



10ÈME CONFÉRENCE INTERNATIONALE EN ECONOMIE-GESTION & COMMERCE INTERNATIONAL (EGCI-2023)

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Editor : Dr. Ahmed Rhif (Tunisia)

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10^{ème} Conférence Internationale en **Economie-Gestion**
& **Commerce International**

Theme: Strategic Management

Paper Title:

***The Implementing Level of Integrated Talent Management
According To IBM Institute for Business Value.***

Comparison Study Between Tunisian & Palestinian Public Sectors

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ABSTRACT

This study aimed to examine the relationship between the integrated talent management according to IBM, and perceiving of the integrated talent management in the presence of organizational culture as a mediating variable between them. This is done by conducting a comparative study between Palestine and Tunisia, by comparing

the Palestinian public sector with its Tunisian counterpart. The descriptive analytical approach was used, and quantitative data was collected from the participants using a questionnaire based on 6 criteria presented by the aforementioned American Institute to measure the level of application of the integrated talent management, and the researchers developed it by adding a second axis that measures perceiving of the integrated talent management. As for organizational culture, it was measured according to Hofstede's five cultural dimensions. The study sample consisted of senior and first category managers in the public sector. It included 384 managers in Tunisia, and 248 managers in Palestine. SPSS and Amos applications were used to conduct statistical tests.

The study found that there is a significant difference between the Tunisian public sector and its Palestinian counterpart in the level of implementation of the integrated talent management according to the standards of the IBM Institute, as it reached 66.78% in the Tunisian public sector, which is an average level, while in its Palestinian counterpart it reached 47.99%, which is a low level. The study found that there is a convergence between the Tunisian public sector and its Palestinian counterpart in the level of the strength of the organizational culture, as it reached 74.19% in the Tunisian public sector, which is a significant level, while in its Palestinian counterpart it reached 82.28%, which is also a significant level. The study also found that there is also a difference between the Tunisian public sector and its Palestinian counterpart in the level of perceiving of the integrated talent management, as it reached 55.53% in the Tunisian public sector, which is an average level, while in its Palestinian counterpart, it reached 43.36%, which is a low level. There is a positive relationship and impact of the independent variable the integrated talent management on the dependent variable perceiving of the integrated talent management in both the Tunisian and Palestinian public sectors, and the value of this relationship ranges from large in the case of the Tunisian public sector, to very large in the case of the public sector. Palestinian. This indicates the importance of applying the integrated talent management presented by the IBM Institute in order to achieve perceiving of the integrated talent management. The study also found that the mediating variable organizational culture has a partial effect on the relationship between the independent variable the integrated talent management and the dependent variable perceiving of the integrated talent management in both the Tunisian and Palestinian public sectors alike. This indicates that the application of the integrated talent management and its impact on achieving perceiving of the integrated talent management differ according to the prevailing organizational culture in the institution.

KEY WORDS

Talent, Talent Management, Integrated Talent Management, Organizational Culture, IBM Institute for Business Value.

INTRODUCTION

Since 1997, the term "talent management" has become prevalent, originating from the McKinsey & Company consulting team's formulation of the term "war for talent." Subsequently, the team authored a book titled "The War for Talent," and ever since, organizations worldwide have recognized the need to embrace talent management for more effective human resource planning. This approach aligns with the overall strategies of the organization, aiding in their development and preparing them to face any future challenges (Martin, 2015, p. 113).

However, according to Al-Anzi et al. (2011), our Arab institutions, in general, and local ones in particular, still lack a genuine understanding of this issue. This is especially evident as they focus on threat management by measuring performance gaps and addressing them through training and development programs to achieve an acceptable level of performance. They tend to overlook opportunity management, which requires less effort and cost but contributes to achieving excellence and innovation through talent management (Siam, 2013, p. 2).

Despite organizations strongly desiring to acquire talent, which implies a commitment to innovation and creativity, it is rare for talent to be well-understood or adequately nurtured. Even when organizations manage to recruit talented individuals, they often struggle to leverage and retain them effectively (Thorn & Belant, 2007/2008).

Through the researcher's work in the Palestinian public sector, and based on an academic study conducted in 2016 that examined the reality of talent management in the Palestinian public sector, the researcher was left with a crucial question. This question revolves around the reality of talent management in the Palestinian public sector, particularly when compared to other regions worldwide. Given that organizational culture varies from one country to another, the researcher sought to understand whether this cultural difference has an impact on how institutions in the Palestinian public sector comprehend and implement talent management practices in comparison to their counterparts in other parts of the world.

Hence, the study's problematique emerges, and its resolution and answers to its inquiries can only be achieved through a comparative study. Therefore, the researchers, through this study, will conduct a comparison between the Palestinian public sector and its Tunisian counterpart regarding the understanding and implementation of "Integrated Talent Management." The study will be divided into three stages as follows:

Stage One: Examining the current understanding and application of the Integrated Talent Management in the Palestinian public sector and assessing the impact of the general management culture in Palestine on the understanding and implementation of the Integrated Talent Management in its various institutions.

Stage Two: Investigating the current understanding and application of the Integrated Talent Management in the Tunisian public sector and assessing the impact of the general management culture in Tunisia on the understanding and implementation of the Integrated Talent Management in its various institutions.

Stage Three: Comparing the understanding and application of the Integrated Talent Management between the Palestinian and Tunisian public sectors and evaluating the influence of the cultural differences between the two public sectors on the understanding and implementation of the Integrated Talent Management in each. As a result, the study's questions crystallize into three main inquiries as follows:

Research Question 1: What is the current reality of the understanding and application levels of both upper and middle management for the Integrated Talent Management across its six dimensions, according to the IBM Institute model? This is within the Palestinian public sector. To what extent can we explain this reality through the organizational culture in the Palestinian public sector?

Research Question 2: What is the current reality of the understanding and application levels of both upper and middle management for the Integrated Talent Management across its six dimensions, according to the IBM Institute model? This is within the Tunisian public sector. To what extent can we explain this reality through the organizational culture in the Tunisian public sector?

Research Question 3: What are the substantial differences in the understanding and application levels of both upper and middle management for the Integrated Talent Management across its six dimensions, according to the IBM Institute model, between the Palestinian and Tunisian public sectors? To what extent can we explain these differences through the variance in organizational culture in the public sectors of Palestine and Tunisia?

THEORETICAL FRAMEWORK

Previous studies presented varied, differing in some aspects and resembling each other in others, either among themselves or in comparison with the current study. This variation pertains to the study's population, sample, methodology, methods employed, or the nature of the variables addressed in each. In the end, each study has its distinctive features, and the current study also has its unique characteristics when compared to most of those earlier studies. Many of the previous studies were empirical, while some were non-empirical theoretical studies attempting to elucidate the importance of talent management and its systems, defining the best global practices in this regard. The theoretical studies presented by the researchers include the study by Nilsson & Ellstrom (2012), Foster (2015), Sernan & Andanut (2014), and Rebetak & Farkasova (2015). As for the empirical studies discussed by the researchers, the study populations varied between private sector companies and governmental entities. Studies conducted in private sector companies include Tatoglu

et al. (2016), Linley (2015), Sahai & Srivastava (2012), Hor et al. (2010), Abdul Aziz & Ogbolu (2012), Altinoz et al. (2013), and Pandey & Sharma (2014), Lee & Yu (2004), and Lok & Crawford (2004). Other empirical studies were conducted in governmental institutions, such as Kaliannan & Adjovu (2014), Kong & Zhang (2012), Gulden (2000), and Yavuz (2010). Some studies addressed institutions in both the private and public sectors simultaneously, like Benjamin (2015), Bruno (2011), and Lund (2003). The empirical studies also varied in terms of the nature of the study population. Some were applied in industrial-commercial organizations, such as Tatoglu et al. (2016), Linley (2015), Sahai & Srivastava (2012), Hor et al. (2010), Abdul Aziz & Ogbolu (2012), Dastjerdi & Pour (2015), and AbduRashid et al. (2004). Others were implemented in service organizations, such as Sleiderink (2012), Martin (2015), Deery & Jago (2015), Kaliannan & Adjovu (2014), Altinoz et al. (2013), Valizadeh & Ghahremani (2012), Ubulom et al. (2012), and Lee & Yu (2004). The vast majority of previous empirical studies adopted the descriptive-analytical approach to depict the reality of talent management in the study's community. These studies analyzed the relationships between various variables, yielding results and recommendations. However, some studies utilized a comprehensive survey method due to the smaller size of the study's population, employing a quantitative questionnaire as the primary study tool, such as the studies by Kaliannan & Adjovu (2014) and Yavuz (2010). On the other hand, some other empirical studies used a random sampling approach to address a larger study population, employing a quantitative questionnaire as well. Examples include Tatoglu et al. (2016), Altinoz et al. (2013), and Pandey & Sharma (2014). The researchers found that some empirical studies collected primary data about the study population by conducting direct personal interviews with sample individuals, alongside distributing a questionnaire. Important studies employing this approach include Sleiderink (2012), Sahai & Srivastava (2012), and Hor et al. (2010). Furthermore, Egerova et al. (2013) combined personal interviews with the examination of descriptive case studies reflecting the successful application of talent management. Regarding the variables addressed in previous empirical studies, most were directly related to the principles and practices of talent management systems and their impact on various dependent variables. These variables include organizational performance, job satisfaction, organizational commitment, and competitive advantage. Sahai & Srivastava (2012) focused on the successful performance evaluation variable as a tool in talent management. Other studies, such as Altinoz et al. (2013), explored the impact of talent management on organizational trust. Some studies did not explicitly focus on talent management but explored variables closely related to it. For instance, Kaliannan & Adjovu (2014) examined factors influencing job attachment, while Deery & Jago (2015) addressed the impact of work-life balance on employee retention strategies. Linley (2015) investigated the relationship between talent management and social change. Certain studies specifically focused on succession planning as a crucial outcome of a successful talent management system, such as Hor et al. (2010) and Pandey & Sharma (2014). Others emphasized the integration of talent management systems, like Egerova et al. (2013). Some studies attempted to compare motivations and practices

of talent management between the study community and other societies, such as Tatoglu et al. (2016) and Martin (2015). Additionally, studies have highlighted the challenges and obstacles hindering the successful implementation of talent management systems in organizations, including Abdul Aziz & Ogbolu (2012), Nilsson & Ellstrom (2012), and Egerova et al. (2013).

As for studies that addressed organizational culture, some explored the relationship between organizational culture and organizational commitment, such as the studies by Yavuz (2010) and Lok & Crawford (2004). Others investigated the relationship between organizational culture and job satisfaction, like Lund (2003), Amburgey (2005), and Lok & Crawford (2004). Additionally, some studies delved into the connection between organizational culture and quality of work life, such as Dastjerdi & Pour (2015), Benjamin (2015), and Valizadeh & Ghahremani (2012). There were studies that examined the relationship between organizational culture and job performance, such as Ubulom et al. (2012) and Lee & Yu (2004). A singular study explored the relationship between organizational culture and organizational effectiveness, as seen in the study by Bhuvanishwari & Kumar (2014). Another study focused on the relationship between organizational culture and Total Quality Management, namely Gulten (2000). Bruno (2011) investigated the correlation between organizational culture and innovation management, while Abdu Rashid et al. (2004) explored the relationship between organizational culture and change management. Finally, Ritchie (2000) conducted a study on the relationship between organizational culture and employee integration into the organization.

Overall, the previously reviewed studies are rich in providing practical solutions and systems specifically designed for achieving integrated talent management. They are comprehensive in separating fundamental principles and distinguishing them from essential practices of talent management systems. Moreover, these studies exhibit diversity in terms of geographic location, the diverse study communities, and the wide array of variables related to talent management and organizational culture in business organizations. They stand out for their in-depth exploration, either directly or indirectly, of various aspects of talent management and organizational culture. The current study distinguishes itself from most previous studies by theoretically differentiating between the principles and practices of the talent management system and detailing these aspects in specific points. The researchers translated theoretical models found in foreign studies, serving as a fundamental basis for talent management systems in many global organizations. In the practical aspect of the current study, the researchers relied on an international model and a validated questionnaire that was first used in a global study by the IBM Institute in the United States in 2008. This study covered six dimensions of the integrated talent management system, representing the independent variables in this study. These dimensions include Talent Strategy Development, Talent Attraction and Acquisition, Talent Development, Talent Organization and Management, Talent Communication and Empowerment, and Talent Succession and Sustainability. The

researchers introduced an additional dependent variable, measuring the Perception and Understanding of the Integrated Talent Management System, and added an intervening variable, which is Organizational Culture. The researchers utilized Hofstede's model, which presents five fundamental dimensions of organizational culture: Power Distance, Uncertainty Avoidance, Individualism/Collectivism, Masculinity/Femininity, and Long-Term Orientation. The primary aim behind this was to explore the differences between the Palestinian and Tunisian public sectors regarding the understanding and application of the integrated talent management system in these institutions within the context of organizational culture in two different countries, Tunisia and Palestine.

Moreover, this study is considered, to the best of the researchers' knowledge, the first to compare Palestinian and Tunisian institutions in the field of talent management, both in understanding and application. The study will identify differences between the two countries in the field of human talent management in public institutions, given the cultural differences between the two nations. Although we cannot definitively assert the presence or absence of cultural differences, the study will work to explore and describe the extent of these prevailing cultural differences in institutions. It will examine the impact of these cultural differences on the approach of different institutions in Tunisia and Palestine to human talent management, both in understanding and application, based on established global standards currently applied in this regard. This is within the context of the global competition to attract talents to companies, utilize their latent capabilities, and develop them to achieve long-term global competitive advantages.

Therefore, the researchers hope that this study will serve as a reference for measuring the understanding and application of the integrated talent management system according to modern global standards. This applies not only to the Palestinian public sector and the Tunisian public sector but also to various Palestinian and Arab business organizations striving for competition, success, excellence, and sustainability.

METHOD

This study follows a deductive approach and, therefore, adopts a conclusive design. It is not an inductive study and, consequently, does not employ an exploratory design. This is because the variables of the study are predefined and unambiguous. The researchers' goal is to describe the relationships and impacts among the study variables and then analyze these relationships and impacts in light of the theoretical framework from which the study emanates, namely, previous studies. Thus, this study has a descriptive and analytical nature. Due to the approach, design, and nature of the study, the researchers are obliged to use a quantitative methodology, not a qualitative one. In terms of the timeframe, it is a cross-sectional study as it examines the sample at a single point in time. Lastly, it is a comparative study as it compares two distinct societies: the Palestinian public sector and its Tunisian counterpart.

Based on the nature of the study and the objectives it seeks to achieve, the researchers employed a descriptive analytical approach. This approach involves studying a phenomenon as it exists in reality, focusing on providing a detailed qualitative and quantitative description of it. The methodology goes beyond data collection to investigate various aspects and relationships of the phenomenon. It extends to analysis, correlation, and interpretation to draw conclusions that contribute to the proposed conceptual framework, thereby enriching the knowledge base on the subject.

The researchers utilized two sources of information: Secondary Sources: The researchers consulted Arabic and foreign books, references, journals, articles, reports, previous research, and studies related to the research topic. Additionally, extensive exploration and reading were conducted on various internet platforms. Primary Sources: To address the analytical aspects of the research, the researchers collected primary data through a questionnaire as the main research tool. The questionnaire was developed based on the IBM American Institute's questionnaire, with the addition of two new axes. The first axis measured the extent of awareness and understanding of the Integrated Talent Management (dependent variable). The second axis measured the organizational culture dimensions according to Hofstede's cultural dimensions (mediating variable). This was done to distribute the questionnaire in the Palestinian and Tunisian public sectors to obtain the respondents' opinions on the reality of understanding and applying talent management, as well as the prevailing organizational culture in relevant institutions.

The study's variables are derived from its research questions, which revolve around the fundamental differences between the Palestinian public sector and its Tunisian counterpart regarding the understanding and application of the Integrated Talent Management. The study aims to explore whether the variation in the public organizational culture in Palestine and Tunisia has an impact on the comprehension and implementation of the Integrated Talent Management.

The study variables that will enable the researchers to answer the four research questions and achieve the study's objectives have been formulated. Based on a 2008 study conducted by a consulting team from the IBM Institute for Business Value, the researchers identified six dimensions of Talent Management practices, referred to in this study as "Integrated Talent Management System".

The researchers will examine whether there is a positive relationship and influence of these six practices on the "Perceiving of the Integrated Talent Management." Furthermore, the study aims to determine if the presence of these six practices alone indicates a real understanding of the Integrated Talent Management, or if there are other dimensions that must also be present for a complete understanding.

To study the differences between the Palestinian and Tunisian public sectors regarding the understanding and application of the Integrated Talent Management, the researchers will investigate whether there is an impact of the organizational culture

difference on the relationship between the "Six Dimensions of the Integrated Talent Management" and the "Perceiving of the Integrated Talent Management." Therefore, the study variables are fully articulated as follows:

Dependent Variable: Perceiving of the Integrated Talent Management.

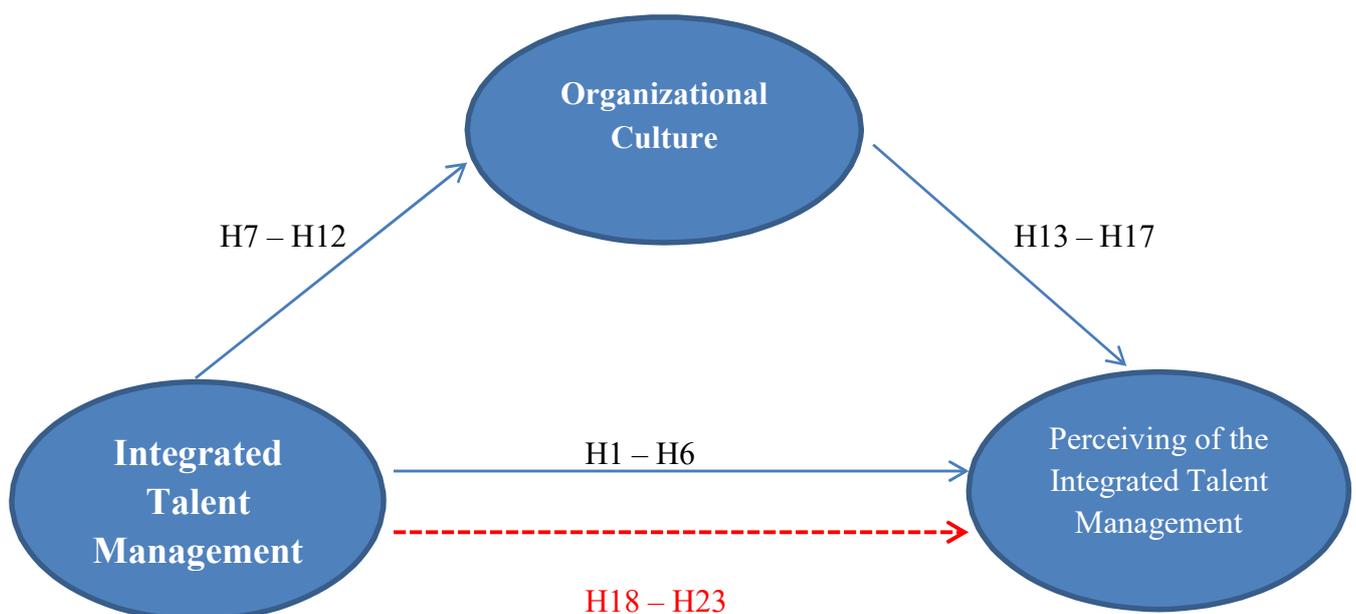
Independent Variables: The six dimensions of the Integrated Talent Management according to the IBM Institute:

- Develop Strategy
- Attract and Retain
- Motivate and Develop
- Deploy and Manage
- Connect and Enable
- Transform and Sustain

Mediating Variable: Organizational Culture according to Hofstede (1984-1991), which includes five dimensions:

- Power Distance
- Individualism/Collectivism
- Uncertainty Avoidance
- Masculinity/Femininity
- Long-Term Orientation.

Based on the study variables mentioned above the model as in the following graph illustrates the hypothesized relationships among the study variables which will be tested in the following sections of this study.



In light of all this, the researchers formulated a set of hypotheses – which will be practically tested through the applied chapters in this study – and after testing them, the researchers will be able to answer all the study questions, thereby achieving the objectives of this study. The researchers categorized these hypotheses into four axes through which the relationships between all study variables, whether independent, dependent, or intermediary, will be tested, as follows:

The first axis contains 6 hypotheses regarding the impact of the dimensions of the Integrated Talent Management on the dependent variable (Perceiving of the Integrated Talent Management). The researchers will test them as follows:

H1: There is no positive impact of (Develop Strategy) on (Perceiving of the Integrated Talent Management).

H2: There is no positive impact of (Attract and Retain) on (Perceiving of the Integrated Talent Management).

H3: There is no positive impact of (Motivate and Develop) on (Perceiving of the Integrated Talent Management).

H4: There is no positive impact of (Deploy and Manage) on (Perceiving of the Integrated Talent Management).

H5: There is no positive impact of (Connect and Enable) on (Perceiving of the Integrated Talent Management).

H6: There is no positive impact of (Transform and Sustain) on (Perceiving of the Integrated Talent Management).

The second axis includes six hypotheses regarding the impact of the dimensions of the Integrated Talent Management on the mediating variable (Organizational Culture). The researchers will test them, as follows:

H7: There is no positive impact of (Develop Strategy) on (Organizational Culture).

H8: There is no positive impact of (Attract and Retain) on (Organizational Culture).

H9: There is no positive impact of (Motivate and Develop) on (Organizational Culture).

H10: There is no positive impact of (Deploy and Manage) on (Organizational Culture).

H11: There is no positive impact of (Connect and Enable) on (Organizational Culture).

H12: There is no positive impact of (Transform and Sustain) on (Organizational Culture).

The third axis includes five hypotheses about the relationship and impact of the mediating variable (Organizational Culture) on the dependent variable (Perceiving of the Integrated Talent Management). The researchers will test them, as follows:

H13: There is no positive impact of (Power Distance) on (Perceiving of the Integrated Talent Management).

H14: There is no positive impact of (Individualism/Collectivism) on (Perceiving of the Integrated Talent Management).

H15: There is no positive impact of (Uncertainty Avoidance) on (Perceiving of the Integrated Talent Management).

H16: There is no positive impact of (Masculinity/Femininity) on (Perceiving of the Integrated Talent Management).

H17: There is no positive impact of (Long-Term Orientation) on (Perceiving of the Integrated Talent Management).

The fourth axis includes six hypotheses about the relationship and impact of the Integrated Talent Management on the dependent variable (Perceiving of the Integrated Talent Management) in the presence of the mediating variable (Organizational Culture). The researchers will test them, as follows:

H18: There is no positive impact of (Develop Strategy) on (Perceiving of the Integrated Talent Management) in the presence of (Organizational Culture).

H19: There is no positive impact of (Attract and Retain) on (Perceiving of the Integrated Talent Management) in the presence of (Organizational Culture).

H20: There is no positive impact of (Motivate and Develop) on (Perceiving of the Integrated Talent Management) in the presence of (Organizational Culture).

H21: There is no positive impact of (Deploy and Manage) on (Perceiving of the Integrated Talent Management) in the presence of (Organizational Culture).

H22: There is no positive impact of (Connect and Enable) on (Perceiving of the Integrated Talent Management) in the presence of (Organizational Culture).

H23: There is no positive impact of (Transform and Sustain) on (Perceiving of the Integrated Talent Management) in the presence of (Organizational Culture).

The study population within the Palestinian public sector consists of all individuals working in supervisory positions in the upper and first categories in the civilian public

sector in Gaza (excluding the National Security Forces and all security agencies). The civilian public sector in Gaza comprises 39 government departments ranging from ministries, authorities, councils, institutions, etc. The total number of individuals in the upper and first categories is 944, including 777 individuals occupying all supervisory positions in the first category as managers (A, B, C), and the remaining 167 individuals, who are supervisors in the upper category, serving as managers (A1, A2, A3, A4).

The target population for the study within the Tunisian public sector consists of all individuals working in supervisory positions in Upper Management (A1) and Middle Management (A2) in the public service in Tunisia. This includes institutions within the public service in Tunisia, such as the 10 core ministries, namely (Prime Ministry, Ministry of Justice, Ministry of Finance, Ministry of Agriculture, Water Resources and Fisheries, Ministry of Equipment, Housing, and Territorial Planning, Ministry of Youth and Sports, Ministry of Public Health, Ministry of Education, Ministry of Higher Education and Scientific Research, and Ministry of Social Affairs), as well as other ministries and a variety of other administrative structures (not specified in the statistics). According to the statistics from the National Institute of Statistics in Tunisia for the year 2015, the total number of individuals in both Upper and Middle Management in all public service institutions in Tunisia was 259,601. Among them, 97,356 individuals held supervisory positions in Upper Management (A1), and 162,245 individuals held supervisory positions in Middle Management (A2). The Lower Management, represented by those holding the rank (A3), numbered 83,647 individuals, who are not part of the study population. The researchers calculated the number of managers in both Upper and Middle Management in each ministry among the ten ministries that constitute the study population. This calculation was based on the proportion of managers in both Upper and Middle Management compared to the total number of managers in both levels combined within the same ministry. The total count for Middle Management managers across the ten ministries in the study was 232 individuals, while the count for Upper Management managers was 152 individuals in the study sample.

RESULTS

Table (1) shows the result of comparing the levels of the three study variables (independent, mediating, dependent) between the Tunisian public sector and Its Palestinian counterpart:\

Table (1): Comparing the levels of the three study variables

Variable	Tunisian public sector	Palestinian public sector
The Implementing Level of Integrated Talent Management According To IBM Institute for Business Value.	%77.66	%96.44
The Perceiving Level of the Integrated Talent Management	%69.44	%62.26
Organizational Culture	%55.55	%95.57

Table (2) shows the result of the first axis that contains 6 hypotheses regarding the impact of the dimensions of the Integrated Talent Management on the dependent variable (Perceiving of the Integrated Talent Management):

Table (2): The impact of the Integrated Talent Management on the dependent variable

The dimensions of the Integrated Talent Management	Tunisian public sector	Palestinian public sector	The dependent variable
Develop Strategy	%59.9	%56.6	Perceiving Of The Integrated Talent Management
Attract and Retain	%55.4	%75.5	
Motivate and Develop	%40.5	%65.5	
Deploy and Manage	%52.5	%65.6	
Connect and Enable	%26.7	%69.5	
Transform and Sustain	%55.7	%67.4	
(Motivate and Develop, Deploy and Manage, Connect and Enable, Transform and Sustain)	--	%65.5	
(Develop Strategy, Attract and Retain, Motivate and Develop, Deploy and Manage, Transform and Sustain)	%55.4	--	

Table (3) shows the result of the second axis that contains 6 hypotheses regarding the impact of the dimensions of the Integrated Talent Management on the mediator variable (Organizational Culture):

Table (3): The impact of the Integrated Talent Management on the mediator variable

The dimensions of the Integrated Talent Management	Tunisian public sector	Palestinian public sector	The mediator variable
Develop Strategy	%5.4	%2.9	Organizational Culture
Attract and Retain	%4.6	%9.2	
Motivate and Develop	%4	%5.6	
Deploy and Manage	%5.9	%9.5	
Connect and Enable	%5.6	%5.4	
Transform and Sustain	%2.6	%5.6	

Table (4) shows the result of the third axis that contains 5 hypotheses regarding the impact of the dimensions of the Organizational Culture on the dependent variable (Perceiving of the Integrated Talent Management)

Table (4): The impact of the Organizational Culture on the dependent variable

The dimensions of the Organizational Culture	Tunisian public sector	Palestinian public sector	The dependent variable
Power Distance	%24.7	%99.6	Perceiving Of The Integrated Talent Management
Individualism/Collectivism	%2.7	%5.7	
Uncertainty Avoidance	%0.2	%0	
Masculinity/Femininity	%0.4	%0.4	
Long-Term Orientation	%0	%0.4	

Table (5) shows the result of the fourth axis about the impact of the Integrated Talent Management on the dependent variable (Perceiving of the Integrated Talent Management) in the presence of the mediator variable (Organizational Culture).

Table (5): The impact of the Integrated Talent Management on the dependent variable in the presence of the mediating variable.

The dimensions of the Organizational Culture	Tunisian public sector	Palestinian public sector	The dependent variable
Direct impact (Without a mediator)	0.743	0.942	Perceiving Of The Integrated Talent Management
Indirect impact (With a mediator)	0.71	0.9	

CONCLUSION

There is a positive impact for the independent variable dimensions of (the Integrated Talent Management) provided by IBM on the dependent variable (perceiving of the integrated talent management) in both the Tunisian and Palestinian public sectors. This is a strong indicator that the Integrated Talent Management model provided by IBM with its six dimensions is a robust and effective model that can be highly relied upon by organizations seeking to achieve a high level of perception of integrated talent management among their employees.

The mediator variable (organizational culture) has a partial and not a complete effect on the relationship between the independent variable (the integrated talent management) and the dependent variable (perceiving of the integrated talent management). The strength of the relationship between the variables has slightly decreased due to the involvement of the mediator variable (organizational culture) in influencing the originally strong relationship between the independent variable (the integrated talent management) and the dependent variable (perceiving of the integrated talent management).

From a practical standpoint, the study recommends adopting and applying the Integrated Talent Management model presented by the IBM Institute for Business Value in order to achieve perceiving of the integrated talent management as a basic requirement of the basics of strategic management.

From a theoretical and research perspective, the study recommends studying other variables that could play a role in the relationship between the integrated talent management and perceiving of the integrated talent management, other than organizational culture, which plays only a partial role as a mediator between them.

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Networks of potential and emerging entrepreneurs after the revolution: Statistical analysis

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Abstract—This article presents a comprehensive analysis of descriptive statistics derived from the Global Entrepreneurship Monitor (GEM) database for Tunisia. The study aims to provide insights into the orientation of entrepreneurs within distinct spheres and emphasizes the crucial inquiry into the networks entrepreneurs consult. The dataset offers a rich source of information, enabling a detailed examination of entrepreneurial preferences and behaviors in Tunisia. By delving into the statistical landscape, the article sheds light on the distribution of entrepreneurs across various spheres, unraveling their proclivities toward specific networks. Understanding the networks entrepreneurs turn to is essential for deciphering the dynamics of entrepreneurial decision-making. The findings contribute to a nuanced comprehension of the entrepreneurial landscape in Tunisia, offering valuable implications for policy-makers, researchers, and stakeholders seeking to foster a conducive environment for business development and innovation.

Keywords— Potential entrepreneur, Emerging entrepreneur, Private sphere, Work sphere, Professional sphere, Market sphere, international sphere.

I. INTRODUCTION

Entrepreneurship is a dynamic and constantly evolving field where stakeholders must navigate a complex and competitive environment to achieve their objectives. A key element for success in this milieu is the ability to effectively leverage and mobilize one's network of relationships. Thus, the entrepreneur can benefit from the entirety of interactions among stakeholders, as highlighted by Mercklé (2004). Indeed, in the realm of existing research, an entrepreneur's network is often regarded as a vital wellspring of opportunities, facilitating the procurement of both tangible and intangible resources (Abou-Moghli and Al-Kasasbeh, 2012). The entrepreneur can achieve specific goals by harnessing three types of exchangeable resources within a network, identified by Jansen and Koenig (2002): information, motivation, and material resources. The quality and significance of these resources vary depending on the alters that constitute an individual's network. In fact, social networks play a pivotal role as essential social structures, constituting nodes intricately connected through a web of relationships (Li, 2013). These networks represent intricate webs of social connections that encompass a diverse range of relationships and interactions, as underscored by Arribas, Hernández, and Vila (2013). They go beyond mere connections and serve as dynamic platforms where individuals engage in various forms of social exchanges.

The impact of social networks on an individual's entrepreneurial aspirations and activities is profound. These networks act as conduits, providing individuals with access to a wealth of resources within their immediate reach. Whether in the form of information, mentorship, financial support, or collaborative opportunities, the resources embedded within social networks can significantly shape and influence an entrepreneur's journey. The richness of these connections not only facilitates the exchange of tangible resources but also fosters an environment where individuals can draw inspiration, guidance, and support from others within the network. In essence, social networks serve as more than just a collection of connections; they serve as vibrant ecosystems that can catalyze and amplify an individual's entrepreneurial endeavors. The interconnectedness within these networks creates a fertile ground for the exchange of ideas, knowledge, and resources, ultimately contributing to the multifaceted development of entrepreneurial aspirations and activities. Understanding and leveraging the dynamics of social networks become imperative for individuals seeking to navigate and succeed in the ever-evolving landscape of entrepreneurship.

Schött (2013) and Van Horne, Belkacem, and Al Fusail (2013) outline a network typology consisting of five key components:

1. **Private Sphere:** Comprising the spouse, parents, other family members, and friends.
2. **Work Sphere:** Involving colleagues, the boss, and business advisors.
3. **Professional Sphere:** Encompassing lawyers, accountants, bankers, investors, researchers, and advisors.

4. **Market Sphere:** Made up of collaborators, competitors, suppliers, and clients.
5. **International Sphere:** Composed of individuals outside the national territory, including those abroad and foreign individuals. Haut du formulaire

In the study by Huang, Nandialath, Alsayaghi, and Karadeniz (2013), the same typology is used to examine the impact of an entrepreneur's sociodemographic characteristics on advisory networks within the Middle East and North Africa (MENA) region. Information resources are gathered as advice across the five networks mentioned (Schött, 2010). With a significant portion of personal networks offering social support (Requena, 2013), these networks (private, work, professional, market, and international) successively supply encouragement or deterrence, expertise, structured knowledge, intelligence on business prospects, and implicit entrepreneurship knowledge (Schött, 2010). The importance of information and additional resources in these networks for new business development and expansion is highlighted by Huang et al. (2013), emphasizing their critical role as success factors (Klerk and Saayman, 2012).

This statistical analysis aims to offer an examination of the diverse networks accessible to potential and emerging entrepreneurs. The potential entrepreneur can be described as an individual with the intention and willingness to create and develop a business (Engle et al., 2010; Dinis et al., 2013). This is someone who nurtures an innovative idea, feels the desire to become their own boss, and actively explores opportunities in the market. On the other hand, the emerging entrepreneur represents the gestation phase where the initial idea takes shape. At this stage, the individual transforms their entrepreneurial intention into concrete actions (Atherton, 2007; Wagner, 2007). They begin to develop a business plan, establish potential partnerships, seek funding, and gain a deeper understanding of the chosen industry. The emerging entrepreneur is in the process of realizing their vision, navigating through challenges and opportunities while actively working on implementing their entrepreneurial project. In summary, the potential entrepreneur embodies the individual with the will to become an entrepreneur, while the emerging entrepreneur is at a more advanced stage, moving from intention to action, and working to bring their entrepreneurial project to life.

This study emphasizes understanding the characteristics of networks and also explores their structure among our sample. By doing so, this study aspires to provide readers with a comprehensive understanding of the dynamic interplay within networks that significantly impact the decision-making process of individuals venturing into entrepreneurship. This focus is especially pertinent in the context of a post-revolutionary environment, where the complexities of these networks may shape and influence entrepreneurial pursuits.

II. EXPLORATION OF ENTREPRENEURIAL NETWORKS: ENGAGEMENT RATES AND DISTRIBUTION

Here, we offer a concise synthesis of statistical data sourced from the GEM database, emphasizing the patterns and attributes of networks pertinent to prospective entrepreneurs in Tunisia. This statistical summary delivers a useful and systematized perspective, facilitating a swift and clear comprehension of the evolving entrepreneurial scenario in Tunisia.

The visual representation in the accompanying figure (e.g. Fig. 1) provides a clear depiction of the proportion of entrepreneurs who actively consult their networks. According to the graph, an impressive 51% of entrepreneurs prioritize consultation within their private networks. In contrast, the percentages linked to alternative network categories are notably lower, with 3.3% in the work sphere, 1% in the professional sphere, 1.9% in the market sphere, and 0.7% in the international sphere. This substantial variation in percentages can be explicated by the pronounced tendency of Tunisian entrepreneurs to place a considerable amount of trust in their private networks. These private networks, which include family members, spouses, and close friends (GEM Tunisia, 2010), evidently wield a significant degree of influence over the entrepreneurs' decision-making processes. The prevalence of reliance on private networks suggests a strong sense of trust and familiarity that entrepreneurs associate with these close relationships. This inclination towards prioritizing advice from family and close friends might stem from cultural factors or a historical context, where interpersonal connections hold a particular importance in the entrepreneurial landscape of Tunisia.

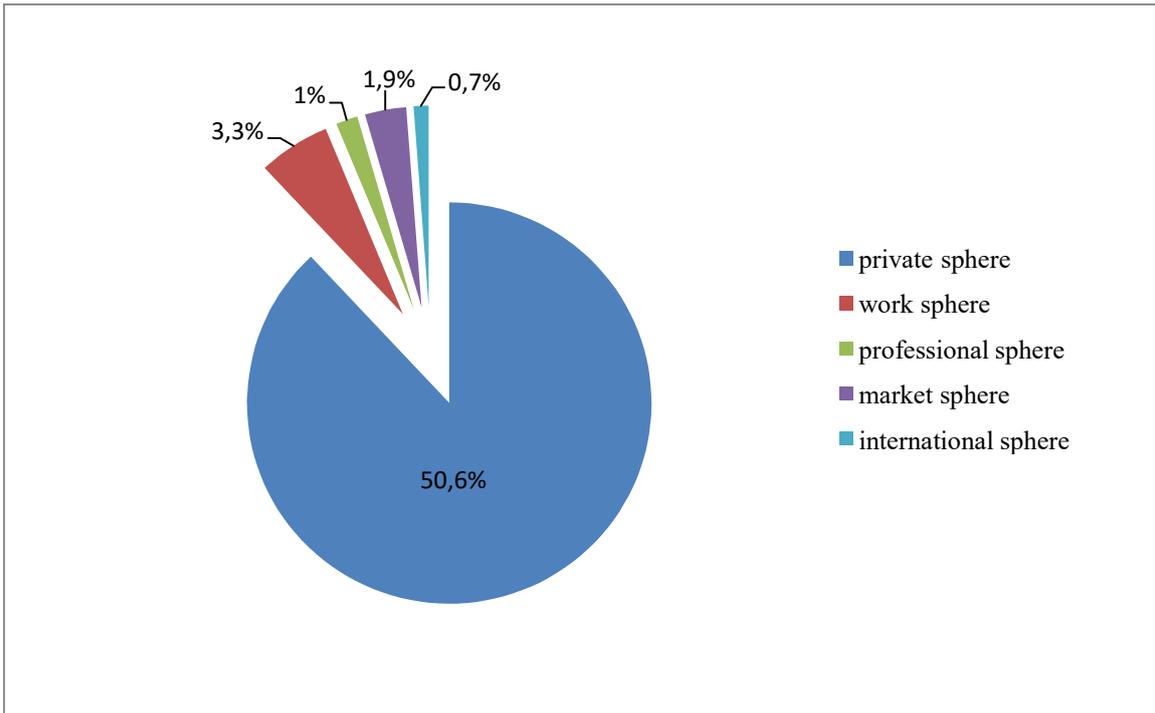


Fig. 1 Percentage of Entrepreneurs' Network Engagement

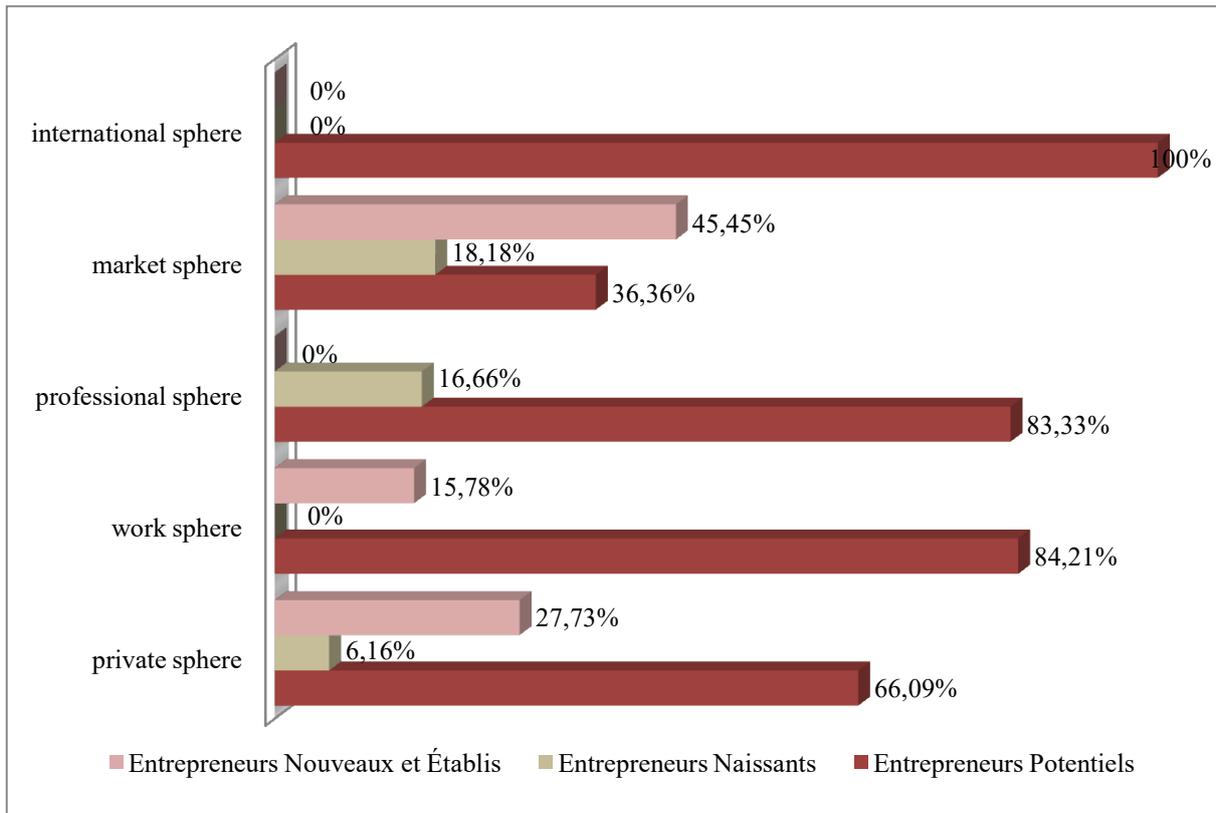


Fig. 2 Distribution of Entrepreneurs by Network Type

Figure 2 provides a detailed overview of the consultation preferences of Tunisian entrepreneurs across different spheres.

In the private sphere, 66.09% of potential entrepreneurs prefer this network, showcasing a strong inclination to trust familial, marital, and social networks. Nascent entrepreneurs consult the private sphere at a rate of 6.16%, while new and established entrepreneurs make up 27.73% of this sphere. This distribution underscores the significant weight of private networks, especially for potential entrepreneurs.

In the work sphere, 84.21% of potential entrepreneurs prefer this network, indicating a keen search for practical advice. Nascent entrepreneurs show no preference for this network, while new and established entrepreneurs account for 15.78%. This highlights a clear preference among potential entrepreneurs for advice related to practical aspects of work.

In the professional sphere, 83.33% of potential entrepreneurs and 16.66% of nascent entrepreneurs consult this network, but no new and established entrepreneurs resort to it. This trend underscores the relevance of professional advice, especially for potential and nascent entrepreneurs.

The market sphere is particularly significant for potential entrepreneurs (36.36%), followed by new and established entrepreneurs (45.45%), while nascent entrepreneurs consult it at a rate of 18.18%. This suggests a pronounced interest among potential and new/established entrepreneurs in advice related to business opportunities and market strategies.

In the international sphere, 100% of potential entrepreneurs consult it, reflecting a global outlook from the potential phase onwards. No new and established entrepreneurs or nascent entrepreneurs utilize this network, emphasizing its exclusive importance for potential entrepreneurs.

In summary, this distribution highlights a significant trend: a majority of entrepreneurs consulting various network types are situated in the categories of potential and nascent entrepreneurs, indicating a phase preceding the launch of their businesses.

III. CONCLUSION

Leveraging the five network spheres poses noteworthy challenges for potential and emerging entrepreneurs in Tunisia. Indeed, the relationships with their network contacts show a noticeable lack of diversity, with most heavily relying on their personal connections. This limited variation in their network composition results in an insufficient flow of information, further intensifying the prevailing uncertainty experienced by these entrepreneurs. It is crucial to recognize that this prevailing scenario possesses the capacity to significantly influence their decision-making process when considering embarking on an entrepreneurial journey.

The reliance on personal connections might limit the entrepreneurs' exposure to a broad range of perspectives, insights, and resources that a more diverse network could provide. In the context of entrepreneurship, where adaptability and access to diverse information are often crucial, this restricted network diversity could hinder the entrepreneurs' ability to navigate challenges effectively. Consequently, the need for cultivating a more diverse and expansive network becomes imperative for entrepreneurs in Tunisia, as it can positively impact their decision-making and overall entrepreneurial success. Addressing this challenge requires a strategic approach to networking that goes beyond personal connections, fostering a more inclusive and varied web of relationships that can contribute to the entrepreneurs' growth and resilience in the business landscape.

Understanding this preference for personal networks is crucial for grasping the social dynamics that shape entrepreneurial decisions in Tunisia. It suggests that actions or support mechanisms aimed at fostering entrepreneurship could be more effective if they take into account and leverage the influence of these close-knit relationships. In other words, instead of opposing the entrepreneurs' tendency to heavily rely on their personal networks, these initiatives could be optimized by consciously recognizing and integrating the significant role of these close ties. This understanding not only provides a quantitative insight through percentages but also opens avenues for a qualitative exploration of the social fabric underlying entrepreneurial practices in the Tunisian

context. By harnessing this in-depth knowledge of network preferences, support strategies can be formulated to naturally align with close relationships, thus capitalizing on the trust and influence inherent in these personal connections. In essence, it involves working synergistically with the natural inclinations of entrepreneurs, recognizing the power of family and friend bonds, to strengthen the entrepreneurial ecosystem in Tunisia.

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