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## The strategic orientation according to the talent management strategy field research in the Iraqi Ministry of Health - Hammadi Shihab Hospital

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**Abstract:** The research aims to define the role of the talent management strategy with its dimensions represented in (talent acquisition, talent development, talent orientation, talent performance management, talent retention) in the strategic direction of the organization with its dimensions represented in (vision, mission, goals), so the research is of great importance as it addresses An important and recent issue in strategic direction, talent management, and realizing the importance of the topic and the expected results (for the Iraqi Ministry of Health - Hammadi Shihab Hospital), an analysis of the data obtained through field visits was conducted in addition to the questionnaire and interviews, and the most prominent results were The research sample takes into account all the talent management requirements of attracting talent, developing talent, directing talent, managing talent's performance, and retaining talent, which enhances its strategic orientation towards an outstanding performance in its work in accordance with environmental requirements, and the (Iraqi Ministry of Health - Hammadi Shihab Hospital) (. Increased senior management interest in talent acquisition, talent management and talent development Seeing talent in order to prepare creative human cadres, by improving the attractiveness of talent and then increasing training programs and courses outside the organization to clarify the concept of talent management and its importance in its relationship to the organization's goals, and to learn about global developments in this field.

**Keywords:** Talent management, talent acquisition, strategic orientation

### Introduction

Contemporary organizations are living an era of interest in talent management and the orientation towards more studies and research on the importance of human talent for organizations, and international organizations have made great strides towards achieving the strategic direction, "it came through the center of their strength and their launch is the human resource, and the importance of this research comes to the fact that any success of the organization You cannot achieve it without being interested in human talents .... Hence the intellectual dilemma of this research, which dealt with (the strategic direction of the organization according to the talent management strategy).

Based on this, the current research idea was formed, in order to take upon itself to present new topics that have an influential and direct role in advancing the performance of organizations despite the challenges they face.

Due to the need of the Iraqi environment and its organizations for such research, this research came to adopt testing these concepts in (Iraqi Ministry of Health - Hammadi Shihab Hospital), with the aim of uniting efforts and directing them on the most important aspects that serve the strategic direction more and perpetuate competition and then achieve excellence. Hence, the research problem started, which seeks to answer a basic question, which is (Is there a role for talent management in the strategic direction of the organization?).

(The Iraqi Ministry of Health - Hammadi Shehab Hospital) was chosen as a field for the practical side, as this ministry deals with the evaluations of the most valuable human resources and they are "directors of departments, units and divisions" who are the main engine and the essence of creativity in activating the organization's work.

**The first axis: Research methodology**

## **First: - The problem of the study**

The environment in which all organizations in the world operate is characterized by a high degree of turmoil, ambiguity and complexity as a result of an overlapping group of many economic, cultural and technological factors, which result in a multiplicity of opportunities and environmental challenges, and in order for organizations to face the growing demands of the environment, they need to analyze and study their resources and among these resources are Human talents, whose importance has increased, especially in the process of selecting and recruiting individuals by organizations, where the trend has become towards attracting and appointing talented and competent individuals with substantial capabilities and talent .... etc.

The Iraqi public organizations, especially the Iraqi Ministry of Health, have a great need to make greater use of the strategic direction and to exploit it to keep pace with environmental developments and reduce the big gap between them and international organizations that have become at a high level of leadership in their field of work, and this is what research is trying to explore in (Iraqi Ministry of Health - Hospital Hammadi Shihab), and the two researchers will shed light on the extent to which talent management strategies are implemented through the use of the questionnaire and the interviews that they will conduct with a number of managers who possess human energies at a high level of professionalism, which makes them qualified and able to keep pace with and compete with international organizations, but they did not give enough importance To find and invest in talent management and make use of it in the work of the organization, which prompted the researchers to view this as a problem that requires research and investigation, and for the purpose of framing the aforementioned problem, the following questions must be raised- :

A- Is the Iraqi Ministry of Health the research sample interested in the talent management strategy?

B- Is there a role for talent management strategy in the research sample?

T- What is the level of interest of the surveyed sample in adopting the strategic orientation? What is the level of practicing the strategic orientation in the studied sample?

D- What is the level of relationship between the strategic direction and the talent management strategy of the sample surveyed?

## **Second: - The importance of research**

The research acquires its importance in the availability of two important variables, the first is the importance of the strategic direction, and the second is the importance of talent management. The importance of research can be determined as follows:

-The importance of research stems from the importance of the investigated variables, the strategic direction of the organization, talent management, and these variables are in dire need for research, study and analysis, so we can seek their data in the Iraqi Ministry of Health - Hammadi Shihab Hospital.

-That it be the beginning of the road for other studies of research due to the novelty of this topic on the theoretical and practical levels and the Iraqi organizations 'lack of such studies.

Diagnosing the extent of interest in developing and developing human resources in organizations. And then achieve the goals it seeks to achieve by focusing on (Iraqi Ministry of Health - Hammadi Shihab Hospital) the research sample

## **Third: - Research objectives**

The research aims at a set of goals that it seeks to achieve, the main goal is to explain the strategy of talent management in (Iraqi Ministry of Health - Hammadi Shihab Hospital) and its impact on enhancing the strategic direction of the organization, and the objectives can be

classified in line with the parties related to the purposes of the research, and as shown:

A- Provide a basic understanding of talent management strategy.

B- Identify the level of senior management practice, the research sample for the strategic direction. And to determine the extent of the variation in the departments' adoption of the strategic direction at the level of (Iraqi Ministry of Health - Hammadi Shihab Hospital).

T- Identify the impact of the talent management strategy on the strategic direction.

W- Knowing the strategic orientation of (Iraqi Ministry of Health - Hammadi Shihab Hospital) and whether it could intersect or integrate with the practices achieved by the talent management strategy of the company itself.

#### **Fourth: the study hypotheses**

This study is based on two main hypotheses:

The first main hypothesis:

There is a significant correlation between the talent management strategy and the strategic direction of the organization and its dimensions at the overall level.

The second main hypothesis:

(There is an impact of talent management strategy and its dimensions on the strategic direction at the overall level and at the level of each sub-variable)

#### **Fifthly: - The limits of the study**

Research limits can be determined through the following areas:

Human borders: The research sample includes a group of directors of departments, divisions and units in (Iraqi Ministry of Health - Hammad Shehab Hospital) The research sample, and the sample size reached (20) people who retrieved the questionnaire distributed to it by the two researchers. And (7) a director who was interviewed by the researcher distributed according to the bodies, departments, divisions,

and administrative units in the Iraqi Ministry of Health.

Spatial boundaries: Research was limited to (Iraqi Ministry of Health - Hammadi Shihab Hospital)

#### **Sixth: - Definitions of terms**

A- The Talent Management Strategy: - The interaction of a set of integrated practices and systems related to attracting, maintaining and developing workers with the required skills, in line with the achievement of the strategic direction.

B - The strategic direction: - It is a short statement that shows where the organization wants to be in the future.

#### **Tenth: The methodology used in the research**

The two researchers adopted the (analytical descriptive approach) which is based on an accurate and detailed description of the phenomenon or problem under study, and does not stop when collecting information to describe the phenomenon, but rather relies on analysis and revealing the relationships between its dimensions and thus extracting results and standing on the most prominent indicators in a way that allows description and field analysis. (2010: 60)

#### **Eleventh: research Model**

The research outline shows the set of relationships and logical effects that may be in a quantitative or descriptive form, and it brings together the main features of the reality you are interested in. On this basis, the researcher intends, through presenting this scheme, to be comprehensive of all main and subsidiary research variables in its overall form, and then the possibility of measuring the correlation and influence relationships between them individually or as a whole, in order to be an embodiment of the research problem and the objectives expected to be achieved, and the research plan consists of Two types of variables are as follows:

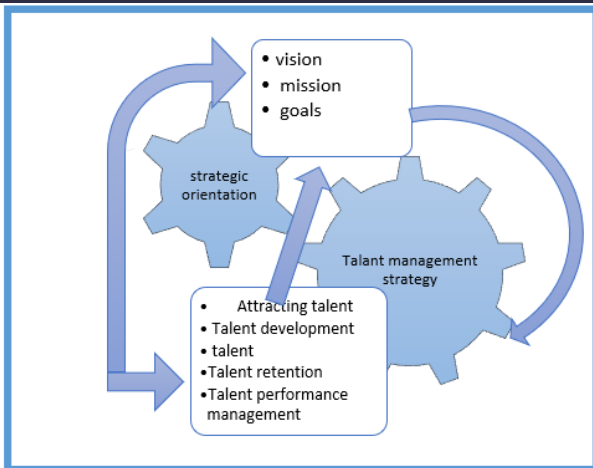


Figure (1) research Model

## The second axis ... the theoretical side

### Introduction...

Talent management is one of the most modern concepts that have the interest of a large number of researchers and writers, whether in the theoretical or applied field, due to its great impact on the organization's ability to attract scarce human resources, manage its performance, develop and retain it, which is an important factor in its success. In today's environment, it is always distinguished by a fundamental feature that distinguishes it from other organizations, which requires the presence of a strategic direction that helps them achieve their goals.

For the purpose of identifying the content of talent management, this topic will be discussed (the concept of talent management and its development, approaches to talent management, the similarities and differences between talent management and human resources management, dimensions of talent management).

As for the strategic direction, (the concept of strategic direction, dimensions of strategic direction) will be clarified.

### First: Talent Management.

1 -The concept of talent management and its development- :

A- The historical development of talent management

The talent management, like the rest of the sciences and the arts, passed through many stages before it reached the stage it is in now, where this development occurred as a natural result of increasing the organizations' awareness and understanding of the importance of the working individual and his contribution to achieving excellence and high performance, and that this importance emerged through the stages of human resource management development.

Talent management has gone through three historical stages as follows: (Al-Tamimi, 2016: 24)

- Individuals stage: This stage started from the early seventies until the eighties of the last century and focused on activating the incentive system and paying wages to workers, and during this stage the business function section was established.

- The stage of human resources management strategy: and extended from the eighties until the nineties and emphasized the recruitment of individuals and compensate them and here the business function evolved into a business partner.

B - The stage of business partnership and talent: the stage of the new millennium (the twenty-first century) which focused on an important topic, which is that successful planning and performance management lead to business integration that in turn leads to organizational leadership.

### T- The concept of talent management

Given the novelty and importance of the topic, the concept of talent management has many interpretations, and the main factor in its understanding is the environment in which the organization operates (Al-Abadi, 2011: 80).

The concept of talent management can be illustrated according to the table below

(Al-Zubaidi and Hussein, 2013: 92) sees the new role played by human resources management to obtain human resources with core capabilities, and it includes several methods for developing, retaining, correcting and compensating them appropriately in order to achieve the organization's competitive advantage through them, in light of the dynamic environment in which it operates. (Kata'a, 2014: 80) sees a number of practices through which the organization seeks to attract talented individuals with high potential, develop and employ their skills and retain them to achieve the goals of the organization.

(Al-Obaidi: 2015: 76) considers adopting and implementing many practices and systems in an interactive manner within a coherent and integrated framework with human resource management practices to serve its objectives in attracting the right individuals in the right place at the right time.

According to (Mahmoud, 2015: 68), it is the interaction of a group of organized processes, which operate according to a deliberate business strategy, focusing on planning the current and future needs of the organization from individuals with the required talents, and working to attract, develop, direct and maintain them in a way that supports the strategy of human resources management, And consistent with the strategic direction of the organization.

(Al-Tamimi, 2016: 32) sees the science of employing strategic human resources for the purpose of enhancing business value and supporting its competitive advantage and thus achieving its goals.

The researcher believes that talent management can be defined as all the practices related to obtaining talented individuals to work in the organization and then developing, directing and managing their performance and thus preserving them for the development of the organization.

Talent management can also be studied according to a number of entries and can be classified according to the following- :

**The Process Approach:** This approach focuses on the need for organizations to use process systems in order to be able to make individuals in the organization possessing talents in order to show the capabilities of the organization and for the organization to consider talent and its management as an essential and factor in progress and success (Al-Jumaili, 2013: 52)

o **Strategic Approach:** begins with identifying talent needs based on a clear understanding of business strategy by uniting all potential resources to discover, develop and employ talent in the right way and at the right time (Al-Abadi, 2011: 90)

o **The Organizational Approach:** The talent is viewed as a number of integrated organizational activities to ensure that the organization attracts, motivates, develops and maintains its talented individuals to meet its immediate and future needs "(Kata'a, 2014: 79)

o **The Cultural Approach:** According to this approach, talent management is a focus of thought within a group of activities, and this perspective sees that individuals succeed only if they have sufficient talents, and that the success of work succeeds according to their personal success, and this approach assumes that everyone depends on A talent for reaching success due to the nature of the job market in which they work, which is also typical for organizations when there is an internal job market with assignments based on their previous performance (Mahmoud, 2015: 57)

**The Competitive Approach:** This approach sees talent management as the engine of competitive advantage, which is difficult to imitate, is scarce and valuable and cannot be exchanged and known by competitors (Kataa, 2014: 80)

**Change Management Approach:** This approach looks at the talent management process as a driver for change in the organization, using the talent management system as an important part of the strategic human resource management for organizational change, and this is either as a way to make the talent management system in the organization as part of the process. Wider

change, or to put additional pressure on the talent management process if there is any resistance or any rejection of the change process (Mahmoud, 2015: 58)

The HR planning Approach:

The Developmental Approach:

1 -Similarities and differences between talent management and human resource management:

Some writers and researchers believe that the concept of talent management is a concept synonymous with human resource management, and some believe that there is a difference between the two concepts as many researchers know talent management is a set of diverse practices of the human resource management department, its functions, work, activities or areas of specialization, such as appointment, selection For them, talent management needs what human resources can do, but faster or through the departments of the organization instead of being through one department or one job. Regardless of the number of these researchers, they see that the old term (talent management) is an alternative to (human resources management).

Many still confuse human resource management with talent management and consider it absolutely necessary to merge

Talent management system with all aspects of human resource management. There is a clear overlap between talent management, recruitment, development, diversification, preservation and succession planning paths, but there is one important difference which is the emergence of the difference between tactical human resource management and strategic talent management. The activities and practices of human resource management are a public administration, while talent management is a continuous process that connects human resources. Optimal to the real workplace. (Siam, 2013: 31).

Cheese explained the difference between human resource management and talent management, as he mentioned that human resource management is not only talent management, nor talent management is human resource management only, but human resource management is the engine of many operations, while talent management requires the entire organization to participate with Focus on talent. Human resources management focuses more on developing performance and defining processes, but these processes are not standardized and cannot be implemented in a fixed rate. Therefore, the relationship cannot be fully understood and managers cannot distinguish it, and it is not clear to the workers, and there is no real meaning or concept of the mix between capabilities and skills strategically. Al-Anzi et al., 2011: 100)

1 -Dimensions of talent management

A- Attracting talents: - The challenges facing the organization in filling important jobs that require a great deal of capabilities and skills, on the one hand, and the scarcity of available skilled manpower on the other hand, has emerged what is known as a “war of talents” (Hamad, 2015: 15)

Attracting talents means attracting or attracting the most talented individuals (those who can achieve the organization's strategy, possess the appropriate competencies and capabilities, and are suited to the nature and culture of the organization) so that they are the most appropriate to the current and future employment needs and who are able to adapt, adapt and have high productivity within the organization. In organizations, this strategy has become one of the main features of creating organizational competencies in order to achieve continuous competitive advantage (Al-Azzam, DT: 13).

B - Talent orientation: - Orientation is an initiative targeting new employees to help them quickly provide their best performance, in addition to close contact with their

organizations and knowledge of their culture and philosophy. That this process in the talent management system extends more than the orientation process for new employees, but rather to providing them with housing, and providing opportunities for employees towards creativity and integration in the organization quickly (Siam, 2013: 46)

T- Talent development: - The organization uses here direct and indirect training and communication channels to develop talented individuals at various administrative levels (Al-Anqari, 2012: 1032). It is not enough to attract employees with very high talents and we expect that these skills and abilities of the employees will continue. And it remains for the duration of their employment, as we must rely on the development and training processes, which should take place at all levels of the organization (Al-Abadi, 2011: 29-30)

W - Talent performance management: - The organization aims, through performance management, to analyze the performance of the individual with all his psychological, physical, technical, intellectual and behavioral skills, in order to identify strengths and weaknesses and work to strengthen the first and confront the second, as his basic guarantee in order to achieve The effectiveness of the organization in the present and the future. (Al-Zubaidi and Hussein, Bla: 94)

C - Talent retention: - It is the process that focuses strategically on maintaining talent within the organization, by encouraging investment in working individuals on an ongoing basis (Abbas, 2013: 57). And it requires clinging to these talented and essential individuals, as they are the ones who lead the organization in the future and who are difficult to lose.

## Second: The strategic direction...

1- The concept of strategic orientation: The concept of strategic direction has many definitions, some of which can be mentioned Wildrom & Glunk (2000: 14) sees the factors that help the organization to evaluate its ability

to link its present with its future and the degree of its response to its material and human resources and to exploit them in a way that enables it to achieve its goals.

(Morgan and Strong, 2003: 163) believes that the organization's position in the long term according to a competitive environment is determined by its focus on allocating its resources. Stonebraker & Liao (2004: 1044) believes a concept relatively static in nature, and reflects an organization's overview of its environment.( Cadogan, 2012: 340) describes how organizations allocate and coordinate their resources in order to achieve their goals. The view (Ng'ang'a, None: 20) and the statement of direction and intention, which aims to preserve the competitive advantage of the organization. (Voss & Voss, 2000: 68) sees a multi-dimensional structure that shows the degree of relative focus of the organization and its ability to understand and manage the environmental forces affecting it.

the concept of strategic direction / researcher preparation

1 -Dimensions of the strategic direction: - The dimensions of the strategic direction include all of the following

a. Strategic vision: The strategic vision provides multiple benefits to the organization, including the following:

□ It provides a widely shared sense of organizational direction and purpose (Kluyver & Pearce, 2002. de)

□ It provides a framework for the mission and goals of the organization.

□ Vision is essential to developing an organization focused on strategy and alignment within the organization (Kaplan & Norton, 2006)

□ A strong vision fosters communication, engagement and commitment on the part of employees. (Dess & Picken, 2000, p. 19).

B. Mission: - An important first step in the task formulation process is to come up with a



definition of the organization's business. The definition answers these questions. What do we do? What will happen? What should it be? Responses guide the formulation of the task. To answer the question, what do we do? The company should define its business in terms of three dimensions, who is satisfied? (What customer groups), what is satisfied? (What are customer needs) and how are customer needs met? (Including distinctive skills, knowledge or competencies): (Ng'ang'a, None : 21) et.,

T. Values: - The values of the organization clarify how managers and employees should behave, how they should conduct business, and what type of organization they should create to help the company achieve its mission. Since they help lead and shape behavior within an organization, values are generally seen as the cornerstone of the organizational culture of the organization: They are the set of values, standards, and norms that control how employees work to achieve the mission and goals of the organization. (Jones & Hill, 2007)

Th. Goals: - Goals can be defined as specific results that the organization seeks to achieve in pursuing its basic mission. Objectives are essential to the success of the organization because they define directions assisting in evaluation, creating synergies, uncovering priorities, coordination and focus and providing a broad basis for effective planning, organizing, motivating and controlling activities. (Jones & Hill, 2007)

### The third Section: the practical side

#### The first axis: Display search results in the light of the answers to the sample and analysis

Will be in this paragraph to identify the level of research sample answers and description of the reality of research variables (strategic orientation, Talent Management Strategy) in managers working in Hammadi Shihab Hospital, The Arithmetic average for the sample responses will be compared with the value of the

hypothetical mean of (3), because the specified scale is the five-Likert scale, as follows:

**First: The level of answers to the variable talent management strategy**

1. This main variable was measured by five sub dimensions (Attracting talent, talent development, talent orientation, talent performance management, talent retention), Table (1) shows the level of sample answers as follows:

**Table ( ) Level of sample responses searching for a talent management strategy variable**

Variable	N	sub dimensions	Arithmetic average	standard deviation
Talent Management Strategy	1	Attracting talent	3.56	1.15
	2	talent development	3.96	0.93
	3	talent orientation	4.11	0.91
	4	talent performance management	4.52	0.65
	5	talent retention	3.85	0.99
	Total			4.00

The results of the statistical analysis of the level of the answers of the variable of the talent management strategy indicated the high level of the answers of the sample surveyed as a whole, where the mean (4) and the standard deviation of (0.18) This indicates the agreement of the sample about the existence of practices for the talent management strategy, in addition to that the sub-dimension (talent performance management) got the highest arithmetic mean that reached (4.52) and with a standard deviation of (0.65), which indicates the interest of the researched organization in determining the distinct levels of talent.

**Second: The level of answers about the strategic direction variable**

The strategic direction is the second variable of the current research variables and this variable includes four sub-dimensions. The

results will be displayed as shown in Table () as follows:

**Table () the level of sample responses for the search for the strategic direction variable**

Variable	N	sub dimensions	Arithmetic average	standard deviation
Strategic direction	1	Vision	3.78	1.03
	2	Mission	4.30	0.74
	3	Goals	3.84	1.08
	4	Values	3.67	1.01
		Total	3.89	0.15

The results of the statistical analysis showed the level of answers of the variable of the strategic direction to the high level of the answers of the sample surveyed in total, where the mean (3.89) and a standard deviation of (0.15) This indicates the agreement of the sample about the existence of a strategic direction for the researched organization in the environment in which it works, in addition to that the sub-dimension (Mission) got the highest arithmetic mean that reached (4.30) and a deviation of (0.74) and this indicates the hospital's interest in working to achieve the mission that it's found her.

The second axis / relationships between search variables

This axis aims to validate the research hypotheses related to the correlation relationships between the research variables and the Pearson correlation coefficient was used to determine the type of relationship between the two variables of talent management strategy and strategic direction The table () shows the correlation coefficient values between the two search variables, where the correlation coefficient value (0.481) is a weak direct correlation at the significance level (0.01).

Thus, the hypothesis that there is a statistically significant correlation between the two research variables can be accepted

Talent Management / strategic direction	Attracting talent	talent development	talent orientation	talent performance management	talent retention	Total
Vision	0.344**	0.369**	0.583**	0.300*	0.359**	0.490**
Mission	0.297**	0.329**	0.387**	0.228**	0.186*	0.389**
Goals	0.463**	0.491**	0.384**	0.253**	0.405**	0.423**
Values	0.394**	0.536**	0.545**	0.305**	0.448**	0.426**
Total strategic direction	0.428**	0.470**	0.458**	0.310**	0.333**	0.481**

\* Correlations are significantly significant at level 0.05 and degree of freedom 28

\*\* Correlations are significantly significant at level 0.01 and freedom degree 28

The third axis / testing the effect model between research variables

This research aims to test the validity of research hypotheses related to impact through the use of simple linear regression analysis between two search variables, As the result of analyzing the regression model on the effect of the total talent management strategy in the strategic direction indicated that a significant effect was achieved between them, as the calculated value of (F) reached (66.194), which is greater than the tabular value (F) at the level of significance (0.01) of (7.64) and the degree of freedom (28), This is also explained by the values of each of the determination factor whose value is (0.612). This means that the talent management strategy explained (61.2%) of the variance in the strategic direction variable and that the remainder of this ratio is because to other factors not studied in the model, As well as, the value of (B) of (0.782), which indicates that changing one unit in the talent management strategy variable will lead to a change in the strategic direction by (0.782), and according to this result, the fourth major hypothesis was accepted that (there is a statistically significant impact relationship of strategy Managing talent - with its dimensions - in strategic direction), and the table below shows the values of that effect

**Table () the results of the effect of the talent management strategy variable on the strategic direction using simple linear regression**

Variables	Constant	value of the beta coefficient B	value of the coefficient of determination R <sup>2</sup>	Calculated F value	Significance
Attracting talent	1.587	0.761	0.580	57.917	There is an effect
talent development	1.893	0.714	0.510	43.783	There is an effect
talent orientation	1.737	0.682	0.466	36.588	There is an effect
talent performance management	1.909	0.668	0.446	33.852	There is an effect
talent retention	1.945	0.629	0.396	27.532	There is an effect
Total	1.238	0.782	0.612	66.194	There is an effect

The tabular value of F is under the significance level (0.01) and the degree of freedom (28) = 7.64

## The fourth axis: conclusions and recommendations

### First: Conclusions

1. The results of the statistical analysis showed an increase in the indicators of the researched variables (the talent management strategy with its dimensions, and the strategic orientation in its dimensions) in Hammadi Shihab Hospital and at a good level as the responses of the sample members on all dimensions were either moderate or heading towards agreement or full agreement and this reflects the importance of coherence in the dimensions of these Variables in question.

2. The results of the analysis indicated a weak correlation between the strategy of talent management in its dimensions with the strategic direction in its dimensions.

3. The results of the analysis indicated that there is an impact relationship of significant significance to the talent management strategy with its various dimensions in the strategic direction with its dimensions.

### Second: Recommendations

1- The need for the researched hospital to enhance the dimensions of the talent management strategy by attracting rare talents and trying to preserve them and manage their performance well in a way that ensures an effective strategic direction for this organization.

2- The results of the correlation between the variables indicated that the researched organization has a weakness in investing in the

relationship between talent management strategy and strategic direction. Therefore, it must invest good talent in formulating its plans.

Removing the obstacles and restrictions facing talented people, in addition to involving them in decision-making.

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