans 02: While direct supervisors at BCH are encouraged to provide honest feedback</p>		<p>Ans02:Yes, at BCH, we believe in fostering a culture of rapid career development.</p>
	<p>Ans 03: Yes, the direct supervisors at BCH generally understand the importance of honest feedback for employee performance</p>		<p>Ans03:Definitely! BCH is committed to providing opportunities for fast career development.</p>

## Chapter three : Data analysis

	<p>Ans 04:Definitely! BCH has a performance management process that emphasizes honest feedback from direct supervisors to support employee growth.</p>		<p>Ans04:Certainly! BCH recognizes the importance of offering accelerated career development opportunities.</p>
<p>Ques 03 : Does BCH encourage talented</p>	<p>Ans01:Absolutely! BCH strongly believes in fostering a culture of knowledge sharing and collaboration</p>	<p>Ques 13: Is BCH keen to treat its employees as partners rather than workers?</p>	<p>Ans01:Absolutely! BCH values a partnership approach with its employees.</p>
	<p>Ans 02: Yes, We encourage the talented membres to contribute to the development of their colleagues through training and mentorship opportunities</p>		<p>Ans02:Yes, at BCH, we embrace a partnership mindset with our employees.</p>
	<p>Ans 03 :Definitely! BCHrecognizes the value of internal knowledge transfer and actively promotes and</p>		<p>Ans03:Definitely! BCH takes pride in treating</p>

## Chapter three : Data analysis

<p>members to train their colleagues?</p>	<p>supports talented members in training their colleagues.</p>		<p>employees as partners rather than just workers.</p>
	<p>Ans 04 :Certainly! BCH understands the importance of leveraging internal talent.</p>		<p>Ans04:Certainly! BCH believes in cultivating a partnership-oriented approach with its employees.</p>
<p>Ques 04 : Does BCH provide ongoing</p>	<p>Ans01:Absolutely! BCH is committed to providing ongoing opportunities and support for education and training.</p>	<p>Ques 14 : Does talent management practices have a significant role in achieving a competitive advantage?</p>	<p>Ans01:Absolutely! Talent management practices play a crucial role in establishing a competitive advantage.</p>
	<p>Ans 02:Yes, at BCH, we recognize the importance of lifelong learning.</p>		<p>Ans02:Yes, talent management practices are integral to gaining a competitive advantage.</p>
	<p>Ans 03:Definitely! BCH believes in investing in the growth and development of our employees</p>		<p>Ans03:Definitely! Talent management practices directly contribute to a competitive advantage.</p>
	<p>Ans 04:Certainly! BCH is dedicated</p>		<p>Ans04:Certainly! Talent management practices are</p>

## Chapter three : Data analysis

opportunities and support for education and training inside and outside?	to fostering a culture of learning and growth		a key driver of competitive advantage .
Ques 05 : Does BCH provide the right amount of support and guidance to its employees?	Ans 01:Yes, BCH strives to provide the right amount of support and guidance to its employees	Ques 15:Are BCH's objectives characterized by adapting to unexpected changes in the internal and external environment?	Ans01:Absolutely! BCH understands the importance of being agile and adaptable in a dynamic business landscape.
	Ans 02:No, providing the right amount of support and guidance to employees is an ongoing challenge for BCH.		Ans02:Yes, at BCH, we prioritize adaptability in our objectives.
	Ans 03:Yes, BCH places importance on providing support and guidance to its employees.		Ans03:Definitely! BCH's objectives are characterized by adaptability and resilience.
	Ans 04:No, BCH acknowledges that providing the right amount of support and guidance to employees is an area for improvement.		Ans04:Certainly! BCH is committed to setting objectives that encompass adaptability and agility.

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<p>Ques 06 : Does BCH figure out what kind of talent it needs?</p>	<p>Ans 01:Absolutely! BCH invests significant effort in identifying the specific talent it requires</p>	<p>Ques 16 :Does BCH seek to deliver its services to the furthest point?</p>	<p>Ans01:Absolutely! BCH strives to reach and serve customers in the furthest corners.</p>
	<p>Ans 02:Yes, at BCH, we understand the importance of aligning talent with our business needs.</p>		<p>Ans02:Yes, at BCH, we are committed to delivering our services to the furthest point.</p>
	<p>Ans 03:Definitely! BCH takes a proactive approach in determining the kind of talent it needs.</p>		<p>Ans03:Definitely! BCH aims to provide its services to the furthest point possible.</p>
	<p>Ans04:Certainly! BCH recognizes the significance of matching talent to organizational needs</p>		<p>Ans04:Certainly! BCH places great importance on reaching customers in the furthest point of our service area.</p>
<p>Ques 07 :Does BCH create a culture that makes employees want to join BCH?</p>	<p>Ans 01:Absolutely! BCH strives to cultivate a compelling and engaging culture that attracts</p>		<p>Ans01:Absolutely! BCH is dedicated to producing products that not only meet the needs of our</p>

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	talented individuals.	<p>Ques 17 :Does BCH seek to produce products that meet customers' needs and exceed their expectations?</p>	customers but also exceed their expectations .
	Ans 02:Yes, at BCH, we believe that culture plays a pivotal role in attracting top talent.		Ans02:Yes, at BCH, customer satisfaction is our top priority
	Ans 03:Definitely! BCH is dedicated to building a culture that attracts and retains exceptional talent.		Ans03:Definitely! BCH strongly believes in delivering products that meet customers' needs while surpassing their expectations .
	Ans 04:Certainly! BCH understands the importance of a strong culture in attracting talented individuals.		Ans04:Certainly! BCH is committed to producing products that not only satisfy customers' needs but also delight them.
Ques 08 : Does BCH hire people based on their skills and experience?	Ans 01:Absolutely! BCH places great importance on hiring individuals based on their skills and experience .	<p>Ques 18 :Does BCH search for ways to provide services at a lower cost?</p>	Ans01:Absolutely! BCH is always exploring opportunities to optimize operations and provide services at a lower cost .
	Ans 02:yes, at BCH, we prioritize hiring individuals with the right skills and experience for		Ans02:Yes, at BCH, we are committed to finding ways to provide services at a lower cost.

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	the roles we available.		
	Ans 03:Definitely! BCH values skills and experience as key factors in the hiring process.		Ans03:Definitely! BCH actively seeks ways to provide services at a lower cost .
	Ans04:Certainly! BCH takes into consideration candidates' skills and experience during the hiring process.		Ans04:Certainly! BCH recognizes the importance of cost-effectiveness.
Ques 09 : Are BCH's benefits satisfactory?	Ans 01:Absolutely! BCH takes pride in offering a comprehensive and competitive benefits package to its employees.	Ques 19 :Is BCH able to reduce its operational costs?	Ans01:Absolutely! BCH has a proactive approach to reducing operational costs.
	Ans 02:Yes, at BCH, we strive to provide a robust benefits package that caters to the well-being and satisfaction of our employees.		Ans02:Yes, at BCH, we have implemented strategies to reduce operational costs.
	Ans03:Definitely! BCH is committed		Ans03:Definitely! BCH is committed to reducing

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	to providing satisfactory benefits to its employees.		operational costs through continuous improvement efforts.
	Ans 04: Certainly! BCH recognizes the significance of offering satisfactory benefits to attract and retain top talent.		Ans04: Certainly! BCH has a strong focus on reducing operational costs.
Ques 10 : Does BCH encourage staying in the organization for a long time?	Ans 01: Absolutely! BCH values long-term commitment and encourages employees to build their careers within the organization.	Ques 20 : Is BCH quick to introduce new services?	Ans01: Absolutely! BCH recognizes the importance of innovation and staying ahead of market trends.
	Ans 02: Yes, at BCH, we believe in cultivating a culture that promotes long-term engagement and commitment.		Ans02: Yes, at BCH, we prioritize agility and responsiveness when it comes to introducing new services.
	Ans 03: Definitely! BCH actively encourages employees establish long-term		Ans03: Definitely! BCH is quick to introduce new services to meet evolving customer demands.

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	careers within the organization.		
	Ans 04: Certainly! BCH recognizes the value of employee retention and promotes an environment that encourages long-term commitment.		Ans04: Certainly! BCH values innovation and recognizes the importance of introducing new services to stay competitive .

Source : elaborated by ourself

### 3 analysis and discussion :

Axe n° 01: talent development

Figure 02 :talent development



Source: by ourselves on NVivo

The words that appear frequently in the Word Cloud above are:

**Training:** This term suggests a focus on providing learning opportunities and skill development to employees.



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The words that appear frequently in the Word Cloud above are:

**Needs, Preferences, Experience:** The organization considers the specific needs and preferences of talent, as well as their level of experience, when attracting and hiring new employees.

**Factors, Appeals, Values:** BCH takes into account various factors that are appealing to potential employees, such as the organization values, culture, and benefits. These factors play a crucial role in attracting and retaining talent.

Overall, the word cloud suggests that BCH is actively engaged in talent attraction efforts, focusing on factors like culture, fit, satisfaction, and recognizing the importance of providing competitive benefits to attract and retain top talent.

**Axe N° 03:**talentretention

**Figure 04 :**talentretention



Source: by ourselves on NVivo

The words that appear frequently in the Word Cloud above are:

**Employees, Career, Opportunities:** The word cloud suggests that BCH places importance on its Employees career growth and development. The organization offers various opportunities for advancement and provides career options within the company.

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**Partners, Treat:** BCH values treating its employees as partners rather than just workers. They strive to foster a collaborative and inclusive environment where employees feel involved, empowered, and recognized as valuable contributors.

Overall, the word cloud suggests that BCH values its employees, aims to provide career opportunities and options, and treats them as partners in the organization success. They prioritize open discussions, recognize individual needs, and strive to create a supportive and fulfilling work environment.

**Axe N° 04:** competitive advantage

**Figure 05 : competitive advantage**



Source: by ourselves on NVivo

The words that appear frequently in the Word Cloud above are:

**Services:** It appears that the organization recognizes the significance of delivering valuable services to its customers as a means of gaining a competitive advantage.

**Recognizes:** The organization acknowledges the importance of various factors and conditions that contribute to competitive advantage.

**Objectives:** The organization sets specific objectives aligned with achieving a competitive

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advantage, likely focusing on meeting customer needs and exceeding expectations.

**Value:** Providing value to customers is crucial for gaining a competitive advantage. The organization emphasizes the importance of offering products or services that meet customer expectations.

**Provide:** The organization aims to provide quality services that satisfy customer needs and outperform competitors.

**Market:** The organization considers market dynamics and conditions to develop strategies that can give them a competitive edge.

**Delivering:** Emphasizes the focus on effectively delivering products or services to customers in away that meets their needs and exceeds their expectations.

Finally , the word cloud suggestes that BCH recognizes the importance of delivering valuable services to customers, setting specific objectives aligned with competitive advantage, and providing value that meets customer expectations. They understand the influence of various internal and external factors on their competitive advantage and strive to adapt to market changes effectively. The organization emphasizes efficiency and effectiveness in operations, optimizing processes and managing costs. Understanding and fulfilling customer needs, introducing innovations, and employing strategic management practices are all essential components of their approach to gaining a competitive edge. By considering these factors and implementing appropriate strategies, the organization aims to differentiate itself from competitors and maintain a strong position in the market.

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### **Section two :research recommendations and limitations**

#### **1 research limitations:**

The lack of a direct transportation link between Cherchell and Qalaia hindered the accessibility of resources and restricted the ability to conduct fieldwork or gather data efficiently. This limitation could have impacted the breadth and depth of the research conducted.

The coinciding of the research period with a holiday and the observance of Ramadan limited the available time for data collection, analysis, and interpretation. These time constraints may have affected the thoroughness and comprehensiveness of the study.

The predominant use of French as the primary language in the institution posed a language barrier for conducting research in English. This limitation could have led to difficulties in effectively communicating with participants, translating materials, or accessing relevant resources in the desired language.

The availability of documents primarily in Arabic or French necessitated constant translation for understanding and analysis. The process of translating documents introduces the possibility of errors, loss of nuance, or misinterpretation, which could impact the accuracy and reliability of the research findings. Relying on translations might also result in a delay in accessing and comprehending relevant information, potentially affecting the overall progress and quality of the research.

#### **2 Research recommendations:**

Organizations should focus on developing a well-defined talent management strategy that aligns with their overall business objectives.

Management strategy should include effective recruitment and selection processes, robust training and development programs, performance management systems, and succession planning.

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By implementing a comprehensive talent management strategy, organizations can attract, develop, and retain top talent, which can ultimately contribute to their competitive advantage.

Organizations should prioritize continuous learning and development opportunities for their employees. This can be achieved through providing regular training programs, mentorship initiatives, and opportunities for professional growth.

By fostering a culture of continuous learning, organizations can enhance the skills and capabilities of their workforce,

organizations can gain competitive edge by enabling talent to innovate, improve processes, and respond effectively to market demands.

To leverage talent effectively, organizations should focus on creating an engaging work environment that fosters employee satisfaction and retention.

By prioritizing employee engagement and retention, organizations can reduce turnover, maintain a skilled and motivated workforce, and gain a competitive advantage over competitors.

Organizations should embrace diversity and inclusion in their talent management practices.

By actively seeking diversity in hiring and creating an inclusive workplace culture,

organizations can harness the power of different perspectives, experiences, and backgrounds.

organizations should ensure that their talent management processes are free from bias and promote equal opportunities for all employees.

With the advancements in technology, organizations should embrace digital tools and platforms to enhance their talent management processes.

By leveraging technology, organizations can streamline their talent management practices, improve data accuracy, and gain insights to optimize their talent strategies.

# **Conclusion**

## Conclusion

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In conclusion, the impact of talent management on competitive advantage is a crucial aspect for organizations striving for success in today's dynamic business environment. Talent management refers to the deliberate approach of recruiting, developing, and retaining individuals with the necessary skills and aptitudes to meet the present and future goals of an organization. On the other hand, competitive advantage is the ability of a company to outperform its competitors and achieve superior market position.

To attain a competitive advantage, organizations must effectively manage their talent. This involves various processes such as talent discovery, recruitment, development, and retention. Talent management features play a significant role in this endeavor, including measuring and holding managers accountable for their talent management performance, creating a strong employer brand, tailoring the employment contract to suit organizational needs, aligning rewards with individual preferences, identifying critical skills, and ensuring the selection process identifies individuals with the required skills.

The objectives of talent management include enhancing individual employability, improving employee retention, promoting career development, increasing employee motivation and commitment, and ultimately contributing to financial and non-financial outcomes such as profit, talent productivity, and marketplace value.

To achieve sustainable competitive advantage, organizations must focus on building and leveraging unique resources and capabilities. These can include intellectual property, economies of scale, brand reputation, and strong customer relationships. By integrating effective talent management practices, organizations can nurture and develop the skills and abilities that provide a distinct competitive edge.

In summary, talent management plays a vital role in shaping competitive advantage. Organizations that strategically manage their talent pool, attract and retain skilled individuals, and foster a culture of continuous learning and development are more likely to gain a sustainable competitive advantage in the marketplace. By investing in their employees' growth and aligning their skills with organizational goals, companies can position themselves for long-term success and outperform their competitors .

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