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Research Article

The Duality of Organizational Capabilities of Industrial Companies in Iraq: The Mediating Role of Organizational Agility and the Importance of Knowledge Experience and Job Level in Their Moderating Role

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ABSTRACT

This study was conducted on six industrial companies in the Iraqi food manufacturing sector, which are distributed across various geographical locations in the provinces. The population consists of all managers and employees of the branches of these companies, forming the study sample. The current study opted for a purposive sample of 250 individuals from the selected companies, including board members, department heads, unit managers, service center employees, and authorized managers of granted agencies. The results showed that all values of the skewness and kurtosis coefficients fall within the normal distribution limits of ±2.54, indicating that all items related to strategic agility and human talent management variables follow a normal distribution. Additionally, the standardized regression weights or parameter estimates displayed on the arrows connecting the latent variables to each item of the scale exceeded the threshold value of 0.40 (the criterion for assessing the validity of items), which is statistically acceptable. This confirms that the data collected from the study sample aligns with the measurement model represented here by the organizational agility and human talent management scales. The Cronbach's alpha values ranged from 0.958 to 0.738, which are statistically acceptable in administrative and behavioral research since they exceed 0.70. This indicates that the tools used demonstrate high consistency and reliability. Therefore, the study recommends the necessity of adopting a clear strategic vision and believing in it within the philosophy of top management to achieve agility and, consequently, talent at the organizational level. This has a significant role in enhancing the organization's orientations and its entrepreneurial readiness toward the changes, developments, and future requirements necessary to survive in a dynamic, uncertain, and continuously changing business environment.

Keywords: Organizational talent, organizational agility, cognitive expertise, job level.

Introduction

The development of organizational knowledge is a crucial requirement for successfully adapting to new environmental conditions. Knowledge has become an integral part of the organizational assets within an organization. Therefore, enhancing knowledge is essential for effective adaptation to new environmental circumstances. Human resource management plays a crucial role in leveraging the knowledge embedded within the workforce and acts as a framework for organizing and implementing effective knowledge management. Employees have cognitive abilities that facilitate successful knowledge management, and to fully benefit from this process, it is essential to engage skilled and specialized human resources in fostering an optimal environment (Elrehail *et al.*, 2023).

Additionally, knowledge management aids in selecting the appropriate ideal approach that enhances decision-making processes, positively impacting the organization's outcomes and objectives. Moreover, knowledge management is a critical factor in industrial businesses, as it encompasses elements that must be managed efficiently

to achieve long-term organizational success. Furthermore, knowledge management effectively stimulates competitive advantages for the company (Demir *et al.*, 2023).

1. Study Objectives: The objectives of this study have been formulated based on the results that the researcher aims to achieve, both theoretically and practically. This study aims to explore the impact of knowledge management on enhancing human talent strategies in industrial companies in Iraq, through organizational agility, with the following goals:

A- Assess the impact of talent management on both organizational agility and organizational excellence in Iraqi industrial companies.

B- Analyze the effect of organizational agility on organizational excellence in Iraqi industrial companies.

C- Investigate the moderating role of organizational agility in the relationship between knowledge management and human talents in Iraqi industrial companies.

This type of objective is grounded in the coherent combination of the study variables and their interaction in the field at the level of industrial companies in Iraq, with the sample of the study as follows:

- Test the level of correlation between the main study variables and their sub-dimensions statistically at the level of the sample companies.

- Test the level of the impact of organizational agility on human talent strategies statistically at the level of the sample companies.

- Test the level of the mediating role of organizational agility and its dimensions in enhancing the effect of both knowledge individually and collectively in achieving human talent strategies statistically at the level of the sample companies.

2. Study Problem: The researcher proposes to test a set of practices available in dealing with human talent strategies, including (exploratory creativity, investment creativity), through organizational agility, which includes (collective commitment agility, strategic sensitivity agility, resource flow agility).

3. Study Questions: To understand the study problem, we rely on a set of sub-questions that will serve to elaborate on the main problem question, as follows:

1. Do the managements of the sample companies have a clear understanding or adequate awareness of the study variables (human talent strategies, organizational agility)? What are their sub-dimensions?

2. What is the level of importance of the study variables (human talent strategies, organizational agility) with their sub-dimensions at the level of the surveyed companies?

3. What is the level of correlation between the main study variables and their dimensions at the level of the surveyed companies?

4. What is the level of direct impact of organizational agility on human talent strategies at the level of the surveyed companies?

5. What is the level of indirect impact of knowledge on human talent strategies through organizational agility at the level of the surveyed companies?

This will enhance the understanding of the impact of enhancing human talents in the surveyed companies. This study can be built on a set of main hypotheses through which we aim to explain the study problem, which can be formulated as follows: The impact of knowledge management on enhancing human talent management strategies: An analysis of organizational agility: Applied to the Iraqi industrial sector.

4. Study Hypotheses: This study can be based on a set of hypotheses that aim to explain the study problem, which can be formulated as follows:

-*Testing the first main hypothesis:* There is a significant correlation between knowledge and its dimensions with organizational agility.

-*Testing the second main hypothesis:* There is a significant correlation between knowledge and its dimensions with human talent management strategies.

-*Testing the third main hypothesis:* There is a significant correlation between organizational agility and its dimensions with human talent management strategies.

-*Testing the fourth main hypothesis:* There is a significant impact of knowledge and its dimensions on organizational agility.

-*Testing the fifth main hypothesis:* There is a significant impact of knowledge and its dimensions on human talent management strategies.

-*Testing the sixth main hypothesis:* There is a significant impact of organizational agility and its dimensions on human talent management strategies.

5. Study Methodology: To achieve the objectives of the study, the researcher reviewed the scientific research methodology used in the study and its scope. The researcher adopted a combination of deductive and inductive approaches, referred to as the Positive Approach:

- The deductive approach is characterized by moving from generalities to specifics, deriving specific results from previously established general results. This approach is used to deduce a solution to the study problem by interpreting and analyzing the results of the theoretical framework after practical testing and ensuring its applicability. The researcher used this method to uncover the logical results arising from testing the study's sub-hypotheses through applied and analytical studies.

- The inductive approach involves moving from specifics to generalities, following the main steps of this methodology, which include:

- Formulating the theoretical framework of the study and establishing scientific hypotheses as preliminary solutions to the study.

- Identifying the appropriate methodology for conducting the necessary applied and analytical study by determining the required information type, designing a survey questionnaire as a tool for the applied study, collecting actual data from lists and reports for the analytical study, defining a relatively suitable sample from the study population, and specifying data collection methods.

- Testing the study hypotheses inductively, analyzing data, and interpreting results to reach facts that can be generalized scientifically (theoretically) and practically (empirically):

6-Theoretical Study: This involved studying and analyzing what has been presented in management literature regarding knowledge management and how to analyze and measure its effectiveness, aiming to develop a theoretical framework on knowledge management and assess the level of human talent strategies through organizational agility in Iraqi industrial companies.

7-Applied Study: This study involved preparing a questionnaire to gather opinions from participants in the industrial sector regarding certain inquiries related to the study topic, most notably organizational agility and the application of its various measurement tools, as well as their familiarity with the administrative and knowledge aspects related to knowledge management in Iraqi industrial companies. The researcher analyzed the consensus of different opinions on human talent strategies through organizational agility and identified the relationship between the industrial sectors (public and private companies). This analysis will lead to accepting or rejecting the main hypothesis of the study based on the statistical analysis results.

The analytical approach will be used to collect data to describe the phenomenon, analyze it, and uncover the relationships between its various dimensions, aiming to interpret and reach conclusions that contribute to improving the current situation. This will be achieved using the SPSS software and the Smart-PLS4 statistical program to

ultimately validate or refute the study hypotheses. The hypotheses inferred by the researcher will be discussed during the theoretical overview of the research topic to verify their validity within the examined sector and the consistency of the findings with the realities of the surveyed companies, along with presenting results and recommendations.

8. Scientific Contribution of the Study: The practical contribution of the study lies in its practical description and analysis of use and application. Below are some key points summarizing the main features of the current study, which are essential for distinguishing it from previous studies and avoiding the conventional use of scientific research methods, as well as keeping up with advancements in research methodologies and specialized fields. The current study addresses three core disciplines in the field of business management, namely strategic management, knowledge management, and organizational behavior. This interdisciplinary approach fosters the exchange of ideas that serve the similar objectives of diverse specializations, particularly concerning the study of organizations' strategic thinking and its tools in the prevailing knowledge economy era.

Chapter One: Human Talent Management Strategies

The society of the 21st century imposes on various institutions the necessity to strive for excellence in performance at both individual and organizational levels. This became evident after the field of management, in general, witnessed a movement toward reform based on standard criteria, which emphasized the need for clear and specific standards for development and improvement processes in organizations. This was followed by a search for excellence, which confirmed that achieving excellence should be the primary concern of all organizations, regardless of their levels.

Section One: Talent

Talent management is a modern topic in the field of human resource management. Organizations have begun to recognize its importance due to its role in achieving excellence, innovation, and creativity, which are essential for survival among organizations. Consequently, it has become natural for organizations to focus intensely on talent management, as it represents a unique strength that cannot be easily replicated or manufactured. Contemporary organizations prioritize their existence as a formidable force to ensure growth, continuity, and the effective achievement of their goals and strategies.

1. Concepts of Talent: Talent is manifested through a complex array of routines and decisions that enable an organization to recognize and capitalize on new opportunities by reallocating its resources (O'Reilly & Tushman, 2013: 17). It is viewed as a dynamic capability that necessitates the development of activities related to sensing, seizing, and transforming, with managers playing a pivotal role in balancing the conflicting demands of exploration and exploitation. Talent refers to the ability to skillfully utilize both hands equally. Essentially, it is an organizational capability that affects the relationship between exploratory and exploitative creative behaviors and overall performance. Thus, talent encompasses not just dual-sided behavior but also the capacity to effectively pursue these behaviors (Kretschmer and Aschenbrücker, 2019: 118). Operationally defined, talent is the dynamic capability to explore future opportunities in the business landscape, invest in them, and convert threats into viable investment prospects. This capability relies on the skills of human resources at the individual level, work teams at the group level, and the organization as a whole at the organizational level.

2. Talent Organizations (Concept and Importance): Talent organizations are characterized by their ability to compete by utilizing their existing capabilities while also exploring new ones. Striking a balance between these two aspects is essential for organizational adaptation and long-term superior performance, particularly in knowledge-intensive industries (Popa *et al*., 2016: 2; Heracleous *et al*., 2016: 48). These organizations are able to invest and explore simultaneously, and blending different approaches (exploration and exploitation) is key to their success (Lilja & Palm, 2017: 4). They are characterized by the ability to utilize existing capabilities while also exploring and realizing new opportunities (Vrontis *et al*., 2017: 375).

Moreover, agile organizations engage in contradictory and competitive activities simultaneously, capable of recognizing interconnections and capturing the value derived from both exploratory and exploitative activities. These organizations can invest in current capabilities while simultaneously exploring new opportunities to bolster their assets and enhance company performance and competitiveness (Tsai Ren, 2019: 1).

In terms of importance, agile organizations possess the ability to generate competitive advantages through revolutionary and evolutionary changes in both exploratory and exploitative domains or through adaptation and alignment. They can develop new products and services for emerging markets while competing in mature markets simultaneously. New product and service development for emerging markets can be achieved through experimentation, speed, and flexibility. This development can lead to competitive advantages, as illustrated in Figure (1).

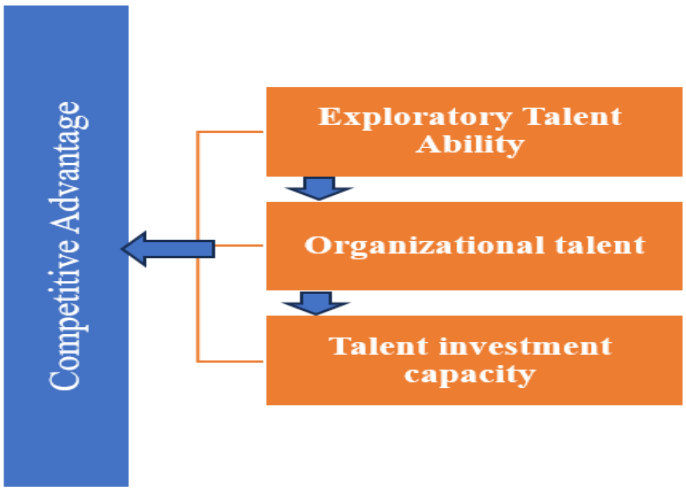

Figure (1): The Agile Organization and Competitive Advantage (Prada, 2014).

As identified, the following types of behaviors contribute to making an organization agile (Zabiegalski, 2015: 102-101):

1. Helping Others as an Organizational Practice: Encouraging collaboration and support among employees to foster a cooperative environment.

2. Learning Through Problem Solving for Customers: Focusing on finding solutions to customer issues, which enhances both customer satisfaction and organizational learning.

3. Linking Performance, Learning, and Customer Problem Solving: Integrating these elements to create a cohesive approach that drives organizational success.

4. Being Comfortable with Discomfort and Change: Embracing uncertainty and adapting to change as a means of fostering innovation.

5. Adopting a Culture of Openness, Flexibility, and Knowledge Sharing: Creating an environment where information flows freely, promoting adaptability and continuous improvement.

6. Expecting High Performance from Employees While Allowing for Exploration and Learning: Setting high standards while encouraging employees to experiment and learn from their experiences.

Agile organizations manage conflicting demands by balancing the investment in existing capabilities while exploring new opportunities to achieve superior performance (Faia & Vieira, 2017: 447). They realize outstanding performance by applying the concept of talent in management and entrepreneurship. Research indicates that individuals can leverage the organization by working in seemingly contradictory ways, establishing specific behavioral and structural social qualities closely related to managerial talent. Therefore, managers aiming to pursue an integrative strategy should focus on building an agile organization that allows them to achieve balance and harness diverse activities in exchange situations (Rothaermel, 2015: 184; 2017: 37).

Section Two: Human Talent Management Strategies (Concepts - Importance)

The recent developments in the world of management and business have led to the emergence of new administrative terms and ideas in the field of human resources. Among these new concepts is talent management,

which has gained increasing attention as it focuses on the inputs of the learning process, including development and capabilities. This section will explore the concept of human talent management strategies and their importance.

1. Concepts of Human Talent Management Strategies: Following the general understanding of talent in the previous section, this part will delve into the concept of talent at the organizational level, reflecting the views of various authors and researchers in the field of strategic management. The roots of talent as an organizational concept are well recognized, with Duncan (1976) being the first to coin the term "human talent management strategies" in the context of merging organizational structures to support creativity.

Over the past two decades, a substantial body of literature has focused on human talent management strategies as the capability to simultaneously address conflicting environmental and technological demands. This can be summarized as the ability to foster increasing and asynchronous creativity while managing various conflicting structures, processes, and cultures within the organization (Akesson et al., 2018: 277).

Human talent management strategies are typically defined as an organization's ability to effectively balance the opposing goals of exploration and exploitation. Achieving this balance has become crucial for organizational success, arising from the fundamental challenges that organizations encounter. They establish robust structures and methods to maximize profits and ensure survival, all while maintaining the flexibility to explore future opportunities (Hoppen & Jeppsson, 2018: 8).

Talent management strategies have been used to describe the balance in applying alternative options, such as investment versus exploration, efficiency versus creativity, knowledge sharing versus knowledge protection, and proactive market orientation versus responsiveness or adaptation (Jiménez & Boehe, 2018: 67). They reflect an organization's ability to invest in current organizational capabilities while simultaneously exploring future opportunities. Investment focuses on processing, efficiency, selection, and execution, while exploration emphasizes research, experimentation, and discovery (Alghamdi, 2018: 4-3).

Human talent management strategies differ from the concepts of dynamic capabilities or organizational flexibility, which have been widely discussed in the context of management. These generally refer to a variety of organizational capabilities that enable the organization to engage in two contradictory activities simultaneously. The essence of human talent management strategies lies in the tension faced by organizations striving to maintain a balance between two conflicting analytical structures: investment and exploration (Petro *et al*., 2019: 1).

2. Importance of Human Talent Management Strategies: Given the characteristics of the competitive environment in which organizations operate and the necessity to implement exploration and investment activities (Petrosa-Ortega & Molina-Azurin, 2018: 84), human talent management strategies are essential for ensuring an organization's long-term survival. These strategies help secure both current and future capabilities, equipping the organization with the dynamic ability to adapt to environmental changes.

By empowering organizations to leverage existing assets and capabilities from the mature aspects of their business, these strategies provide a competitive advantage in new areas. Numerous studies have supported the link between human talent management strategies and an organization's capacity to adapt and sustain long-term competitive advantage (Bodikian, 2014: 26). Such strategies contribute to achieving competitive advantage by investing in existing knowledge—like conducting audits—and delivering innovative solutions to customers, particularly in consulting services. This approach enables organizations to develop diverse learning capabilities that create strategic value (Fu *et al*., 2015: 57-58).

According to Hoppen & Jeppsson (2018: 21-22), over the past 15 years, the importance of human talent management strategies has increased, driven by the expansion of markets in a globalized environment and the rising threat of competition. They present five mechanisms for successful execution by managers to achieve human talent management strategies, which include:

1. Compelling Strategic Intent: A clear and persuasive direction that guides the organization's efforts.

2. Shared Vision and Values Across Separate Units: Ensuring alignment in purpose and values among different organizational units.

3. Explicit Ownership of a Talent Strategy: Clear accountability and commitment to the strategy by leaders within the organization.

4. Separate but Cohesive Organizational Infrastructure: Having distinct structures that work together harmoniously to support the strategy.

5. Leadership to Resolve Emerging Tensions: Effective leadership to address and manage conflicts that arise during strategy implementation.

Section Three: Human Talent Management Strategies (Types - Dimensions)

The term "excellence" in the Al-Mu'jam Al-Wasat is defined as a source noun derived from the verb "to excel," meaning to distinguish oneself. Thus, an exceptional organization is one that stands out and excels beyond competitors. Following the discussions in the previous sections, this section will explore the following topics: the types of human talent management strategies and their dimensions.

1. Types of Human Talent Management Strategies: Based on the work of Cao and colleagues, it is suggested (Ramachandran & Lengnick-Hall, 2012: 9) that talent can be either symmetrical or asymmetrical. Symmetrical talent refers to an equal mix of exploration and exploitation, while asymmetrical talent provides an unequal mix, manifesting in two forms: exploration-dominant and exploitation-dominant. Three forms of talent are characterized that enable an emergent approach to managing exploration and exploitation.

The table (1) presents an overview of three patterns of agile capabilities: structural agile capabilities, which are divided into different units; contextual agile capabilities, which equip individuals with dual behaviors simultaneously within a specific culture; and coordinated agile capabilities, which create integration within the senior management team. Although each type of agile capability has its advantages and disadvantages, integrating these three types can effectively handle both investment and exploration tasks (Zeng *et al*., 2017: 40).

Table (1): Overview of Three Types of Agile Capabilities (Zeng *et al*., 2017: 40).

Classification	Advantages	Disadvantages	Models
Structural capabilities Structural	capabilities differentiate two different firms and reduce their conflicts to improve efficiency.	Structural capabilities can constrain the complementary strengths of these two firms and increase integration costs.	Andriopoulos &Lewis Khanagha, etal.,
Contextual capabilities Contextual	capabilities balance two well-organized companies and minimize integration costs	Contextual capabilities can result in polarized developments, and employees cannot be excellent in two contrasting companies	Gibson &Birkin Shaw Güttel, etal.,
Coordinated capabilities Coordinated	capabilities are useful for balancing two different business strategies and reducing conflict	Coordinated capabilities may overlook the balance of operational activities and encourage polarized views, because the senior management team often has similar mindsets.	Du, etal., Chen, etal.

Escorcia-Caballero *et al*. (2017: 6) outline various patterns of talent and their levels within the organization. The first pattern is termed **sequential talent**, which follows the idea of pursuing exploration or investment activities over specific periods. It suggests that the organization can be "disrupted" by changing its structure over time, meaning that talent is achieved through alternating periods of investment or exploration.

The second pattern is called **structural talent**, wherein human talent management strategies are realized by creating independent units for exploration and investment within the organization itself. These units are

structurally separated, aligning people, structures, processes, and cultures, but maintaining a level of organizational integration that ensures the availability of resources and leverage for each activity.

The third pattern is known as **contextual talent**, where talent is achieved through the organizational context that supports and allows individuals to self-manage how best to divide their time between exploration and investment activities.

The fourth pattern is termed **leadership-dependent talent**, proposing that senior management teams are responsible for addressing the tensions arising from the need to develop exploration and investment activities. Thus, senior managers play the most crucial role in achieving this capability.

Finally, the fifth pattern is called **strategic alliance-dependent talent**, suggesting that the tensions resulting from the intention to achieve investment and exploration simultaneously can be resolved by outsourcing investment or exploration activities through external contracts or by developing strategic alliances with other organizations.

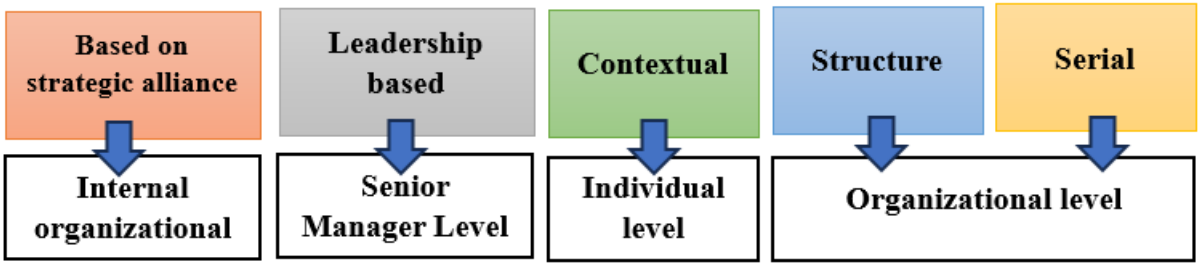

Figure (2): Patterns of Human Talent Management Strategies (Escorcia-Caballero *et al.*, 2017).

Talent must be managed not only at each level but also across levels. For example, while decisions regarding exploration and investment may be made at the senior management level, they need to be executed at the project level by project leaders and their teams. Consequently, the tensions between investment and exploration can permeate within organizations at the same level (horizontal talent), across levels (vertical talent), and throughout the entire organization (human talent management strategies) (Kassotaki *et al.*, 2018: 3-2).

Based on the above, three main types of organizational agility can be distinguished: sequential, structural, and contextual agility. These classifications add to the previously mentioned strategies of human talent management as follows:

1.1. Sequential or Synchronous Talent: From a temporal perspective, the creative process is linked to sequential talent, which is similar to the concept of intermittent balance. Sequential talent is based on a general pattern through which organizations evolve during gradual periods of change, which are temporarily dominated and interrupted only by revolutionary or disruptive change. In contrast, sequential talent indicates a continuous need to balance exploration and investment throughout the creative process. This aligns with the literature on exploration and investment, which suggests that these activities should be treated as a continuum rather than choosing between separate options (Schindler, 2015: 16-17). The temporary separation describes a culture of transition between exploration and investment, focusing on one activity at a time (Zabiegalski, 2015: 19).

2.1. Structural Talent: The structural view of talent posits that investment and exploration compete against each other for resources. Organizations need to separate units into exploratory and investment units (Fu *et al.*, 2015: 4). It also promotes the idea that organizational design should distinguish between investment and exploration activities within distinct organizational units, each with its own specialties, systems, incentives, processes, and cultures, while simultaneously establishing a planned level of integration between exploration and investment. The literature suggests that structural talent implements dual pathways that allow business units or groups within business units to focus on alignment while others concentrate on adaptation (Armour, 2015).

3.1. Contextual Talent: Contextual talent is a multidimensional construct that encompasses both exploration and investment as separate yet interconnected and non-substitutable elements. The contextual perspective on agility highlights that an organization's success relies on the simultaneous application of exploration and investment within

the organization or its units. This view of talent is increasingly referenced in management literature (Fu et al., 2015: 4) as a means to achieve a balance between investment and exploration tasks without treating them as distinct. The theory of agile leadership in creativity posits that effective agile leadership consists of three key elements: open leadership behavior to foster exploratory actions, constrained leadership behavior to encourage investment activities, and the flexibility to shift between these behaviors as situational demands arise (Alghamdi, 2018: 34).

2. Dimensions of Human Talent Management Strategies: Numerous models of human talent management strategies have been proposed by various researchers in this field, which identify the theoretical foundations for measuring human talent management strategies through the sub-dimensions of organizational agility (Escorcia-Caballero *et al.*, 2017). Accordingly, the dimensions of human talent management strategies can be defined based on Jansen's framework (2005), which is the most widely used and recognized in studies for measuring these strategies, focusing on the dimensions of exploration and investment.

Organizations must make their choices in light of the scarcity of key resources: they explicitly and implicitly weigh options between the two, initially assuming a trade-off exists between these two methods of resource utilization, as shown on the left side of Figure (3). However, recent research indicates that there may also be a synergy between resource exploration and investment rather than merely a trade-off. On the other hand, investment and exploration can be complementary, allowing organizations to achieve high levels of both, as illustrated on the right side of Figure (3). Both approaches to the relationship between exploration and investment operate within the framework of typical resource scarcity.

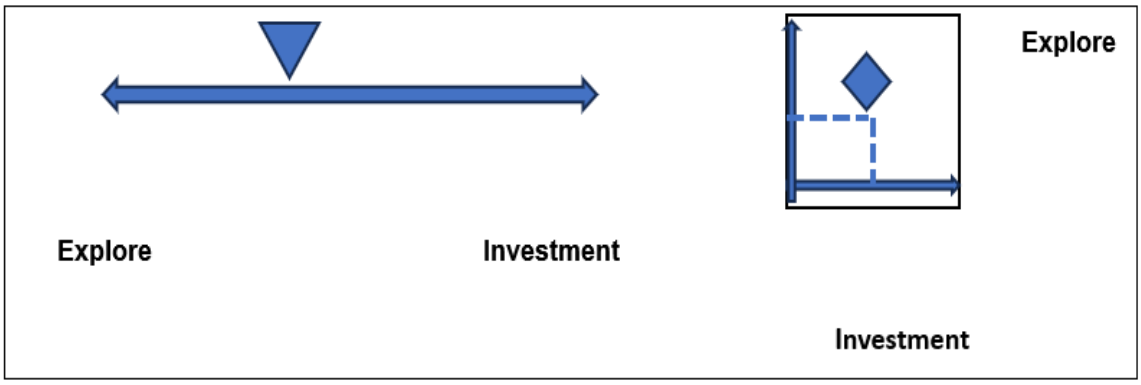

Figure (3): The Relationship Between Exploration and Investment (Hafkesbrink & Schroll, 2014)

The left side of Figure (3) describes the endpoints of a continuous chain, involving the assumption of a trade-off between exploring resources and investing them due to the scarcity of limited resources. A certain level of activity can only be achieved for either exploration or investment, leading to a trade-off between the two activities (the "conflict school," a bifurcated approach emphasizing the fundamental contradictions between exploration and investment).

In contrast, the right side of Figure (3) illustrates that exploration and investment can be related to each other, referred to as the "complementary school," starting from the assumption that exploration and investment support each other (Hafkesbrink & Schroll, 2014: 13). They are entirely different activities that require distinct types of resources. Exploration involves developing new knowledge through research, variance, risk-taking, experimentation, playfulness, flexibility, discovery, and creativity, while investment entails utilizing existing knowledge through refinement, selection, production, efficiency, and execution.

Neither exploration alone nor investment alone can ensure an organization’s ability to compete successfully in a changing business environment, and thus ensure its long-term survival (Forbach *et al.*, 2016: 1433).

Based on the literature addressing human talent management strategies, Hoppen & Jeppsson (2018: 21) developed and conceptualized the following theoretical framework to understand how many managers deal with their challenges. This framework distinguishes between the managerial level that relies on five propositions and the organizational level that includes three types of human talent management strategies used in the literature.

The concept of agile partial balancing consists of several micro-balances that collectively ensure a successful harmony between exploration and investment, as follows:

1. Emphasizing the importance of clear and specific communication between strategies that require superior implicit and documented communication channels, such as internal documents.

2. Highlighting that achieving a balance between specialized and general knowledge among employees is a core capability that ensures successful adaptation to changing market demands.

3. Recognizing the need for a structural balance between efficiency and flexibility in organizational processes.

4. Skilled managers must recognize that conflicts between units can be both a blessing and a curse. While a certain level of competition for resources can be advantageous, excessive competition may lead to negative outcomes. Therefore, managers need to strike a balance between these extremes to maximize the potential of each unit, particularly in relation to the reward system.

The concept of partial balancing suggests that achieving a balance between investment and exploration requires carefully calibrated actions that form the basis of an effective strategy. Conversely, for an organization to successfully explore and invest, it is essential to have competent managers in leadership positions who can ensure these actions are implemented at various levels of the hierarchy.

1.2. Exploration: Exploration includes organizational learning activities such as research, diversity, risk-taking, experimentation, and creativity. It is defined as the pursuit of knowledge through activities like research, renewal, experimentation, creativity, radical change, and the development of new products and processes. Through exploration, organizations can create innovative products, identify untapped markets, and cultivate new resources and capabilities.

In the long term, exploration benefits organizations by enhancing their effectiveness, leading to increased market share, sales growth, and the successful introduction of new products (Abusai, 2016: 331). It involves seeking and pursuing new knowledge within the external realms of the organization, accompanied by generating diversity and taking risks through experimentation and discovery (Zabiegalski, 2015: 18-17).

Exploratory responses in complex organizations include venturing into new areas, exploring new process boundaries, creating new products and knowledge, and addressing emerging markets that involve radical risk-taking approaches (Stokes *et al*., 2016: 3). It is fundamentally about searching for new knowledge and opportunities (Tuan, 2016: 147-146), established through diversity, experimentation, and curiosity to test new ideas.

Exploration is centered on creating new sets of knowledge (Lilja, 2017: 3-2) and aims to enhance an organization’s ability to adapt swiftly and effectively to market changes through radical modifications, experimentation, and risk-taking (Faia & Vieira, 2017: 447). It is associated with experimentation, flexibility, divergent thinking, risk-taking, and the pursuit of increased diversity, new knowledge, and technologies.

Exploration involves searching for new knowledge and opportunities, leveraging implicit knowledge to forge entirely new pathways for products or processes. It emphasizes the importance of responding to environmental changes by generating radical innovations. Therefore, maintaining these capabilities is essential for achieving a competitive advantage in dynamic environments.

2.2. Investment: Investment includes organizational learning activities such as improvement, efficiency, and implementation. It is defined as the pursuit of continuous improvement, modification, enhancement, and gradual change of existing products, processes, and services. Investment enables organizations to develop their existing capabilities and leverage core competencies in the short term (Abusai, 2016: 331).

It includes the use and refinement of existing knowledge within the internal realms of the organization, focusing on current improvements, increasing efficiency, and ongoing adjustments (Zabiegalski, 2015: 18-17). Investment is associated with efficiency, control, certainty, improvement, reducing variance, enhancing knowledge, and upgrading existing technologies. It refers to the use and enhancement of the organization's current knowledge, implying the utilization of explicit knowledge to create additional innovations in current products or processes.

Investment is described as a primary dynamic capability because it relies on existing knowledge to produce predictable outcomes and implement incremental improvements to the resource base, while maintaining its value in relatively stable contexts. Although the concept of investment as a dynamic capability can be debated due to its relatively stable nature, the line between dynamic capabilities and operational capabilities cannot be easily avoided. Therefore, investment is viewed as both a dynamic and operational capability, depending on the intended use.

Chapter Two: Organizational Agility (Concepts and Supporting Theories for the Study)

The success of business organizations is achieved through their ability to survive, adapt, and respond swiftly to changes in a rapidly evolving work environment, securing a sustainable competitive advantage that allows them to outperform their competitors by meeting customer desires and needs. This has driven businesses to seek unconventional management strategies and philosophies to face new challenges and rapid developments, among which is organizational agility, which contributes to enhancing the organization's ability to survive and grow (Oyedij, 2012, p. 8).

Section One: Concept of Agility

Agility is the organization's ability to respond to changes in its environment faster than the rate of those changes (Kruchten, 2013: 351). The term agility is derived from the Latin word "Agilitas," which translates literally to the ability to think and draw conclusions quickly (intellectual sharpness) (Nkuda, 2017: 4). The concept of agility originally emerged in the manufacturing sector and has been gradually applied to other fields. It defines the ability to continuously adjust and modify decisions in response to the changing external environment, thereby enhancing value creation. This explains the relationship between responsiveness, capability, flexibility, and speed (Teh *et al.*, 2017: 223). According to Allameh *et al.* (2015: 386), agility represents the creative ability to respond to changes in order to achieve desired benefits in a turbulent environment.

The term AGIL encompasses four core functions that establish the meaning of agility:

1. Adaptation: The challenge of acquiring sufficient resources.

2. Goal Attainment: The challenge of formulating and implementing goals.

3. Integration: The challenge of maintaining cohesion and coordination among the system's subsystems.

4. Latency: The challenge of creating, maintaining, and transmitting the distinctive culture and values within the system.

Agility is defined as an organization’s continuous readiness to respond quickly—either proactively or reactively—and embrace change through high-quality components and streamlined economic relationships with its environment (Mclver et al., 2018: 6). It reflects the organization’s capacity to swiftly address environmental changes and seize opportunities, characterized by three interrelated dimensions: customer responsiveness, operational flexibility, and strategic flexibility. Agile organizations excel across all three dimensions, as each capability enhances the others (Ravichandran, 2018: 25).

Agility is the ability of an organization to renew itself, adapt, and change rapidly, allowing it to thrive in a fast-paced, ambiguous, and turbulent environment (Elgamal, 2018: 45). It also encompasses the capability to sense market changes, take timely action, and provide innovative solutions to navigate a dynamic and complex landscape (Liu et al., 2018: 101).

In contemporary strategic management, agility is viewed as an organizational capability essential for managing under conditions of deep uncertainty, resource fluidity, and the continuous renewal of business models (Karvonen et al., 2018: 131).

From this perspective, agility is grounded in three core characteristics: flexibility, adaptation, and responsiveness to change. These traits are vital for organizations to succeed in today’s business environment, which is characterized by rapid shifts and unpredictability. Operationally, agility can be defined as an organization’s ability to respond to changes within its environment through adaptive and flexible management of available opportunities,

while also exploring future possibilities to align its capabilities, resources, and strategies for faster and more effective investments than its competitors in the industry.

Section Two: Agile Organizations and Their Characteristics

Agile organizations strategically employ strategies aimed at being responsive and flexible to customer needs while mitigating risks related to supply shortages, stock assembly disruptions, or other resource constraints. Organizations that can respond to unpredictable and diverse customer demands are at the forefront. By minimizing risks, they can be described as strategically agile. Conversely, if an organization overlooks the importance of agility, the consequences can be catastrophic (Murungi, 2015: 3).

Agile organizations possess the ability to create a dynamic range of products, services, or business models to compete effectively. They work to integrate knowledge from all sources to fuel continuous creativity (Juni *et al.*, 2015: 5).

Sepahvand *et al.* (2014: 471) identified the characteristics of agile organizations as follows: they rely on information; their activities are centered on capabilities, flexibility, creativity, and survival; they exhibit a flat structure with minimal hierarchy; and they focus on core competencies. Nabothian *et al.* (2014: 11) agreed with this characterization and added the importance of reducing overhead costs and fostering trust between partner organizations.

Chamanifard *et al.* (2015: 200) agile organizations go beyond simply adapting to changes; they actively seek to capitalize on potential opportunities within a turbulent environment. By leveraging their unique capabilities and fostering innovation, these organizations can achieve a distinctive competitive position. This proactive approach not only allows them to navigate uncertainties effectively but also enables them to thrive amidst challenges by identifying and seizing new avenues for growth and success. The culture of an agile organization is reflected in the following characteristics:

1. Intensified focus on customers and market concentration with internal systems, structures, and processes to facilitate this.

2. Anticipation of needs, risks, and opportunities.

3. Speed in decision-making and implementation.

4. Flexibility.

5. A supportive climate for experimentation, innovation, and shared learning.

6. Empowerment and engagement of employees.

7. Cross-border teamwork/partnerships.

8. Continuous improvement and risk management.

9. Efficiency and effectiveness.

Mohammadi *et al.* (2015: 67) defined the characteristics of agile organizations as follows:

1. Primarily information-driven.

2. Decentralized, but with centralized technology operations.

3. Flexible, agile, and adaptable.

4. Optimized investments with reduced overhead costs.

5. Creative, dynamic, and aligned with a flat organizational structure based on teamwork.

6. Focused on core competencies from peer organizations.

7. Projects operate based on capabilities with short-term plans.

8. Lack of hierarchy, meaning no one should be under undue influence.

9. The essence of existence lies in communication infrastructure and announcements.

10. The necessity for mutual trust between peer organizations.

11. Avoidance of opportunistic behaviors through the establishment of a suitable legal framework.

Section Three: Concept of Strategic Agility

Strategic agility is defined as the ability to swiftly capitalize on opportunities and mitigate risks with confidence (Kotter, 2014: 4). It refers to management's capacity to rapidly and continuously sense changes in the environment and respond effectively by taking deliberate strategic actions and adapting the organizational structure for successful implementation (Weber & Taraba, 2014: 7). This concept encompasses the ability to continuously and adequately adjust to the strategic direction of core business activities in response to changing conditions, which may involve creating new products and services or developing innovative business models to generate value for the organization (Murungi, 2015: 2).

To maintain flexibility amidst new developments, organizations must establish strong strategic commitments that include processes, procedures, structures, culture, traits, skills, and relationships (Ivory & Brooks, 2018: 350-351). Thus, strategic agility can be defined as the organization's ability to manage proactive change, ensuring flexible responses to market fluctuations and competitive conditions while outperforming rivals in its sector. This capability hinges on three key elements that sustain competitive advantage in an uncertain and constantly evolving environment: strategic sensitivity, collective commitment, and resource fluidity. Together, these capabilities enable organizations to achieve agility at the strategic level by discovering and efficiently investing in knowledge resources from diverse sources.

Section Four: Importance of Strategic Agility

Strategic agility is crucial for success in a rapidly changing business environment, as it enables organizations to deliver appropriate products and services at the right place, time, and price for the right customers. This concept does not suggest the absence of a strategy; instead, it underscores the importance of strategic thinking and a clear vision over mere planning. It also emphasizes a shared understanding of both strategy formulation and execution, rather than treating these processes as separate.

The strategic differences between strategic agility and traditional strategic management can be highlighted as follows (Santala, 2009: 36). In today's dynamic and fast-paced business landscape, strategic agility is vital for organizational performance. Organizations must be able to undergo rapid transformations without losing momentum to maintain their competitive edge. They need to capitalize on changes in the business environment, making strategic agility akin to a fast-paced strategic game that relies on innovation and the continuous development of new capabilities as a source of competitive advantage.

Strategic agility helps organizations adapt through effective risk management, which directly contributes to enhancing their performance (Teh *et al.*, 2017: 223). It is treated as a strategic objective for organizations to achieve agility in processes that management deems time-sensitive in order to gain a competitive edge. Additionally, it fosters the innovation of business models, which can be viewed from four aspects. These aspects are not only rooted in the management style of small and medium-sized enterprises but are also unique concerning the metrics and structures used. They include organizational learning, technological capabilities, collaborative innovation, and internal alignment (Jafari & Amoozegar, 2017: 105).

Denning (2017: 3) added that the full benefits of operational agility will be realized when the entire organization embraces it both methodologically and intellectually. Only then can the organization adopt and utilize strategic agility in designing business models and developing products to open markets that do not currently exist. As shown in Figure (4).

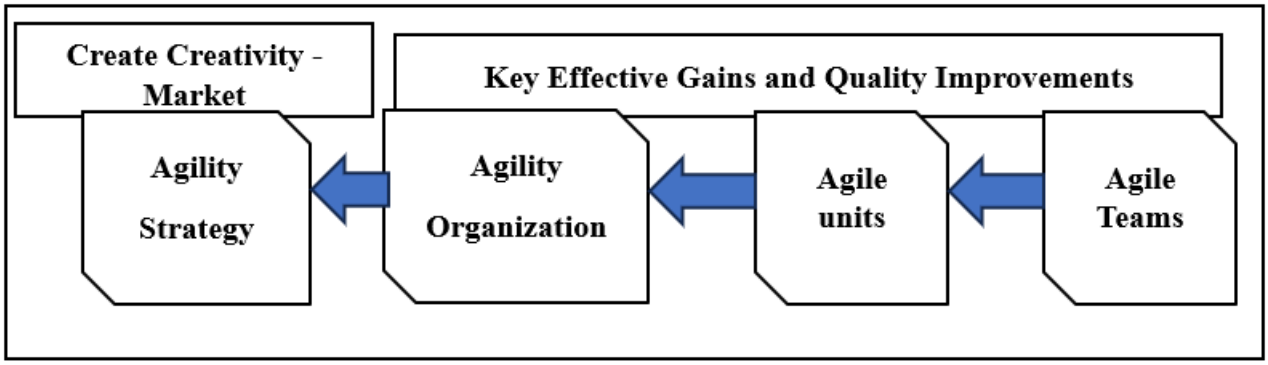

Figure (4): Operational Agility and Strategic Agility (Denning, 2017).

Importance of Strategic Agility: In light of the views of authors and researchers regarding the importance of strategic agility for organizations, the following points represent its significance in a changing business environment and explain how contemporary organizations can sustain their strategic success:

1. Enables Strategic Renewal: Allows the organization to strategically renew itself, ensuring its continued leadership in the market.

2. Enhances Innovative Performance: Boosts the organization's innovative performance, enabling a rapid response to changing customer desires.

3. Gains Strategic Flexibility: Equips the organization with the necessary strategic flexibility to effectively adapt to rapid environmental changes.

4. Achieves Organizational Agility: Facilitates organizational agility through its ability to explore and invest in environmental opportunities with agility.

5. Builds Competitive Advantage: Establishes the organization's competitive advantage by acquiring renewed and diverse competitive benefits, improving quality, reducing costs, providing extensive services, and eliminating all non-value-adding activities.

6. Provides Innovative Solutions: Offers the organization innovative solutions to its current and future problems, relying on its strategic sensitivity.

7. Ensures Efficient Resource Utilization: Achieves efficient use of available organizational resources and acquires new resources.

Section Five: Dimensions of Strategic Agility

Numerous models of strategic agility have been proposed by various researchers in this field, identifying the theoretical foundations through which strategic agility can be measured, represented by its sub-dimensions. Most of these concepts align with the 2008 model by Doz and Kosonen, which emphasized strategies to avoid stagnation and painful transitions, ensuring organizations do not become "like elephants that need to learn to dance." However, while maintaining flexibility is essential, it may also hinder organizations from making the necessary commitments that foster strong strategic advantages, potentially leading to a state of permanent decline.

This dilemma is at the heart of strategic agility. We explored the foundations of strategic agility and the dynamics involved in sustaining it. Strategic agility is rooted in the simultaneous integration of three core superior capabilities, which serve as its fundamental pillars: strategic sensitivity, unified leadership, and resource fluidity. Each of these capabilities is developed through a set of management practices that have been cultivated and refined over time. The following Figure (5) illustrates this:

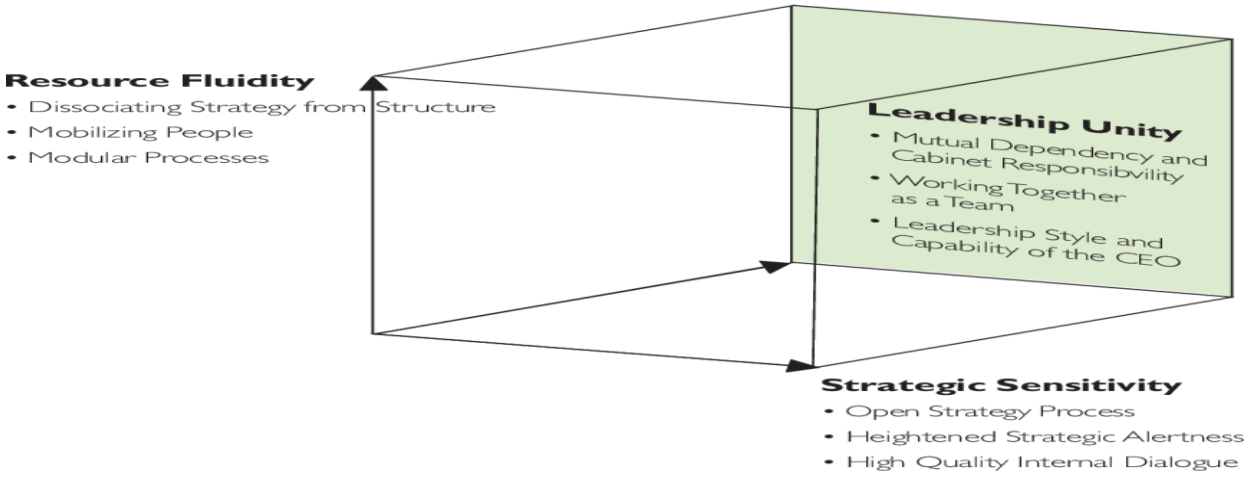

Figure (5): Doz&Kosonen 2008 model.

Chapter Three: Methodology of the Applied Study

Section One: Concepts of the Study Variables and Their Measurement Scale

The study encompasses four variables that are the main focus in presenting its ideas and methodology. Therefore, providing an operational definition for each variable and determining their measures is an essential component within this framework, as follows:

1. Concepts of the Main Variables

3.1. Organizational Agility: The researcher measured this variable using the scale developed by Oventhal (2016), with some modifications based on the opinions of experts and reviewers. This scale includes 22 items divided into three sub-dimensions: strategic sensitivity, collective commitment, and resource fluidity.

4.1. Organizational Ambidexterity: The researcher measured this variable using the scale from Jansen (2005), with adjustments made according to expert opinions and reviewers. This scale consists of 13 items divided into two sub-dimensions: exploratory creativity and exploitative creativity.

2. Measurement Scale of the Study Variables: In line with the above, the independent variables are: knowledge management and absorptive capacity. Below, we present the measurement scale for each of these variables.

3.2. Measurement Scale for Organizational Agility: To measure organizational agility, we selected the scale used by Oventhal (2016) as it is the most widely utilized. The following table presents the specific scale for measuring organizational agility:

Note: The initial exploratory factor analysis of organizational agility indicates that the item for resource fluidity has a relatively low representation quality (0.785). Therefore, it should be removed from further survey operations.

4.2. Measurement Scale for Human Talent Management Strategies: Regarding the axis of human talent management strategies, we chose to adopt the scale used by Jansen (2005) for this research work, as it is the most fitting.

The results of the preliminary exploratory factor analysis for the axis of human talent management strategies indicate that the item for exploratory talent has a relatively low representation quality (0.806). Therefore, it should be removed from further survey operations.

5. Study Methodology: The methodology is a set of essential pillars and foundations that clarify the researcher's approach to achieving the desired effects. It describes the means and procedural steps that the researcher actively employs, adapting them from one stage to another throughout the study. This current study relies on the Analytical Descriptive Approach to achieve its methodological, intellectual, and field objectives. This approach serves as a broad and flexible umbrella for various sub-methods and techniques, such as social surveys, case studies, developmental studies, and field studies. The main tools of this approach are as follows:

A. Literature on the researched phenomenon, including various scientific references and journals that have addressed it.

B. Theoretical descriptions from foreign sources and what is published on the internet.

C. Field tools such as questionnaires, interviews, and observations used to collect data from the study sample members.

6. Scope of the Study: Defining the scope of the study within clear, specific boundaries is essential for any academic study within a particular scientific discipline. Thus, it is crucial to identify the appropriate spatial and temporal boundaries for the current study, as follows:

1. Spatial Boundaries: Five companies operating in the industrial sector were selected: Al-Ittihad Company for Industries in Iraq, Noor Al-Kafeel Company for Animal and Food Products, Tikrit University Dairy and Mushroom Production Plant, Zain Al-Hayat Company, and Al-Shahir Food Industries and Dase Iraqi Food Industries. A sample from their branches, service centers, and exclusive agencies spread across various provinces was selected. These companies in the food industry were chosen from the following Iraqi provinces: Babil, Al-Abbasiyah Al-Muqaddasah, Tikrit, Baghdad, and Kurdistan, for conducting the field aspect of the study.

2. Temporal Boundaries: The duration for preparing the study, both theoretical and field aspects, extended from October 1, 2022, to January 30, 2025. The researcher spent one year preparing the theoretical framework and methodology of the study, while the fieldwork requirements were completed within a year, sufficient for conducting numerous personal interviews with the sample members, gathering necessary information, distributing and collecting questionnaires, and analyzing data and interpreting results.

7. Study Population and Sample: Defining the study population and sample and clarifying their characteristics is essential for the field study. This requires accurately specifying the current study's population and sample as follows:

1. Study Population: Every study has a spatial community upon which its results can be generalized, along with future proposals beneficial at the field level. Thus, the companies in the food industry represent the identifiable spatial community (the spatial community) consisting of six industrial companies, distributed across various locations in the provinces of the study sample. The community includes all managers and employees of the branches of these companies in the provinces of the study sample.

2. Study Sample: To determine the type and size of the current study sample, the researcher considered the technical and technological specificity provided by some previous studies, while ensuring that the other variables do not conflict with the measurements the study intends to adopt. Consequently, the current study selected a purposive sample of 250 individuals from the study companies, including board members, department heads, unit managers, service center staff, and authorized managers of granted agencies.

1.5. Data and Information Collection Tools: The researcher relied on various sources for collecting the necessary data to present the theoretical aspect, utilizing available library and electronic references, including scientific sources such as books, research papers, studies, theses, and various journals related to the study variables, whether accessible in libraries within Iraq or through the internet.

For the field aspect, the researcher developed a questionnaire that served as the primary tool for collecting data and information about the study variables. The design of the questionnaire was meticulously crafted to ensure its effectiveness in diagnosing and measuring both the main and sub-variables of the study. The preparation of the questionnaire was informed by a selection of relevant foreign scales, as well as insights from experts and specialists in the field.

The questionnaire utilized a five-point Likert scale, ranging from "Strongly Agree" (assigned a weight of 5) to "Strongly Disagree" (assigned a weight of 1), resulting in a response range of 1 to 5. It is important to note that most items in the questionnaire were positively worded, while a few were negatively worded and assigned a reversed direction (1-5), based on feedback and observations from experts and reviewers.

2.5. Statistical Analysis and Processing Tools: Statistical analysis and processing tools are essential for confirming or refuting the validity of the hypotheses. This requires the selection of appropriate statistical methods for data analysis and hypothesis testing. Therefore, a range of statistical tools will be employed, including those related to the construct and confirmatory validity of the study scale, as well as methods for describing and diagnosing its variables.

Section Two: Construct Validity Tests for the Study Scales

The questionnaire is the main tool for collecting data in the current study. Through it, the study variables will be measured and the level of response determined by the study sample will be evaluated. The results will be used to test the hypotheses and determine whether they will be accepted or rejected. Given the importance of the measurement tool in any study, the following tests must be conducted to ensure the accuracy and validity of the data obtained:

1. Test of Content Validity and Face Validity of the Study Measurement Tool

Face validity refers to the instrument's ability to measure what it is intended to measure or the characteristic it is designed to assess. A valid scale is one that can accurately measure the trait for which it was created (Devriendt *et al*., 2012: 329). Face validity is used to verify the questionnaire's ability to measure the study variables. This type of validity relies on an initial review of the contents of the scale, including an examination of its items, how they are phrased, their clarity, and the meanings and accuracy of the items.

Content validity, on the other hand, involves a systematic and thorough examination of the scale's content to determine whether it includes a representative sample of the subject area being measured (Barton *et al*., 2011: 589).

To verify the face validity of the questionnaire (measurement tool), the researcher presented its initial version to a group of 19 academic experts specializing in business management to ensure its face validity and content validity. Appendix 1 lists the names of the reviewers. The initial model of the questionnaire was specifically designed to solicit the reviewers' opinions regarding its intellectual content, phrasing, and necessary corrections to enhance the clarity of each item.

After collecting the feedback from the reviewers, the researcher conducted a survey of the observations and perspectives they provided regarding the variables, their dimensions, and the items comprising them, as well as the sources of the adopted scales. Based on the opinions and suggestions expressed by the reviewers, the researcher made amendments that were agreed upon by more than 90% of the reviewers, including rephrasing certain items that the reviewers felt needed clarification.

2. Normal Distribution Test for Kurtosis and Skewness

The normal distribution test for data is an essential part of verifying the validity of the data and the results derived from it. This test allows the researcher to determine the nature of the data distribution, whether it follows a normal distribution or not. Understanding this helps the researcher freely choose appropriate statistical methods. If the data is normally distributed, parametric statistics can be used; if not, non-parametric statistics should be utilized. To conduct this test, the researcher relied on the Kurtosis and Skewness measures.

3.2. Normal Distribution Test for Organizational Agility Variable

Table (2) indicates that all values of the skewness and kurtosis coefficients fall within the limits of normal distribution, which are ±2.54. This suggests that all items of the strategic agility variable follow a normal distribution, meaning parametric statistics can be employed in the analysis.

Table (2): Results of the Normality Test for the Strategic Agility Variable

	Mean	Mean	Minimum	Maximum	Std.	Excessive flattening	twist	Kramer Van Mises Test Statistics	P-value of Kramer-Van Mises test
EXPLOITATION T.	0.000	0.008	-2.353	2.290	0.717	0.781	-0.100	0.397	0.000
EXPLORING T>	0.000	-0.006	-2.259	1.654	0.631	0.910	-0.092	0.382	0.000
FLUIDITY RES.	0.000	-0.043	-2.432	1.923	0.722	-0.135	-0.021	0.088	0.165
GENERAL ENGA.	0.000	0.046	-2.457	1.835	0.764	-0.116	-0.073	0.136	0.036
STRATEGIC SENS.	0.000	0.049	-3.340	1.760	0.710	1.362	-0.356	0.083	0.190

4.2. Normal Distribution Test for Human Talent Management Strategies Variable: Table (3) indicates that all values of the skewness and kurtosis coefficients fall within the limits of normal distribution, which are ±2.54. This suggests that all items of the human talent management strategies variable follow a normal distribution, meaning parametric statistics can be employed in the analysis.

Table (3): Results of the Normality Test for the Human Talent Management Strategies Variable

	Mean	Mean	Minimum	Maximum	Std.	Excessive flattening	twist	Kramer Van Mises Test Statistics	P-value of Kramer-Van Mises test
Asm1	4.284	4.000	1.000	5.000	0.663	2.440	-0.986	6.836	0.000
Asm2	4.353	4.000	1.000	5.000	0.629	2.842	-1.001	7.207	0.000
Asm3	4.282	4.000	2.000	5.000	0.598	0.707	-0.444	7.901	0.000
EXPT1	4.405	4.000	1.000	5.000	0.669	3.874	-1.383	6.687	0.000
EXPT2	4.417	4.000	1.000	5.000	0.608	2.243	-0.911	7.349	0.000
EXPT3	4.420	4.000	1.000	5.000	0.627	3.210	-1.169	7.217	0.000

EXPT4	**4.351**	**4.000**	**1.000**	**5.000**	**0.619**	**3.065**	**-0.988**	**7.485**	**0.000**
EXPT5	**4.351**	**4.000**	**2.000**	**5.000**	**0.590**	**0.311**	**-0.456**	**7.682**	**0.000**
EXT1	**4.316**	**4.000**	**1.000**	**5.000**	**0.637**	**3.627**	**-1.060**	**7.201**	**0.000**
EXT2	**4.486**	**5.000**	**1.000**	**5.000**	**0.632**	**2.705**	**-1.250**	**7.593**	**0.000**
EXT3	**4.330**	**4.000**	**1.000**	**5.000**	**0.614**	**1.890**	**-0.718**	**7.283**	**0.000**
EXT4	**4.405**	**4.000**	**1.000**	**5.000**	**0.678**	**3.343**	**-1.321**	**6.526**	**0.000**
EXT5	**4.374**	**4.000**	**1.000**	**5.000**	**0.624**	**3.041**	**-1.045**	**7.279**	**0.000**
Eng1	**4.339**	**4.000**	**1.000**	**5.000**	**0.665**	**2.980**	**-1.100**	**6.450**	**0.000**
Eng2	**4.448**	**5.000**	**2.000**	**5.000**	**0.607**	**0.426**	**-0.770**	**7.451**	**0.000**
Eng3	**4.411**	**4.000**	**2.000**	**5.000**	**0.588**	**0.909**	**-0.673**	**7.756**	**0.000**
Eng4	**4.445**	**4.000**	**1.000**	**5.000**	**0.572**	**2.983**	**-0.894**	**8.199**	**0.000**
Eng5	**4.385**	**4.000**	**1.000**	**5.000**	**0.598**	**1.815**	**-0.723**	**7.469**	**0.000**
FlRs1	**4.365**	**4.000**	**2.000**	**5.000**	**0.594**	**-0.189**	**-0.417**	**7.438**	**0.000**
FlRs2	**4.374**	**4.000**	**2.000**	**5.000**	**0.600**	**0.273**	**-0.543**	**7.359**	**0.000**
FlRs3	**4.307**	**4.000**	**2.000**	**5.000**	**0.602**	**0.238**	**-0.416**	**7.477**	**0.000**
FlRs4	**4.307**	**4.000**	**1.000**	**5.000**	**0.691**	**2.444**	**-1.123**	**6.364**	**0.000**
INV1	**4.342**	**4.000**	**1.000**	**5.000**	**0.583**	**2.996**	**-0.761**	**8.347**	**0.000**
INV3	**4.259**	**4.000**	**1.000**	**5.000**	**0.654**	**2.259**	**-0.882**	**7.045**	**0.000**
INV4	**4.284**	**4.000**	**1.000**	**5.000**	**0.584**	**2.870**	**-0.672**	**8.709**	**0.000**
KE 1	**4.420**	**4.000**	**1.000**	**5.000**	**0.622**	**2.887**	**-1.094**	**7.225**	**0.000**
KE 2	**4.345**	**4.000**	**1.000**	**5.000**	**0.636**	**3.800**	**-1.121**	**7.127**	**0.000**

KE 3	4.305	4.000	1.000	5.000	0.702	4.378	-1.455	6.708	0.000
KE 5	4.302	4.000	1.000	5.000	0.761	4.336	-1.592	6.033	0.000
OC1	4.405	4.000	1.000	5.000	0.616	2.072	-0.896	7.170	0.000
OC2	4.394	4.000	2.000	5.000	0.575	0.393	-0.488	8.021	0.000
OC3	4.328	4.000	1.000	5.000	0.675	2.688	-1.070	6.252	0.000
OC4	4.351	4.000	1.000	5.000	0.668	3.270	-1.184	6.505	0.000
OC5	4.397	4.000	2.000	5.000	0.576	0.965	-0.588	8.110	0.000
OE 1	4.457	4.500	1.000	5.000	0.612	4.784	-1.345	7.563	0.000
OE 2	4.394	4.000	1.000	5.000	0.580	2.653	-0.776	8.055	0.000
OE 3	4.437	4.000	3.000	5.000	0.586	-0.673	-0.483	7.656	0.000
OE 4	4.399	4.000	1.000	5.000	0.629	2.656	-1.045	7.065	0.000
OE 5	4.348	4.000	1.000	5.000	0.641	2.194	-0.929	6.798	0.000
SP 1	4.425	4.000	1.000	5.000	0.628	2.394	-1.047	7.095	0.000
SP 2	4.322	4.000	1.000	5.000	0.661	2.340	-1.003	6.622	0.000
SP 3	4.362	4.000	2.000	5.000	0.598	0.748	-0.589	7.556	0.000
SP 4	4.391	4.000	2.000	5.000	0.564	1.039	-0.525	8.479	0.000
SP 5	4.362	4.000	1.000	5.000	0.679	4.806	-1.483	6.685	0.000
StrS1	4.506	5.000	2.000	5.000	0.641	1.885	-1.271	7.916	0.000
StrS2	4.391	4.000	1.000	5.000	0.641	2.377	-1.034	6.823	0.000
StrS3	4.399	4.000	2.000	5.000	0.619	0.660	-0.743	7.052	0.000
StrS4	4.353	4.000	1.000	5.000	0.655	2.593	-1.075	6.700	0.000

StrS5	**4.402**	**4.000**	**1.000**	**5.000**	**0.660**	**2.415**	**-1.141**	**6.640**	**0.000**
Trs1	**4.293**	**4.000**	**2.000**	**5.000**	**0.657**	**1.043**	**-0.762**	**6.574**	**0.000**
Trs2	**4.230**	**4.000**	**1.000**	**5.000**	**0.615**	**2.430**	**-0.707**	**8.149**	**0.000**
Trs3	**4.290**	**4.000**	**2.000**	**5.000**	**0.591**	**0.778**	**-0.439**	**8.082**	**0.000**
Trs5	**4.313**	**4.000**	**1.000**	**5.000**	**0.645**	**1.994**	**-0.858**	**6.757**	**0.000**

3. Confirmatory Factor Analysis (Construct Validity): The researcher relied on confirmatory factor analysis to ensure the construct validity of the scales, which is an application of Structural Equation Modeling (SEM). The researcher used the statistical software (PLS.4) to implement this method. The aim of conducting this test was to determine whether the data obtained from the questionnaires fit the structural measurement model. To evaluate the structural model resulting from the outputs of the confirmatory factor analysis, both Byrne (2010: 67) recommended checking two criteria as follows:

A. Parameter Estimates: These are also known as standardized regression weights, validity coefficients, or loadings. They represent the values of the paths connecting latent variables to unobserved variables. These parameters indicate the relative importance of each item (unmeasured variable) in relation to the latent dimension it belongs to. When evaluating these parameters, it is essential to consider the feasibility of the estimates, the appropriateness of standard errors, and the statistical significance of the parameter estimates. Parameter estimates are deemed viable and acceptable if their values exceed 0.40. Smaller standard errors enhance the reliability of the statistical parameters, while larger standard errors reduce reliability. The statistical significance of the parameter estimates is assessed using the critical ratio (C.R.), which measures the significance of the estimates. A parameter estimate is considered significant if the critical ratio exceeds 1.96 at a significance level of 0.05 or 2.56 at a significance level of 0.01 (Holtzman & Sailesh, 2011: 13).

B. Model Fit Indices: Model fit indices provide the criteria for assessing the fit and accuracy of the resulting structural model (χ^2). The chi-square (χ^2) statistic is one of the most important indicators of model fit. If its value relative to the degrees of freedom falls within the specified range, it is likely that most other fit indices will also fall within the ideal range, as illustrated in the following table:

Table (4): Fit Indices and Quality Fit Criteria for Structural Equation Modeling (Hair *et al.*, 2010).

No.	Indices	Goodness of fit ratio
1	Ratio of x^2 values to degrees of freedom	Less than 0.05
2	Comparative Fit Index (CFI)	Greater than 0.90
3	(IFI) Incremental Fit indices	Greater than 0.90
4	Lewis Index (TLI) – Tucker	Greater than 0.90
5	Root Mean Square Error of Approximation (RMSEA)	Between 0.05 – 0.08

Confirmatory Construct Validity of the Organizational Agility Scale: It is evident from the values of the fit quality indicators shown at the bottom of Figure (6) that the assumption that the 22 items measure the construct of "organizational agility," which consists of three main dimensions (sensitivity, collective commitment, and resource fluidity), is valid. Additionally, the standardized regression weights, or parameter estimates, shown on the arrows

connecting the latent variables to each item of the scale have exceeded the threshold of 0.40 (the criterion for evaluating item validity), which is statistically acceptable.

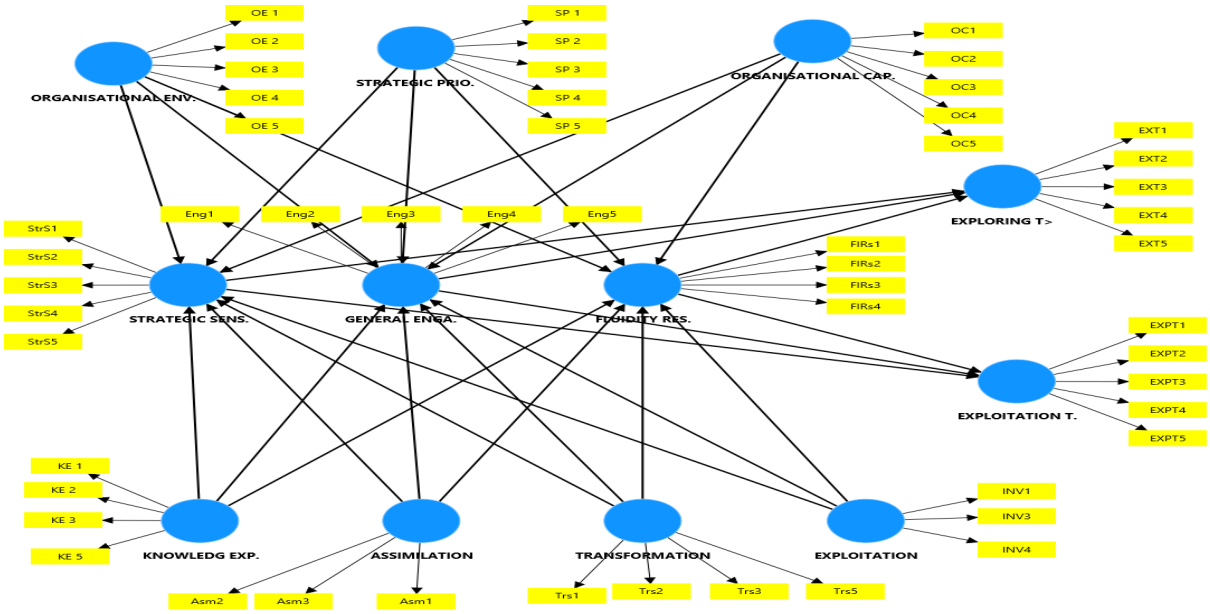

Figure (6): Confirmatory Construct Validity of the Organizational Agility Scale

In other words, the arrows emanating from the four latent variables (sensitivity, collective commitment, resource fluidity) received validity coefficients higher than the minimum accepted value for the reliability of confirmatory construct validity of the associated items.

To ensure that these items effectively measure a three-dimensional variable (multidimensional), the fit quality indicators presented in the previous Figure 6, when compared with Table 5 (Fit Indices and Ratios for Structural Equation Modeling), demonstrate that these 14 items assess three distinct dimensions rather than a single dimension. The alignment of these indicator values with the criteria for structural equation modeling confirms that the data collected from the study sample is consistent with the measurement model represented by the organizational agility scale.

Table (5) provides a summary of the analysis, showing that all model estimates are statistically significant at the level of (P < .01). Additionally, the critical ratio (C.R.) is greater than (2.56), which meets the required condition.

Table (5): Estimates of the Organizational Agility Variable Model

			Estimate	S.E.	C.R.	P
SS1	**<---**	**Strategic Sensitivity**	**1.000**			
SS2	**<---**	**Strategic Sensitivity**	**1.546**	**.194**	**7.983**	***
SS3	**<---**	**Strategic Sensitivity**	**.968**	**.145**	**6.651**	***
SS4	**<---**	**Strategic Sensitivity**	**1.464**	**.182**	**8.026**	***
SS5	**<---**	**Strategic Sensitivity**	**1.423**	**.181**	**7.860**	***
CC1	**<---**	**Collective Commitment**	**1.000**			
CC2	**<---**	**Collective Commitment**	**.855**	**.079**	**10.767**	***
CC3	**<---**	**Collective Commitment**	**.708**	**.070**	**10.172**	***
CC4	**<---**	**Collective Commitment**	**.466**	**.068**	**6.833**	***
CC5	**<---**	**Collective Commitment**	**.804**	**.065**	**12.297**	***

RS1	**<---**	**Resources Stream**	**1.000**			
RS2	**<---**	**Resources Stream**	**1.107**	**098.**	**11.296**	***
RS3	**<---**	**Resources Stream**	**1.146**	**089.**	**12.931**	***
RS4	**<---**	**Resources Stream**	**1.168**	**093.**	**12.497**	***

Confirmatory Construct Validity of the Human Talent Management Strategies Scale: It is evident from the values of the fit quality indicators shown at the bottom of Figure (7) that the assumption that the 8 items measure the construct of "Human Talent Management Strategies," which consists of two main dimensions (exploratory talent and investment talent), is valid. Additionally, the standardized regression weights, or parameter estimates, shown on the arrows connecting the latent variables to each item of the scale have exceeded the threshold of 0.40 (the criterion for evaluating item validity), which is statistically acceptable.

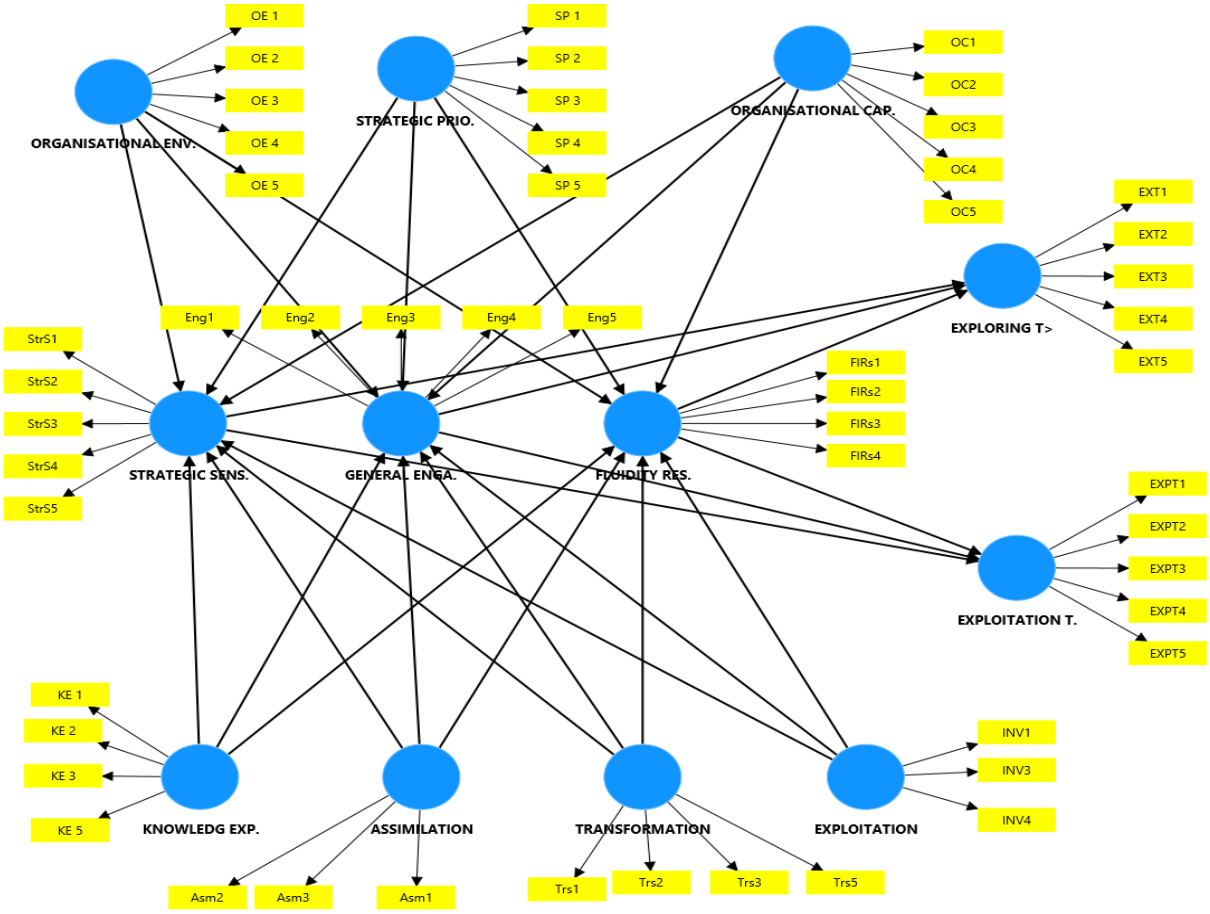

Figure (7): Confirmatory Construct Validity of the Human Talent Management Strategies Scale

In other words, the arrows emanating from the two latent variables (exploratory talent and investment talent) received validity coefficients higher than the minimum accepted value for the reliability of confirmatory construct validity of the associated items.

To ensure that these items effectively measure a two-dimensional variable (multidimensional), the fit quality indicators presented in the previous Figure 7, when compared with Table 6 (Fit Indices and Ratios for Structural Equation Modeling), indicate that these 13 items assess two distinct dimensions rather than a single dimension. The alignment of these indicator values with the criteria for structural equation modeling confirms that the data collected from the study sample is consistent with the measurement model represented by the Human Talent Management Strategies Scale.

Table 6 provides a summary of the analysis, demonstrating that all model estimates are statistically significant at the level of (P < .01). Additionally, the critical ratio (C.R.) exceeds (2.56), which satisfies the required condition.

Table (6): Estimates of the Human Talent Management Strategies Variable Model

			Estimate	S.E.	C.R.	P
ERI1	<---	Exploration Innovation	1.000			
ERI2	<---	Exploration Innovation	.985	.106	9.258	***
ERI3	<---	Exploration Innovation	.758	.099	7.642	***
ERI4	<---	Exploration Innovation	1.064	.104	10.263	***
ERI5	<---	Exploration Innovation	1.248	.115	10.870	***
EVI1	<---	Exploitation Innovation	1.000			
EVI2	<---	Exploitation Innovation	1.087	.111	9.814	***
EVI3	<---	Exploitation Innovation	.808	.105	7.713	***

4. Construct Reliability of the Measurement Tool: The researcher ensured the construct reliability of the measurement tool for the study by employing the Cronbach's alpha test. The reliability coefficient for the tool was calculated using the Cronbach's alpha statistic, as detailed in the table. This statistic provides an indication of the internal consistency of the measurement items, confirming that the tool is reliable for assessing the intended constructs (7):

Table (7): Reliability Coefficients for the Study Measurement Tool

	Cronbach's alpha
ASSIMILATION	0.710
EXPLOITATION	0.679
EXPLOITATION T.	0.846
EXPLORING T>	0.806
FLUIDITY RES.	0.785
GENERAL ENGA.	0.810
KNOWLEDG EXP.	0.748
ORGANISATIONAL CAP.	0.838
ORGANISATIONAL ENV.	0.777
STRATEGIC PRIO.	0.854
STRATEGIC SENS.	0.801
TRANSFORMATION	0.828

We note from Table (7) that the values of the Cronbach's alpha coefficient ranged from (0.958 to 0.738), which are statistically acceptable in administrative and behavioral research because they exceed the threshold of (0.70) (Nunnally & Bernstein, 1994). This indicates that the tool exhibits high consistency and reliability.

5. Internal Consistency Testing: To verify the reliability of the items in the measurement tool, it is essential to extract the correlation coefficients between each item and the corresponding dimension or construct (construct-item correlations). For the internal consistency of the items to be deemed acceptable, the correlation coefficient between each item and its corresponding variable or dimension should not be less than 0.30. Refer to Appendix 2, which presents the correlation coefficients for each item in relation to the dimension or variable it belongs to.

In light of the data presented in Appendix 2, we observe that all correlation coefficients between the items and the dimensions exceed (0.30). This confirms the high internal consistency of the measures of knowledge, absorptive capacity, organizational agility, and human talent management strategies.

2.1. Correlation Relationships Between Study Variables: This section addresses the testing of correlation relationships among the four study variables (knowledge, absorptive capacity, organizational agility, and human talent management strategies) based on the hypothesized paths constructed to depict the nature of these relationships. The researcher utilized a correlation matrix (simple correlation coefficients) using the PLS4 program, as follows:

1. Testing the First Main Hypothesis, Which States: There is a Significant Correlation Between Knowledge and Its Dimensions with Organizational Agility.

To accept or reject the aforementioned first main hypothesis, the simple correlation coefficient (Pearson) was employed to represent the correlation relationships between the dimensions of the first independent variable (knowledge) and the mediating variable (organizational agility). The following table displays the matrix of simple correlation coefficients between knowledge and organizational agility. The simple correlation coefficient between these variables was found to be 0.450, indicating a moderate positive relationship. Furthermore, the significance of this correlation was observed at a 1% significance level, corresponding to a confidence level of 99%. Based on these findings, the first main hypothesis is accepted.

Table (8): Matrix of Correlation Coefficients Between Knowledge and Its Dimensions and Organizational Agility.

Correlations						
		Environment	Priorities	Capacities	Knowledge	**Agility**
Environment	**Pearson Correlation**	**1**	**693**.**	**664**.**	**.893****	**.411****
	Sig. (2-tailed)		**.000**	**.000**	**.000**	**.000**
Priorities	**Pearson Correlation**	**.693****	**1**	**.702****	**.883****	**.396****
	Sig. (2-tailed)	**.000**	**.**	**.000**	**.000**	**.000**
Capacities	**Pearson Correlation**	**.664****	**.702****	**1**	**.850****	**.352****
	Sig. (2-tailed)	**.000**	**.000**		**.000**	**.000**
Knowledge	**Pearson Correlation**	**.893****	**.883****	**.850****	**1**	**.450****
	Sig. (2-tailed)	**.000**	**.000**	**.000**		**.000**
Agility	**Pearson Correlation**	**.411****	**.396****	**.352****	**.450****	**1**
	Sig. (2-tailed)	**.000**	**.000**	**.000**	**.000**	
**.Correlation is significant at the 0.01 level (2-tailed).						

From this hypothesis, three sub-hypotheses branch out:

- There is a significant correlation between the organizational environment dimension and the agility variable. The previous table shows that there is a strong correlation (greater than 0.30) that is statistically significant at the 1% level between the organizational environment dimension and the agility variable, with a simple correlation coefficient value of 0.411. This result supports the validity of the first main hypothesis.

- There is a significant correlation between the strategic priorities dimension and the agility variable. The previous table indicates that there is a strong positive and statistically significant correlation between the strategic priorities dimension and the agility variable, with a simple correlation coefficient value of 0.396, which is significant at the 1% level. This result further supports the validity of the first main hypothesis.

- There is a significant correlation between the organizational capabilities dimension and the agility variable. The previous table refers to the correlation matrix indicating a strong and statistically significant correlation at the 1% level between the organizational capabilities dimension and the agility variable, with a simple correlation coefficient value of 0.352. This result also supports the validity of the first main hypothesis.

2. The Second Main Hypothesis, Which States: There is a Significant Correlation Between Knowledge and Its Dimensions with Human Talent Management Strategies.

To accept or reject the aforementioned second main hypothesis, the researcher tested the value of the simple correlation coefficient using the Sig. (2-tailed) test, representing the correlation relationships between the

dimensions of the independent variable (knowledge) and the dependent variable (human talent management strategies). The following table displays the matrix of simple correlation coefficients between knowledge and human talent management strategies. The value of the simple correlation coefficient between them reached 0.389, indicating a moderate positive relationship between the variables of knowledge and human talent management strategies. Supporting this, the significance of the correlation relationship was observed at a significance level of 1%, with a confidence level of 99%. Based on this, the second main hypothesis is accepted.

Table (9): Matrix of Correlation Coefficients Between Knowledge and Its Dimensions and Human Talent Management Strategies

Correlations						
		Environment	Priorities	Capacities	Knowledge	Talent
Environment	Pearson Correlation	1	693**.	664**.	.893**	.342**
	Sig. (2-tailed)		.000	.000	.000	.000
Priorities	Pearson Correlation	.693**	1	.702**	.883**	.332**
	Sig. (2-tailed)	.000	.	.000	.000	.000
Capacities	Pearson Correlation	.664**	.702**	1	.850**	.356**
	Sig. (2-tailed)	.000	.000		.000	.000
Knowledge	Pearson Correlation	.893**	.883**	.850**	1	.389**
	Sig. (2-tailed)	.000	.000	.000		.000
Talent	Pearson Correlation	.342**	.332**	.356**	.389**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
**.Correlation is significant at the 0.01 level (2-tailed).						

From this hypothesis, three sub-hypotheses branch out:

-Correlation Between the Organizational Environment Dimension and Human Talent Management Strategies: There is a significant correlation between the organizational environment dimension and the human talent management strategies variable. The previous table shows a strong correlation (greater than 0.30) that is statistically significant at the 1% level, with a simple correlation coefficient value of 0.342. This result supports the validity of the second main hypothesis.

-Correlation Between the Strategic Priorities Dimension and Human Talent Management Strategies: There is a significant correlation between the strategic priorities dimension and the human talent management strategies variable. The previous table indicates a strong positive and statistically significant correlation, with a simple correlation coefficient value of 0.332, which is significant at the 1% level. This finding further supports the validity of the second main hypothesis.

-Correlation Between the Organizational Capabilities Dimension and Human Talent Management Strategies: There is a significant correlation between the organizational capabilities dimension and the human talent management strategies variable. The previous table illustrates a strong and statistically significant correlation at the 1% level, with a simple correlation coefficient value of 0.356. This result also supports the validity of the second main hypothesis.

3.Testing the Third Main Hypothesis: The third main hypothesis states that there is a significant correlation between organizational agility and its dimensions with human talent management strategies. To evaluate this hypothesis, we will analyze the correlation coefficients between organizational agility and the specific dimensions of human talent management strategies, assessing their significance and strength.

Table (10): Matrix of Correlation Coefficients Between Absorptive Capacity and Its Dimensions and Organizational Agility

Correlations						
		Strategic Sensitivity	Collective Commitment	Resource Fluidity	Agility	Talent
Strategic Sensitivity	Pearson Correlation	1	.825**	.726**	.923**	.749**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
Collective Commitment	Pearson Correlation	.825**	1	.709**	.915**	.762**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
Resource Fluidity	Pearson Correlation	.726**	.709**	1	.903**	.578**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
Agility	Pearson Correlation	.923**	.915**	.903**	1	.754**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
Talent	Pearson Correlation	.749**	.762**	.578**	.754**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000

To accept or reject the aforementioned third main hypothesis, the simple correlation coefficient (Pearson) was utilized alongside the Sig. (2-tailed) test to assess the significance of the relationship between the organizational agility variable and its dimensions with human talent management strategies. The following table displays the matrix of simple correlation coefficients between organizational agility and its dimensions in relation to human talent management strategies. The simple correlation coefficient between these variables reached 0.754, indicating a strong positive relationship. Additionally, the significance of this correlation was observed at a 1% significance level, corresponding to a confidence level of 99%. Based on these findings, the third main hypothesis is accepted.

-Correlation Between the Strategic Sensitivity Dimension and Human Talent Management Strategies: There is a significant correlation between the strategic sensitivity dimension and the human talent management strategies variable. The previous table shows a strong correlation (greater than 0.30) that is statistically significant at the 1% level, with a simple correlation coefficient value of 0.749. This result supports the validity of the third main hypothesis.

-Correlation Between the Collective Commitment Dimension and Human Talent Management Strategies: There is a significant correlation between the collective commitment dimension and the human talent management strategies variable. The previous table indicates a strong positive and statistically significant correlation, with a simple correlation coefficient value of 0.762, which is significant at the 1% level. This finding further supports the validity of the third main hypothesis.

-Correlation Between the Resource Fluidity Dimension and Human Talent Management Strategies: There is a significant correlation between the resource fluidity dimension and the human talent management strategies variable. The correlation matrix shows a strong and statistically significant correlation at the 1% level, with a simple correlation coefficient value of 0.578. This result also supports the validity of the third main hypothesis.

Based on the above findings, the results of the correlation relationships between the study variables address the third question posed in the field study problem and simultaneously achieve the second field objective within the aims of the field study.

2. Testing the Impact Hypotheses Between Study Variables: This section explores the level and direction of the impact relationships among the study variables, focusing on both direct and indirect effects. Structural Equation Modeling (SEM) was employed for this purpose. Structural models are widely used in the field of management for estimating data, testing theories and conceptual hypotheses, managing and interpreting consumer behavior, predicting behavior and future offers, forecasting organizational phenomena, and studying diverse individual behavior within organizations (Davcik, 2013:3).

Structural Equation Modeling (SEM) is a powerful and modern technique that can handle a large number of independent and dependent variables, as well as latent variables (unmeasured) formed by a set of measurable variables. SEM allows for the evaluation of the assumed relationships between latent variables, enabling the testing of statistical hypotheses through a structural model. This includes examining hypotheses related to non-linear relationships, interrelated independence, measurement error, correlated error, and relationships among multiple latent independent variables measured by various indicators (Carvalho & Chima, 2014: 6).

1. Testing the Fourth Main Hypothesis

The fourth main hypothesis states that there is a significant impact of knowledge and its dimensions on organizational agility. The researcher tested the direct impact hypotheses between the variables using the Structural Model with the (PLS4) program. The structural model consists of a set of independent and dependent variables, with independent variables connected to dependent variables by unidirectional arrows (regression paths). Additionally, independent variables may be interrelated through bidirectional arrows.

The structural model ensures that the study model fits the sample data. The acceptance of the structural model and the relationships it includes is determined by the coefficients represented on the arrows between independent and dependent variables (standardized beta coefficients). This advanced statistical technique provides a more accurate assessment by considering how well the data fit the proposed model based on multiple relationships.

From the model presented in the appendix, the impact or regression coefficient was found to be 0.45, which is statistically significant, as indicated by the critical ratio (C.R.) of 6.537 shown in the following table. This significant value suggests that an increase in the availability of knowledge by one unit will result in a 45% increase in organizational agility levels. Therefore, this finding confirms and supports the acceptance of the fourth main hypothesis.

The following table summarizes the analysis resulting from the test of the fourth main hypothesis, showing that all model estimates and critical ratio (C.R.) values are significant at the level of ($P < .01$), meeting the required condition.

Table (11): Estimates of the Impact Model of Knowledge on Organizational Agility

			Estimate	S.E.	C.R.	P
Agility	**<---**	**Knowledge**	**.614**	**.094**	**6.537**	***
OE	**<---**	**Knowledge**	**.893**	**.035**	**25.734**	***
SP	**<---**	**Knowledge**	**1.034**	**.042**	**24.330**	***
OC	**<---**	**Knowledge**	**.812**	**.039**	**20.900**	***
SS	**<---**	**Agility**	**.944**	**.030**	**30.999**	***
CC	**<---**	**Agility**	**.937**	**.032**	**29.473**	***
RS	**<---**	**Agility**	**1.120**	**.041**	**27.189**	***

2. Testing the Fifth Main Hypothesis, Which States: There is a Significant Impact of Knowledge and Its Dimensions on Human Talent Management Strategies.

The researcher utilized the Structural Model with the (PLS4) program to test the direct impact hypotheses between the variables. The model attached in the appendix (see Appendix 2) illustrates the structural model, showcasing the independent variable (knowledge) and the mediating variable (talent). The Root Mean Square Residual (RMR) measure indicates that the structural model of the current study fits the data well, with a value of 0.26, which is below the threshold value of 0.8.

The unidirectional arrow from the independent variable to the dependent variable represents the impact relationship between them, identified as the standardized coefficients (used for hypothesis testing). The value

displayed above the talent variable represents the coefficient of determination (R^2), indicating that the knowledge variable can explain 15% of the variance in the talent variable within the Iraqi industrial sector, while the remaining 85% is attributed to contributions from other variables not included in the study model.

From the model presented in the appendix, the impact or regression coefficient was found to be 0.39, which is statistically significant, as indicated by the critical ratio (C.R.) of 5.479 shown in the following table. This significant value suggests that an increase in the availability of knowledge by one unit will lead to a 39% increase in talent levels. Therefore, this finding confirms and supports the acceptance of the fifth main hypothesis.

The following table summarizes the analysis resulting from the test of the fifth main hypothesis, indicating that all model estimates and critical ratio (C.R.) values are significant at the level of ($P < .01$), thereby meeting the required condition.

Table (12): Estimates of the Impact Model of Knowledge on Human Talent Management Strategies

			Estimate	S.E.	C.R.	P
Org. Ambidexterity	**<---**	**Knowledge**	**.421**	**.077**	**5.479**	***
OE	**<---**	**Knowledge**	**.893**	**.035**	**25.734**	***
SP	**<---**	**Knowledge**	**1.034**	**.042**	**24.330**	***
OC	**<---**	**Knowledge**	**.812**	**.039**	**20.900**	***
ERI	**<---**	**Org. Ambidexterity**	**.923**	**.037**	**24.780**	***
EVI	**<---**	**Org. Ambidexterity**	**1.077**	**.037**	**28.931**	***

5. Testing the Sixth Main Hypothesis, Which States: There is a Significant Impact of Organizational Agility and Its Dimensions on Human Talent Management Strategies.

The researcher relied on testing the direct impact hypotheses between the mediating variable of organizational agility and the variable of human talent management strategies through the Structural Model using the (PLS4) program. The model attached in the appendix (see Appendix 2) illustrates the structural model that shows the mediating variable of organizational agility and the variable of human talent management strategies.

From the Root Mean Square Residual (RMR) measure, it is noted that the structural model of the current study fits the study data, with a value of (0.41), which is below the threshold value of (0.8). The unidirectional arrow from the mediating variable of organizational agility to the human talent management strategies variable represents the impact relationship between them, called the standardized coefficients (used for hypothesis testing).

The value displayed above the human talent management strategies variable represents the coefficient of determination (R^2), indicating that the organizational agility variable can explain 57% of the changes that occur in the talent management strategies variable in the Iraqi industrial sector. The remaining 43% is attributed to contributions from other variables not included in the study model.

The following table summarizes the analysis resulting from the test of the sixth main hypothesis, indicating that all model estimates and critical ratio (C.R.) values are significant at the level of ($P < .01$), meeting the required condition.

Table (13): Estimates of the Impact Model of Organizational Agility on Human Talent Management Strategies

			Estimate	S.E.	C.R.	P
Org. Ambidexterity	**<---**	**Agility**	**599.**	**040.**	**14.886**	***
SS	**<---**	**Agility**	**.944**	**.030**	**30.999**	***
CC	**<---**	**Agility**	**.937**	**.032**	**29.473**	***
RS	**<---**	**Agility**	**1.120**	**.041**	**27.189**	***
ERI	**<---**	**Org. Ambidexterity**	**.923**	**.037**	**24.780**	***
EVI	**<---**	**Org. Ambidexterity**	**1.077**	**.037**	**28.931**	***

2. Suggestions and Future Prospects:

1. Suggestions: Based on the systematic approach, the study presents recommendations according to the theoretical and field framework as follows:

1. Enhancing Resources and Capabilities: Companies in the study sample should strengthen their resources and capabilities to support their agility from a strategic perspective, making it difficult for competitors to surpass them.

2. Integrating Superior Capabilities: While possessing the three superior capabilities for organizational agility is essential, it is still insufficient for building an agile organization. Achieving integration and persistence is required to enable these companies to perform their routine tasks effectively, especially in the Iraqi food industry.

3. Balancing Exploratory and Investment Capacities: Although the ability to pursue creative exploratory and investment directions individually is necessary, it is not enough to build a talented organization. Mastery requires achieving a simultaneous balance between these two directions within the Iraqi industrial sector to reap the benefits of both approaches.

4. Strategic Programs for Environmental Study: There is a need for continuous strategic programs to study the Iraqi environment and its variables within the industrial sector, which remains unsaturated in meeting the desires of society in general and customers in particular. This includes innovating new services and offerings to increase customer numbers within local and international networks.

5. Maintaining High Skill Levels: Companies in the study sample should maintain a high level of skills, knowledge, and increase the experience of top management to gain a competitive advantage stemming from their exploratory and investment creative capabilities regarding available and future environmental opportunities.

6. Adopting a Clear Strategic Vision: It is essential to adopt a clear strategic vision and believe in it within the top management philosophy to achieve agility and subsequently talent at the organizational level, as this plays a vital role in enhancing the organization's orientation and entrepreneurial readiness toward necessary changes, developments, and future requirements for survival in a dynamic and uncertain business environment.

2. Future Prospects for the Study: Recognizing the importance of the study variables and their expansive future prospects, as well as the possibility of logically linking them and measuring their effects on other variables, the researcher identifies a number of proposed ideas that could serve as a new starting point for future studies extending from the current study, as follows:

1. Examining the Mediating Role of Organizational Agility: Investigating the mediating role of organizational agility in enhancing the relationship between the characteristics of smart organizations and organizational entrepreneurship.

2. Studying the Mediating Role of Strategic Agility: Exploring the mediating role of strategic agility in enhancing the relationship between proactive work behaviors and the strategic alignment of organizations.

3. Investigating the Mediating Role of Human Resource Flexibility: Analyzing the mediating role of human resource flexibility in strengthening the relationship between strategic agility and organizational excellence.

4. Studying the Mediating Role of Organizational Mastery: Researching the mediating role of organizational mastery in enhancing the relationship between the adoption of strategic information systems and sustainable performance.

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