



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/88saez41>

The Impact of Talent Management Strategies on Organizational Ingenuity: An Empirical Research in Some Colleges of the University of Baghdad

Amal Mohammed Radhi*

Department of Public Administration
College of Administration and Economics
University of Baghdad

Email: ryalyw67@gmail.com

*Corresponding author

Adel Abd Al Wadud Al-Abbasi

Department of Public Administration
College of Administration and Economic
University of Baghdad

Email: adel.a@coadec.uobaghdad.edu.iq

Orcid: <https://orcid.org/0000-0003-0097-350X>

Received:12/10/2023 Accepted: 2/11/2023 Published Online First: 1 /12/ 2024



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Abstract:

The main object of this research is to test the effect of talent management strategies on organizational ingenuity in several colleges of the University of Baghdad (College of Physical Education for Girls, College of Physical Education and Physical Sciences, Main College of Fine Arts, and the sub-college of fine arts). The research problem is that there is a dearth of studies examining how talent management techniques affect organizational ingenuity. The research adopted the descriptive analytical approach to study the phenomenon thoroughly. The questionnaire was the main tool for collecting data and information. The research sample included heads of academic departments, administration directors, and divisional officials in the colleges under study, whose total number reached (95) participants out of a total of (120) directors. The data and information were analyzed, and hypotheses were tested by using appropriate statistical methods such as (arithmetic mean, standard deviation, coefficient of variation, and simple regression) through utilizing the statistical program (AMOS) in analyzing the responses of the participants. The results of the research were significant because of the presence of an important correlation between talent management strategies and organizational ingenuity. Also, there was the need for specialized departments to manage talent through the processes of attraction, recruitment, development, and investment to enhance organizational ingenuity and enable its employees to manage and thus improve their level of performance.

Paper type: Research paper

Keywords: Talent Management Strategies and Organizational Ingenuity.

1.Introduction:

Recently, most countries have been facing a group of global crises such as economic recession, globalization, competition, and food crisis. These crises affected all aspects of political economic, social cultural and technological life, etc. As a result, these crises led to increased innovation and creativity through a group of talented people. This, in turn, placed the world in a state of conflict to obtain these talents (Collings and Mellaahi, 2009). It made organizations more aware of investing in these talents through the establishment of talent management to attract, develop, motivate, and retain talented employees. As a result, all these processes have led to achieving competitive advantage and excellence in performance (Kaliannanet et al 2023). The importance of talent management comes due to demographic shifts because of the wars, the decline in the birth rate in Western countries, the ageing of the workforce, and cultural diversity. All these reasons have led to an increase in the strategic importance of talent management (Hongal and Kinange, 2020). Talent management is considered an essential source of competitive advantage because it is one of the important future-oriented practices (Gallardo et al 2020) these advantages of using talents can only be achieved through the use of organizational ingenuity in its two dimensions (exploratory ingenuity and investment ingenuity). Since ingenuity leads to the absorption of these talents, the development of training programs, the system of rewards, and the salary scale enable this administration to absorb these talents. Therefore, these organizations can continue to provide high-quality service according to their available material and human resources and their ability to face risks and challenges.

1.1 Literature review:

There are numerous previous studies related to talent management strategies, including Arab studies. Al-Hussaini et al. (2019) investigated the impact of talent management strategies on employee performance behaviour with the mediating role of talent management outputs. This study aimed to empirically examine the impact of talent management strategies on employee performance behavior through mediating talent management outcomes in the telecommunications industry in Pakistan and (200) employees participated in this study. The most important results are that talent management strategies had a significant and positive effect on employees' behavior and performance, while talent management outcomes had a partial effect on the relationship between talent management strategies and employees' performance behavior. Also, a study of Al Aina and Atah (2020) determined the impact of implementing talent management practices on sustainable organizational performance. This study demonstrated the effect of practices. The results of this study were that attracting and retaining talent had no effect on sustainable organizational performance. In addition, Aguinis and Burgi-Tian (2021) studied the possibility of applying talent management strategies in some Iraqi colleges. This study aimed to identify the reality of applying the talent management strategy in its three dimensions (capturing, preserving, and developing talent). The sample of the study was about the faculty members in the faculties and departments of physical education and sports sciences, which were (150) participants. This study adopted an analytical description. The questionnaire was also adopted as a tool for collecting data. The most important finding was that colleges do not have a clear talent management strategy.

Regarding organizational ingenuity, here are some previous studies. Initially, Whysallet et al. (2019) pointed to the role of ingenuity and performance in small – to medium-sized firms: the pivotal role of top management team behavioral integration. The significant results convey that organizations generally face some kind of competitive pressure, so the pursuit of an exploratory and investment orientation affects the overall performance of the companies studied. Secondly, Al-Masry (2020) investigated the degree of transactional leadership practice among

secondary school principals in the Gaza Governorate and its relationship to their level of organizational ingenuity.

The most significant result was that the level of organizational ingenuity of the managers was very high. There was also a positive, statistically significant correlation between the degree to which managers practice transactional leadership and their level of organizational ingenuity. Also, Saleh and Suleiman (2020) clarified the role of the dimensions of strategic intelligence in achieving organizational ingenuity in the General Company for the Pharmaceutical Industry / Nineveh - Iraq. The most important results convey that there is a statistically significant relationship between the dimensions of strategic intelligence and organizational ingenuity. Moreover, Shahiet et al. (2020) examined a trilogy of organizational ingenuity: Leader's social intelligence, employee work engagement, and environmental changes. The main results show that there was a strong relationship between the social intelligence of the leader and the participation of employees that aided in achieving organizational ingenuity.

Here several studies are linked between talent management strategies and the organizational ingenuity. The first one was Hussein and Muhammad (2018) discussed the impact of talent management processes in achieving organizational creativity: an applied study in the General Authority for Maintenance of Irrigation and Drain Projects. The main aim of this study is to prove the role of human talent management in promoting organizational innovation in Iraqi universities, using analytical and descriptive approach. The second one was by Al Alawi and Zakaria (2019) displayed the impact of talent management on organizational innovation: An applied study on Sohar University – sultanate of Oman. The last one was by Daoud and Amanah (2021) impact of talent management processes in achieving organizational ambidexterity: An applied study in the General Authority for the Maintenance of Irrigation and Drainage Projects in Baghdad. This research was seeking to illustrate the effect of talent management processes in achieving organizational ingenuity across application in some Iraqi governmental organizations.

Based on above mentioned, one of the most important areas of benefit from previous studies is the enrichment of the theoretical and intellectual aspects, as previous studies contributed to enriching the theoretical and intellectual side and benefiting from its own theoretical framework. Also, previous studies enabled researchers to formulate research methodology and objectives. As it directly contributed to building the current research scale through looking at the measures and tools used in previous studies, which helped pave the way for selecting the study sample by looking at the samples of previous studies and knowing the appropriate statistical methods for the current research.

Generally, the major problem with research is that most organizations, especially those that provide services, do not have plans that are tailored to these talents. The inability to maximize high performance resulted from this. Furthermore, there is a dearth of studies examining how talent management techniques affect organizational ingenuity.

Therefore, the main objective of the study is to determine how talent management techniques and organizational inventiveness relate to one other so that beneficiaries can receive exceptional services and goods that set them apart from the competition to beneficiaries.

2 Material and Methods:

The descriptive analytical approach was used to determine how talent management techniques and organizational inventiveness relate to one another. In this case, the simple regression coefficient and the Pearson simple correlation coefficient were used. When the relationship between the dimensions of the independent variable does not exceed 0.70, the Pearson correlation method can be used to determine the direction of the relationship between variables and guarantee that there is not a linear correlation issue (Saunders et al., 2009).

2.1 The Research Tools:

The questionnaire was relied on as the main tool for collecting data and information. This questionnaire was designed based on a set of measures chosen in previous studies, as mentioned above. These standards have been adopted by many successful organizations after they have been modified and adapted to suit the nature of the work of the faculties at the University of Baghdad. This questionnaire was divided according to a five-point Likert scale. The researchers also used the statistical method (Alpha-Cronbach coefficient), as its value should be greater than (70%) in order to be accepted statistically in administrative and behavioral research.

2.2 Research population and sample:

To fulfill the practical research requirements, the research population was chosen to correspond to the research objectives, which were 4 colleges affiliated with the University of Baghdad (College of Physical Education for Girls, College of Physical Education and Physical Sciences, Main College of Fine Arts, and sub-College of Fine Arts). The study population included (120) participants. After that, the researchers selected a purposive sample consisting of (95) managers, heads of departments, and division heads (according to the Morgan 1970 model).

2.3 The hypothetical scheme of the research:

The hypothetical drawing below shows the possibility of the influence of the independent variable (talent management strategies and their dimensions) on the dependent variable (organizational ingenuity and its dimensions). The main objective of this hypothesis diagram is to clarify the logical effects of a set of main variables and related sub-variables for each of them.

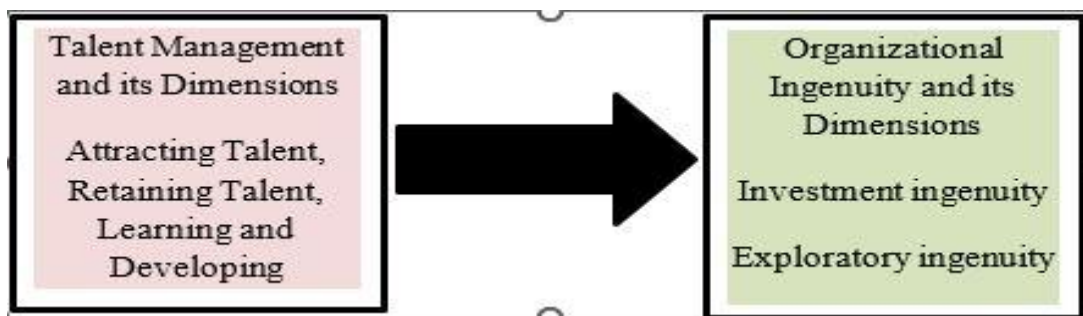


Figure 1: The hypothetical scheme of the research

Source: The authors

2.4 The Research Hypothesis:

The main hypothesis of this research (There is no significant effect of Talent Management on Organizational Ingenuity in the colleges under study).

2.5 Dimensions of talents management:

Most studies indicate that the dimensions of talent management are attracting talent, retaining talent, learning and developing (Al Aina and Atah, 2020). As Kwon and Jang (2022) indicated the dimensions of talent management are talent evaluation, talent reward, talent development, talent selection, and talent attraction. Accordingly, the researchers agree with the study (Al Aina and Atah, 2020). The main reason that called for the researchers to choose these dimensions is that the chosen dimensions are appropriate to the place where the study is applied. This scale is modern and authentic.

These dimensions can be explained as follows:

2.5.1 Attracting Talents:

In today's entrepreneurial environment, talent management plays a central role in driving success within organizations (Gourova and Gourova, 2017). The major objective of any organization is to achieve its goals and fulfill its obligations effectively (Boštjančič and Slana, 2018). Thus, attracting talents can be defined as the process of attracting and bringing individuals with skills, high competencies, and talents to a specific organization. Attracting talent aims to recruit individuals with the appropriate capabilities and experience to meet the needs and objectives of the organization (González-Masip, 2019).

2.5.2 Talent Retention:

Organizations struggle to retain their talent and struggle to find the best strategies in developing that talent (Mabaso, 2021). As this procedure contributes to the success of the organization (Zainee and Puteh, 2020). Talent retention is the efforts and strategies that organizations follow to keep talented employees, high skills, and competencies within them. According to Ohunakin et al. (2020) talent retention is an essential strategy to ensure continued superior performance and the achievement of the organization's goals.

2.5.3 Learning and Developing Talents:

According to Al Aina and Atan (2020) explained that after selecting and identifying talents, the organization must provide support to the talented employees by enhancing their performance in order to preserve and retain them because they possess high skills. Therefore, the process of learning and development contributes significantly to the success of individuals and organizations. Through continuous learning and sustainable development, individuals can improve their performance and grow in their career paths (Dai, 2020).

2.6 Dimensions of Organizational Ingenuity:

In fact, most organizations seek to adapt to environmental changes, explore new ideas or processes, and develop new services (Jama, 2022). The main goal of organizational ingenuity is to benefit from existing capabilities and invest in existing expertise and knowledge (Marie and Alshaher, 2022). The long-term survival of organizations depends on their ability to invest their available resources and engage in exploring new opportunities to ensure future survival (Mohamedc, 2023). Organizational ingenuity emerged in various fields of knowledge such as organizational behavior and strategic management (Al-Zahrani, 2022). As well as learning and adapting because investment enhances the short-term performance of the organization. While exploration enhances long-term performance by exploring new opportunities and responding appropriately to future environmental changes (Majid et al., 2021). Also, Amjad and Noor (2020) confirmed that organizational ingenuity gained its importance through the organizational balance between exploration activities, and (Alghamdi, 2018) defined it as the ability of the organization to engage simultaneously in investing in current organizational capabilities and exploring future opportunities. Also, (Lampel and Drori, 2014.) indicated the ability of the organization to efficiently manage current work requirements and at the same time adapt to future work needs due to environmental changes. In addition to, Steiziet et al. (2020) it was shown that it is an essential ability for organizations in turbulent environments because it facilitates the simultaneous pursuit of exploitation and exploration.

Therefore, most researchers and writers agreed that organizational ingenuity is represented by two dimensions: Exploration ingenuity (exploration) and investment ingenuity (investment) (Jansen, 2005; Al-Masry, 2019 and Marie and Alshaher, 2022).

2.6.1 Exploratory Ingenuity (exploration):

March (1991) introduced for the first time the concepts of exploration and investment to management literature. This researcher argued that they should be viewed as two ends of a single continuum that includes research, diversity, risk-taking, experimentation, adventure, flexibility, discovery and innovation. Exploration, of course, leads to enhancing the organization's ability to constantly renew its stock of knowledge (Jansen, 2005). In fact, exploratory activities are usually related to new knowledge in organizations (Fisheret et al., 2021). It is a strategy through which organizations seek to develop new ideas, processes, products and services (Marie and Alshaher, 2022).

2.6.2 Investment Ingenuity:

Also, March (1991) pointed out that investment ingenuity is a competing force that is necessary for the success of organizations. This has led to a growing field of research on ingenuity. Since then, studying the concepts of exploration and investment is great importance if organizations are to thrive (Ubeda et al., 2021).

The essence of investment is to refine and expand capabilities, technologies and existing models while exploration, the essence of which is experimentation with new alternatives, its outcomes will be uncertain, distant, and often negative (Brix, 2019). Therefore, the distance in time and space between the place of learning and the place of achieving outcomes are generally greater in the case of exploration than in the case of investment (Mahrou, 2022).

2.7 Analysis and interpretation variables of research:

2.7.1 Analysis of the dimensions of talent management strategies:

Table 1 showed that the total arithmetic mean for the main variable (talent management strategies) was (3.01). This means that there is a slight increase in the arithmetic mean. This further conveys that the arithmetic mean is almost equal to the hypothetical mean of (3) with a standard deviation (SD) of (1.08) and a coefficient of variation (CV) (0.36). This indicates that the data is heterogeneous, as the respondents answered the most (60.1%). This implies that (40%) of the respondents do not have a clear understanding of this variable talent management and its sub-dimensions.

Table 1: Statistical description of the answers of sample about the talent management strategies

No	Items	Mean	S D	%	C D
1	The college provides good working conditions and fair wages through which it attracts the right talent.	2.83	1.16	56.6	0.41
2	Availability of future opportunities to develop the abilities and capabilities of new employees.	3.2	1.04	64	0.33
3	The college pays great attention to balancing the work and personal life of the employees by providing social networking facilities.	2.69	1.05	53.8	0.39
4	The College is concerned with providing a good and structured environment through which it aims to attract the right talent.	3.12	1.14	62.4	0.37
Total of Attracting Talents		2.96	1.10	59.2	0.38
5	The college adopts an effective leadership style through which it is keen to deal with the problems faced by talented people in a fair and transparent manner.	3.05	1.13	61	0.37
6	The college has a competitive compensation system compared to other ministries, which it employs as a motivating system for talented workers.	2.8	1.04	56	0.37

7	The college has internal recruitment policies that contribute to raising the level of loyalty and morale.	2.77	1.2	55.4	0.43
8	The college makes working hours flexible in order to stimulate and develop their performance.	2.83	1.11	56.6	0.39
Total of Talent Retention		2.86	1.12	57.3	0.39
9	Internal development programs are used to develop the skills of talented employees.	2.81	1.11	56.2	0.4
10	The senior management directly supervises the training courses.	3.38	0.92	67.6	0.27
11	The college pays great importance to online learning in order to develop the skills and experiences of workers.	3.49	0.98	69.8	0.28
12	The college provides the necessary devices and equipment to develop the performance of gifted individuals and improve their productivity.	3.09	1.05	61.8	0.34
Total of Learning and Developing Talents		3.19	1.02	63.9	0.32
Total of Talents Management Strategies		3.01	1.08	60.1	0.36

2.7.2 Analysis of the dimensions of organizational ingenuity:

Table 2 determined that the total arithmetic mean for the dependent variable (organizational ingenuity) was (3.10), with a standard deviation (SD) (0.96), and a coefficient of variation (CV) of (0.31). As for the relative importance of this variable, it amounted to (61.9%). This indicates that (40%) of the respondents do not have a clear understanding of this variable that is organizational ingenuity and its sub-dimensions, as shown in Table 2

Table 2: Statistical description of the responses of the sample about organizational ingenuity

No	Items	Mean	S D	%	C D
1	The college is keen to invest its available capabilities in improving the performance of its services.	2.99	1.37	59.8	0.46
2	The college employs its technological techniques to invest time efficiently and effectively.	3.13	1.17	62.6	0.37
3	The college empowers its personnel to deal with changing circumstances.	3.43	0.96	68.6	0.28
4	The college is interested in increasing the efficiency of its human resources and providing them with knowledge through (training, higher education, simulation of strategic plans...etc).	3.32	1	66.4	0.3
5	The college seeks to control organizational crises with minimal material and human losses	3.35	1	67	0.3
Total of Investment Ingenuity		3.24	1.10	64.9	0.34
6	The college analyzes the external environment to detect potential threats.	2.97	0.99	59.4	0.33
7	The college creates an organizational climate that is supportive of change.	3.17	1.08	63.4	0.34
8	The college adjusts its goals periodically and reschedules its work according to the current circumstances it faces.	3.02	1.03	60.4	0.34
9	The college develops well-thought-out organizational strategies to adapt to different environmental conditions in order to increase its ability to face challenges.	3.19	1	63.8	0.31
10	The college grants employees the necessary power to enable them to develop the goals they work to achieve.	3	0.92	60	0.31

	Total of Exploratory Ingenuity	3.07	1.00	61.4	0.33
	Total of Organizational Ingenuity	3.10	0.96	61.9	0.31

2.7.3 Simple regression analysis and hypotheses testing of the study:

The main hypothesis of this research is to study the effect of Talent Management on Organizational Ingenuity. To achieve that, the researchers used the simple linear regression, because it is a statistical technique to examine the effects between two variables, one independent and one dependent (Chatterjee and Hadi, 2015; De'ath and Fabricius, 2000). Hox et al. (2017) and Schroeder et al. (2016) have stated that the simple linear regression is an accurate and strong method when the aim is to understand the effects between variables of a study, both independent and dependent. This technique has three key indicators: (R^2), F-value, and T-value. R^2 -value ranges between 0-1 (Finch et al 2019) and (Jain, 2017).

The main hypothesis was *H10*: There is no significant effect of *Talent Management on Organizational Ingenuity* in the colleges under study. So, Table 3 reports a strong effect of Talent Management on Organizational Ingenuity according to the results of F-value 60.24, t-value 4.95, ($P < 0.05$), and strong R^2 -value (0.567), which are significant. Hence, that allowed for the rejection of null hypothesis *H10* in favor of the alternative hypothesis *H11*.

Table 3: The results of the research hypothesis (effect) through using the simple linear regression (N=95)

Hypothesis	The path	Regression Weights using SPSS					Results
		R2	(β)	S.E	F-value	T-value	
H10 or H11	Talent Management on Organizational Ingenuity	0.567	0.409	0.697	60.24	4.95	Rejected null hypothesis in favor of alternative hypothesis H11
H10 is the Null hypothesis and H11 is the Alternative hypothesis							

3. Discussion of the results:

In regarding to the dimensions of attracting talent in talent management strategies. Overall, the Coefficient of Variation (CV) was 0.38, the Mean (M) was 2.96, and the Standard Deviation (SD) was 1.10. This indicates that the research sample thinks that the positions and nature of the occupations play a significant effect in recruiting talent to the faculty members they understudy. This demonstrates how crucial it is for most firms to find and attract outstanding individuals.

In regarding to dimension of the retaining talents, the average of mean was (2.86). This means that the proportion is lower than the mean. Additionally, the Coefficient of Variation was 0.39 and the Standard Deviation was 1.12. This suggests that a significant portion of the sample members disagree. This also suggests that there isn't a dedicated administration in place at colleges that is focused on developing talent, and that there is a lack of objectivity among participants when it comes to upper management's desire for group discussions among its employees so that they can use their intellectual capital.

In regarding to dimension of the learning and development.

The standard deviation was 1.02 and the overall mean was 3.19. This indicates that the colleges included in the survey provide gifted students with chances to enhance their areas of proficiency and raise their performance in a way that inspires and motivates them. But it needs greater attention, and the talented staff at the understudy colleges should be given specific training assignments.

In regarding to dimension of the investment in organizational ingenuity. Both the standard deviation (0.96) and the arithmetic mean (3.43) were high. This suggests that the research sample is eager to use its resources to raise the caliber of the services it provides.

In regarding to dimension of the exploratory in the organizational ingenuity. The standard deviation was (0.99) and the arithmetic mean was (2.97). This demonstrates how the faculty members use techniques to investigate the outside world in order to create well-researched plans. In regarding to testing main hypothesis of the current research, Table 3 illustrates the results, which demonstrated a strong positive impact of talent management on organizational creativity.

4. Conclusion:

This research presents a set of vital conclusions that were obtained through the practical aspect by analyzing the level of influence of the main variable of the research (talent management strategies with its dimensions in the organizational ingenuity and its dimensions) in some faculties of the University of Baghdad. First of all, most of the respondents are holders of postgraduate degrees, where the percentage of PhD holders was (49.5%), followed by higher diploma holders with a percentage of (17.9). As for a master's degree, they achieved a percentage of (12.6%). However, the researched sample relied on holders of higher degrees to achieve the tasks of talent management strategies. Second, according to the results of the research, there is a crucial role for human resources management in developing, retaining, evaluating and incentive talents in an acceptable method. However, it is not at the required level. Third, the dependent variable (organizational ingenuity) is available in the investigated colleges at a moderate level. Fourth, according to the view of the research sample, the target colleges are keen to invest their human resources to enable them to deal with changing circumstances and control organizational crises with more benefits and minimal losses. In contrast, there is a weak role of senior management in encouraging human resources to participate in the process of continuous improvement. Therefore, that can lead to distinguishing them in a way that allows them to reach efficient and effective performance. Also, the findings of the research indicated that top management is slow in linking its outcomes with the market needs. Finally, there is no specialized administration that cares about the teaching talents within understudy colleges, takes care of them, and provides them with enough support to keep the talents they have.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved by The Local Ethical Committee in The University.

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أثر استراتيجيات إدارة المواهب في البراعة التنظيمية: بحث تطبيقي في بعض كليات جامعة بغداد

عادل عبد الودود العباسي
جامعة بغداد/ كلية الإدارة والاقتصاد
قسم الإدارة العامة

Email: adel.a@coadec.uobaghdad.edu.iq
Orcid: <https://orcid.org/0000-0003-0097-350X>

امال محمد راضي
جامعة بغداد/ كلية الإدارة والاقتصاد
قسم إدارة عامة

Email: ryalyw67@gmail.com

Received:12/10/2023 Accepted: 2/11/2023 Published Online First: 1 /12/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الإبداعي تُسبب المُصنَّف - غير تجاري - الترخيص العمومي الدولي 4.0

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مستخلص البحث:

الهدف الرئيسي من هذا البحث هو اختبار تأثير استراتيجيات إدارة المواهب على البراعة التنظيمية في عدة كليات جامعة بغداد (كلية التربية الرياضية للبنات، الكلية الفنون الجميلة، كلية التربية الرياضية والعلوم البدنية، والكلية الفنون الجميلة / الرئيسية). الكلية الفرعية للفنون الجميلة). وتم تشخيص مشكلة البحث من خلال قلة الدراسات التي اختبرت تأثير استراتيجيات إدارة المواهب في البراعة التنظيمية في المنظمات محل الدراسة. واعتمد البحث المنهج الوصفي التحليلي لدراسة الظاهرة بشكل دقيق. وكانت الاستبانة الأداة الرئيسية لجمع البيانات والمعلومات. وشملت عينة البحث رؤساء الأقسام الأكاديمية، ومديري الإدارة، ومسؤولي الأقسام في الكليات محل الدراسة، والذين بلغ عددهم الإجمالي (95) مشاركاً من إجمالي (120) مديراً. وتم تحليل البيانات والمعلومات واختبار الفرضيات باستخدام الأساليب الإحصائية المناسبة مثل (الوسط الحسابي، الانحراف المعياري، معامل التباين، الانحدار البسيط) من خلال استخدام البرنامج الإحصائي (AMOSS) في تحليل استجابات المشاركين. وكانت نتائج البحث مهمة بسبب وجود علاقة ارتباط مهمة بين استراتيجيات إدارة المواهب والبراعة التنظيمية. كما دعت الحاجة إلى إدارات متخصصة لإدارة المواهب من خلال عمليات الجذب والتوظيف والتطوير والاستثمار بما يعزز البراعة التنظيمية وتمكين موظفيها من الإدارة وبالتالي تحسين مستوى أدائهم.