

The Influence of Human Talent Management Relationship on the Level of Administrative Creativity in the Public Sector: A Field Study on the Iraqi Industrial Sector; the General Company for Food Products

By

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Abstract

The present study aims to demonstrate the influence of the human talent management relationship on enhancing the level of administrative creativity in the Iraqi public sector, employing the analytical descriptive approach. In order to obtain the objectives of the present study, the questionnaire is implemented as a tool for collecting data and applied on a sample of (400) employees of the General Company for Food Products. The present study has reached several results, the most important of which is the existence of a correlation and influence of human talent management processes at the macro level and at the level of sub-variables in promoting organizational creativity in the researched company. The present study presented several proposals that are consistent with these conclusions, the most important of which is to create an organizational culture on the importance of human talent management processes and the role they play in promoting administrative creativity that leads to success and excellence, and taking care of the talented employees to encourage and motivate them constantly.

Introduction

Since the beginning of the twentieth century, interest in the gifted, talented, and creative has increased in all industrial, educational, or service organizations through their education and training to serve the goals of the organizations. In the field of scientific research, there are many reasons for caring for the gifted and talented. Therefore, it is natural that the development of interest in the gifted and talented is affected by the development of the mental and creative measurement movement. Because the process of discovering the gifted and talented requires measuring their capabilities in one way or another, most thinkers and researchers agree that the majority of the creative characteristics are present in the talented individuals in the organization. Creativity appears in the form of creative thinking that adopts the scientific method in research that includes a sense of the problems facing organizations or society alike, the ability to observe, set and test hypotheses, validate and benefit from the results, and distribute them to reach everyone to benefit from them (Downe, 2012).

Therefore, nowadays, organizations seek to survive by relying on the most talented, excellent, and creative individuals in accomplishing difficult tasks that preserve their distinction and survival as organizations derive their strength in achieving success from talented and creative individuals, not through the use of the best technologies, or the best methods. They rather derive it from being flexible and innovative. These advantages come

from the employees in these organizations that concern them directly to achieve these and other advantages that benefit the communities in which they operate.

The Methodology

First: Problem

The conditions of the General Company for Food Products in the Iraqi Ministry of Industry and Minerals reflect some internal problems that may affect its institutional performance, achievement, and the literal application of regulations and systems, which leads to the result that many leaders and employees lack freedom of initiative and development due to the centralization of performance. This is in addition to the obsolete criteria for selecting leaders in public companies and the need for careful selection and appropriate qualification of all leaders to carry out their administrative and leadership responsibilities.

During the previous years, the researcher noticed the difference in the feelings of the employees in the different departments towards the successive changes in the different leaderships, and then its influence on the level of their administrative creativity in the ministry-public sector.

Based on the findings of the study that there is a research gap represented in not addressing the relationship between the two variables by addressing the influence of the relationship of talent management on achieving administrative creativity through talent management in organizations, institutions, and various sectors, and in the General Company for Food Products in the Iraqi Ministry of Industry and Minerals in particular, the problem of the study can be identified by the following questions:

What is the influence of talent management on the level of administrative creativity in the General Company for Food Products in the Iraqi Ministry of Industry and Minerals?

The following sub-questions arise:

1. What is the extent of the relationship between talent management and the level of administrative creativity in the General Company for Food Products in the Iraqi Ministry of Industry and Minerals?
2. Does the researched company adopt the concept of talent management, which contributes to enhancing the level of administrative creativity?

Second: Significance of the Study

The Scientific Significance

The significance of this study derives from the fact that it tackles talent management, which is one of the important emerging topics that have received and still receive great attention from those interested in this field. The progress of societies and the development and continuity of their educational organizations mainly depends on the present talents in the institutions among their employees, in addition to administrative creativity. This study is an attempt to contribute to the form of readers of this field of research and studies, as it is considered an additional reference for researchers and those interested in this topic.

The Practical Significance

Supporting human talents in the surveyed public sectors, setting policies and objectives, designing work teams that are necessary to manage talents in the surveyed companies, contributing to improving the quality of services provided by the surveyed companies,

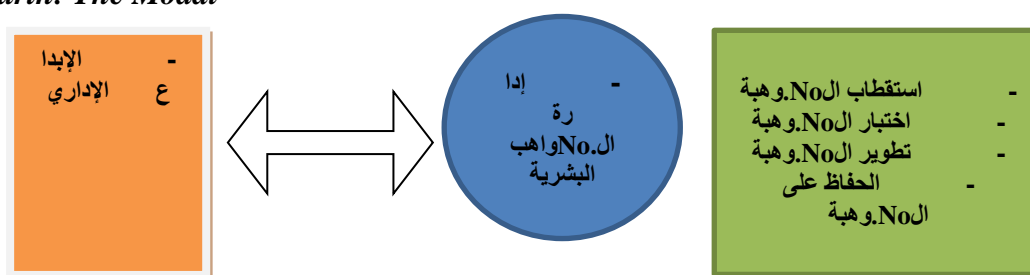
improving creativity in all departments of the researched company, increasing interaction, developing talents, and benefiting from them in achieving administrative creativity.

Third: Objectives of the Study

The present study aims to obtain the following objectives:

1. Identifying the concept of human talent and its management, in addition to the concept of administrative creativity.
2. Shedding light on identifying and explaining the relationship and influence between human talent management and administrative creativity in the researched companies.
3. Adopting and applying human talent management in public sector companies to support the spirit of adopting strategies for dealing with human talent management.

Fourth: The Modal



Fifth: The Hypotheses

The main hypothesis; There is a significant correlation between human talent management processes and administrative creativity at the macro level. The following hypotheses branch out:

The first sub-hypothesis; There is a significant correlation between attracting talent and administrative creativity in their dimensions.

The second sub-hypothesis; There is a significant correlation between the selection of talent and administrative creativity in their dimensions.

The third sub-hypothesis; There is a significant correlation between the development of talent and administrative creativity in their dimensions.

The fourth sub-hypothesis; There is a significant correlation between preserving talent and administrative creativity in their dimensions.

Sixth: Methodology and Data Sources

The analytical descriptive approach is adopted in conducting the present study because it is one of the most appropriate approaches that are in line with the present study, through the use of primary and secondary sources. The primary sources focus on a questionnaire designed and prepared specifically for study purposes. As for secondary sources, they consist of books and specialized scientific journals.

Seventh: Limits of the Study

1. The Spatial Limit; The State Company for Food Products (Iraq) is selected as the study population. It is one of the organizations that can achieve many benefits through human talents that achieve administrative creativity, as well as the importance of the large production services that it provides to the community.
2. The Temporal Limit; The duration of the study is (2021-2022). Data and information sources are collected, as well as the distribution of the questionnaire and the provision of the field aspect of the study.

3. The Human Limits are represented by the researched sample selected in an intentional way. The sample size is (400) of the company's employees and department managers, being the closest segment to the concept of talent management. They are also considered to be among the talented elderly campaign in the same field.

Eighth: Study Tool

One of the most used tools in collecting data in the field of scientific research is the questionnaire, which is the most appropriate and effective tool for obtaining the objectives of the study. Therefore, it is adopted as a tool for collecting data. A list of questions is designed based on some scientific books and previous studies related to the subject of the study. Simplicity and clarity are taken into account in its formulation. A graded five-point Libeckert scale is used to measure the dimensions of the study. The questionnaire consists of three parts as follows:

The first part: It contains information related to the demographic characteristics of the study sample, such as gender, age, academic achievement, job title, and years of service.

Table (1)

Source	Total	Number of questions	Sub-variables	Main variables	No.
Muhammad, S. (2019). The Influence of Talent Management on Organizational Creativity.			Respondent introductory information	Introductory information	First
Ibrahim, R. (2021). The Role of Talent Management Strategies in Achieving Job Compatibility			Attracting talent Talent selection Talent development Preserving talent	Dimensions of human talent management	Second
Najat, J. (2022). The Role of Organizational Creativity in Developing Intellectual Capital.			Administrative creativity achieved from the dimensions of administrative talent management	Administrative Creativity	Third
Abdulsalam and Fawzi, (2021). The Influence of Administrative Leadership on the Development of Administrative Creativity					

The second part: It contains (22) questions related to the independent variable (the dimension of human talent management) with its dimensions (attracting, selecting, developing and preserving talent).

The third part; It contains (22) questions related to the dependent variable administrative creativity as shown in Table (1).

Ninth: Statistical Analysis Methods

In order to reach accurate indicators that serve the study and its hypotheses, a set of statistical tools have been relied upon as follows:

1. Simple regression coefficient for the purposes of measuring the strength of influence between the study variables.
2. Correlation coefficient (Pearson) for the purposes of measuring the strength of the relationship between the variables of the study.
3. Using the f-test to determine the effectual relationship between the variables of the study.
4. Kruskal-Wells test and Mann-Whitney test.

The Theoretical Framework

First: The Concept of Human Talent Management

In light of the age of knowledge and the acceleration of technological and economic changes that the world is going through, there is a need to pay attention to the real wealth that organizations possess, which represents an important resource that must be invested optimally. There are many approaches that researchers used to deal with the concept of talent management. It is defined as an integrated process that includes attracting individuals with outstanding performance, supporting, and developing them in order to retain them and benefit from their talent within clear plans that seek to achieve the goals of the organization (Ahlam, 2019). It is also defined as an integrated system that starts with identifying the needs of the organization in terms of talents, comparing them with the talents available within the organization, determining the inability of them to work on attracting them from outside the organization, then working on developing current and new talents, and developing strategies to preserve talents and provide them with an appropriate environment to earn their loyalty and commitment to the organization (Al-Assal, 2016). It is management that seeks to identify, attract, and develop human talents, capabilities, and innovations in order to achieve competitive advantages and success for employees and the organization as a whole in the labour market (Abdeen, 2019). It is defined as integrated strategies to attract, develop, and retain talents to achieve goals, and to meet the need to benefit from the experiences and capabilities that these competencies possess to achieve excellence, organizational needs (Millan, 2008; Kalman, 2014). Based upon, there is an agreement among researchers that:

Human talent management deals with a quality of individuals with high skills and competencies.

Organizations need to implement strategies and procedures to benefit from them. Human talent management strategies are linked to the strategic objectives of the organization.

There is a necessity to benefit from the experiences and capabilities possessed by those with competencies to achieve excellence.

Second: Components of Human Talent Management System

The human talent management system includes a set of integrated operations that interact with each other to reach excellence in performance as follows (Muhammad, 2015):

1. Inputs; They consist of elements: mission, philosophy, goals, structure, organization, administrative communications, systems and procedures, including policies, legislation, rules and methods, procedures, facilities, and environment.
2. Operations; They include human talent management strategies, consisting of talent attraction strategy, talent development strategy, and talent retention strategy.
3. Outputs; They consist of outstanding job performance, including productivity, quality, and efficiency.

The researcher believes that talent management has an important role in strengthening employees and providing an organizational climate for their development and taking their hand, which leads to motivating others and arousing their desires for development to improve human and social relations between officials and employees on the one hand, and among employees themselves on the other. It is a modern method that is based on supporting and promoting people with competencies. This atmosphere may contribute to raising the degree of job satisfaction, strengthening the employees' affiliation and loyalty to the institution that embraces them and strives to develop their talents in a way that is positively reflected on them, so their morale remains high, full of hope and optimism and able to face any Potential burnout.

Third: Talent Management Tasks

Human resource management differs from talent management, despite the ever-renewing and evolving theories to reach the optimal way to manage human resources, and the best way to reach the highest performance rates, but the term talent management has something of attraction. It arouses the curiosity to know what this management is in the hearts of readers, what its tasks are, and what the added value it has brought to the organizations.

The word talent in itself has a special influence. It directly takes the listener's mind to something supernatural or creative. The most important functions of talent management are addressed below:

1. Developing strategies concerned with identifying the current and future demands of the organization's plan.
2. Determining the current and future available and required competencies for the organization.
3. Developing methods and processes that are compatible with the current and future needs of working individuals.
4. Applying the best means and methods to detect and attract talented and ambitious individuals.
5. Finding suitable ways to deal with those who do not provide any additional value to the organization.
6. Making sure that the strategy followed by the institution ensures the achievement of the best performance of the institution now and in the future.

Fourth: Dimensions of human talent management

1. Attracting talent management; It means the process by which job seekers can be attracted to apply to the institution for vacant positions (Fournier, 2017). This may be done through expanded media as an input to inform job seekers about the existence of opportunities in the institution. Thus, the administration has a wider scope for selecting the best applicants. It is also defined as searching for qualified individuals and attracting them to fill important positions in the institution (Barabel and Meier, 2018). Likewise, attraction is "that process that includes a set of activities and procedures concerned with providing a pool of qualified

individuals with the greatest efficiency and skill suitable for filling vacancies in the institution (Peretti, 2018; Budbous, 2019).

2. Talent Planning (TM); It is the basis on which the existing and potential capabilities of the organization are built and with which it faces current and future work needs. In addition, the organization decides the quality and size of the capabilities that must be taken for the specific and potential needs to achieve and accomplish the desired goals, as well The management processes include adapting to the means that work to achieve and complete the talent management strategy, which must ensure the motivation and retention of appropriate work methods and means for high-talented employees, meaning that talent management must be aligned with the organization's strategy (Gakovic and Yardley, 2007; Adil and Muhammad, 2020).

Attraction includes searching for qualified individuals and attracting them to fill vacant positions (Vandenberghe, 2017). Recruitment must be concerned with the process of searching for and attracting qualified and talented candidates for the job (Budbous, 2019).

3. Talent retention; It is the main problem for many organizations because the high turnover rate of high-capacity employees causes damage to quality and customer service, which leads to weak competitive advantage. Talents are retained through the work system and the organizational culture that supports talents, work regulations and rules that motivate the talented, provide opportunities for professional and personal growth, freedom to carry out work duties, encourage creative thinking, and a work environment that stimulates innovation. These mechanisms contribute to retaining and developing talents by focusing on People with high skills and capabilities, and providing them with a suitable environment (Abdulmuneim, 2017; Abdeen, 2019).

4. Talent development; It is the growing ability of talented people to deal with changes in the surrounding environment and succeed in achieving their goals and those of the organization in which they work. Development is a vital element in career for the talented in the organization. Development must include knowledge, behaviour, and skills of the talented employee. This is done through Developing talent points, participating in goals and undertaking new tasks to acquire skills that help develop performance, and increasing the provision of opportunities for growth and development according to the skills that need development with participation in training programs, the possibility of applying new ideas, and dealing with renewable work problems (Mahmoud, 2018).

Fifth: The Concept of Administrative Creativity

Administrative creativity is the change in administrative work that leads to improvement in work procedures and organizational methods that lead to production and delivery of the product. Administrative creativity seeks to improve the management of the institution in all fields to produce capable and effective results. Accordingly, the importance of administrative creativity can be summarized in the following points (Abdulsalam and Fawzi, 2021):

Sixth: Characteristics of administrative creativity

There are many characteristics of administrative creativity that reach to the smallest details. Creativity can lead to achieving goals, so the individual or group has goals that go beyond the minimum to goals of higher value for the organization and society. Creativity is possible in ideas and methods. With regard to the products offered and the methods of communication with the audience, the limits of the creative process cannot be predicted (Al-Bashir, 2019).

Creative management reflects the optimal investment of human minds and the disclosure of advanced work methods through innovation. Perhaps, scientific and technical progress is the result of human creativity. To ensure the continuity of progress and development in the field of administrative work, it is necessary to continue renewed thinking, deviate from routine, and search for continuous innovation in order to raise the level of performance efficiently and effectively (Al-Harbi, 2019). Administrative creativity receives great attention, especially since organizations seek creativity in creative ways and methods for their progress in a rapidly changing world, for modernity and avoiding obstacles and crises in all their forms (Al-Surour, 2020; Al-Jazzar, 2021).

Seventh: Levels of Organizational and Administrative Creativity

The levels of organizational and administrative creativity can be summarized as follows:

1. Creativity at the individual level; It is what individuals preserve based on creative abilities and attributes they possess, such as knowledge, intelligence, curiosity, initiative, stamina, and independence in thinking. When there is a creative individual working actively, this is a motive for the group to follow his/her example in the way of his/her thinking and dealing with work problems with intelligence, astuteness, and flexibility in applying laws.

2. Creativity at the group level; It is the creativity that is achieved based on the efforts of the group based on the feature of exchanging opinions and experiences and cooperation to solve problems, which is affected by several factors, including safe participation and commitment to excellence in performance and support for performance based on the rapid changes in the environment today that include all Concepts for collective creativity to become one of the most important goals that organizations which seek excellence through the integration and harmony that characterizes its work teams, even through electronic communication aspire to (Al-Azzawi, 2009).

3. Creativity at the organization level; Since it the organization is an administrative and organizational entity consisting of groups, individuals, and workers in different locations with the aim of achieving a specific goal, creativity is in creating an organizational climate and in recruiting everyone to create excellence so that creativity for the organization becomes the basis for development. This depends on two main factors, the knowledge base and the accumulation of knowledge over time (Al-Fadhil, 2009).

Eighth: Stages of the Organizational Creativity Management Process (Hussain and Hamad, 2016):

There is no firm agreement among researchers on the stages of the creativity management process, but most thinkers agree on a group represented by four stages as follows:

1. The Preparation Stage; It is the stage in which the individual obtains the knowledge, skills, and components of experience that enable him/her to examine the problem.
2. The Testing Stage; this stage is represented by incubation. It is characterized by the intense effort exerted by the creative individual in order to find a solution to the problem.
3. The Supervision and Following-up Stage; this stage includes the emergence of a flash of creativity, which is the moment in which a new idea is generated. That idea leads to solving the problem.
4. The Verification and Application Stage; It includes testing and application of the innovative idea (Jarwan, 1998).

Ninth: The importance of administrative and organizational creativity

The utmost importance of administrative and organizational creativity is highlighted in achieving effectiveness in the work outputs so that they become more efficient and appropriate to the requirements of the market and customers, which ensures the survival and continuity of the organization.

The researcher believes that creativity benefits the innovative individual by enhancing his/her self-confidence and raising his/her morale. This supports comprehensive development and helps to face the challenges of globalization and competition (Khalifa, 2011). The importance of administrative and organizational creativity is summarized in the following points (Al-Khasawneh, 2011):

1. The management gains more trust and respect from the employees.
2. Increasing the level of acceptance of the organization by the internal and external public.
3. Gaining material and intangible profits for the organization.
4. Improving production and performance, which increases the level of belonging and job loyalty.
5. Reducing work turnover and achieving job stability.
6. Giving the organization more staying power, entity, and permanence.
7. Achieving the competitive advantage of the creative organization.

The Applied part

First: Study community

The research community represents the employees of the researched company in all their specializations and at different levels. It is made for the following objective justifications:

A. It is compatible with the present study requirements and its subject. In addition, the nature of the company's work, the spread of its factories, and the nature of the employees enable the researcher to obtain accurate data because companies need to invest human talents.

Second; The research sample

It represents the most suitable environment for testing hypotheses. A random sample of employees in the company was selected by relying on the comprehensive survey method. (400) questionnaires were distributed by the researchers to clarify the paragraphs for the respondents in the event of any problem. Sufficient time was given to the respondent to obtain accurate data. After conducting the process of coding, it was found that there are invalid forms, so the number of approved forms in the analysis is (385) forms.

Third: Study tool

The questionnaire included three sections as follows:

The first section; It included personal information related to the selected sample, such as gender, age, years of experience, educational attainment, and job title.

The second section; It included items related to the independent variable, human talent management processes, and it consisted of (22) items through which the variable was measured.

The third section; It included paragraphs related to the dependent variable administrative creativity, and it consisted of (15) paragraphs that covered the variable in full.

Validity

The questionnaire was presented to a number of arbitrators specialized in the field of study. The observations and opinions of the arbitrators were taken into account by deleting some paragraphs and drafting others so that the questionnaire form in its final form is consistent with the nature of the present study and the purpose for which it was prepared.

Stability

The stability of the questionnaire items was calculated using the Cronbach alpha statistical method and the table below shows the Cronbach alpha coefficient for all research variables.

Coefficient of consistency of the independent variable (the human talent management dimension)

Table (2) *Internal consistency coefficients for the paragraphs of the independent variable Planning, attracting, and retaining human resources*

Reliability	Significance	Correlation Coefficient	Paragraphs	No.
Reliable	0.00	.666**	The company seeks to attract talents that fulfil its objectives.	1
Reliable	0.00	.725**	The company seeks to attract highly talented staff as part of its creative goals.	2
Reliable	0.00	.587**	When selecting, the company focuses on talent combined with years of service.	3
Reliable	0.00	.545**	The company sets specific mechanisms to detect talent from within the company	4
Reliable	0.00	.726**	The company focuses on the importance of having talented people in its main jobs.	5
Reliable	0.00	.364**	The company strengthens institutional affiliation through incentives and rewards.	6
Reliable	0.00	.753**	The company supports the extension process for the talented employee upon entering the retirement age.	7
Reliable	0.00	.714**	The company identifies the talent needed for each line of business.	8

The results of the Table indicate that:

1. The correlation is strong and all the paragraphs related to the first dimension with its total field are valid. The values of the correlation coefficients ranged from (.364) for paragraph (6) and (.753) for paragraph (7). They were all significant at the level of (0.01), which indicates that all paragraphs are valid for measuring the intermediate variable, planning and attracting human resources, meaning that this list is reliable to measure what it was designed to measure.

2. Internal consistency coefficients for the [paragraphs of the dependent variable administrative dimension

The results of the correlation analysis for the paragraphs of the dependent variable, the administrative dimension, are as shown in the following Table:

Table (3) *Internal consistency coefficients for the paragraphs of the dependent variable, the administrative dimension*

Reliability	Significance	Correlation coefficient	Paragraphs	No.
Reliable	0.00	.582**	Employees perform the tasks assigned to them in a renewed manner.	1
Reliable	0.00	.579**	Employees are skilled in discussion and dialogue with clients.	2
Reliable	0.00	.285**	Employees have the ability to propose quick solutions to face the rapid problems.	3
Reliable	0.00	.593**	Employees have the ability to think quickly in different circumstances.	4
Reliable	0.00	.687**	Employees have the ability to present new ideas.	5
Reliable	0.00	.595**	Employees have the ability to view things from various perspectives.	6
Reliable	0.00	.514**	Employees in the company provide clients with consultancy.	7
Reliable	0.00	.593**	Employees in the company help solve clients' problems.	8
Reliable	0.00	.727**	Employees in the company have the skill of dialogue with clients.	9
Reliable	0.00	.805**	The company simplifies transaction procedures.	10
Reliable	0.00	.781**	The structure in the company corresponds to the nature of the company's business functions.	11
Reliable	0.00	.699**	There is no overlap in terms of reference between the different organizational units of the company.	12
Reliable	0.00	.778**	Employees feel encouraged by their supervisors for innovative work.	13
Reliable	0.00	.767**	Employees participate in setting the company's vision.	14
Reliable	0.00	.684**	Creative employees are rewarded.	15

The results of the previous table indicate that:

1. There is a strong correlation and validity of all the paragraphs related to the second dimension with its total field. The values of the correlation coefficients ranged from (.285) for paragraph (3) and (.805) for paragraph (10). They are significant at the level of (0.01), which indicates that all paragraphs are valid for measuring the dependent variable, the administrative dimension, meaning that this list is reliable in measuring what it was designed to measure.

Fourth: Presentation and analysis of the results of the questionnaire paragraphs

The two researchers seek to provide a comprehensive vision of the nature of the research variables by extending the opinions of the respondents in the companies surveyed.

Describing and diagnosing the importance of the variables of the study Here, the importance of the research dimensions for a company is described and diagnosed, represented in the talent management processes and administrative creativity, through some measures of

central tendency and measures of dispersion that were conducted on the (22) paragraphs of the questionnaire as follows:

Presentation and analysis of the results of the dimensions of the independent variable (Human Talents Management)

Table (4) *Descriptive statistics of the paragraphs of human resource planning and recruitment dimension*

Significance	T-Test	Coefficient of variation	Standard deviation	Arithmetic mean	Paragraphs	No.
.000	13.370	.25	.916	3.61	The company works to attract talents that achieve its goals.	1
.000	14.941	.25	.920	3.69	The company works to attract highly skilled people as part of its strategic objectives.	2
.000	12.130	.28	1.010	3.61	When selecting, the company focuses on talent combined with years of service.	3
.000	11.887	.24	.829	3.49	The company sets specific mechanisms to detect talent from within the company	4
.000	9.486	.28	.959	3.46	The company focuses on the importance of having talented people in its main jobs.	5
.000	13.360	.27	.977	3.65	The company strengthens institutional affiliation through incentives and rewards.	6
.000	13.638	.27	.986	3.67	The company supports the extension process for the talented employee upon entering the retirement age.	7
.000	12.612	.26	.947	3.60	The company identifies the talent needed for each line of business.	8
.000	20.145	.17	.612	3.62	Dimension of planning and attracting human resources	

Table (4) indicates the following:

The table deals with the responses of the targeted sample members about the dimensions of human talent management processes (the independent variable). The arithmetic mean, deviation, coefficient of variation, and relative weight of one paragraph were used to ensure the extent of the study sample's agreement on all paragraphs of the variable to come up with valuable realistic results that show the level of importance of the dimensions. The results were as follows:

Descriptive statistics for the independent variable talent management

Descriptive analysis of the dimension of planning and attracting human resources

The two researchers found descriptive statistics for the dimension of planning and attracting human resources through calculating the arithmetic mean, standard deviation, coefficient of variation, the (T-Test), and the frequency distribution of the paragraphs of this dimension as follows:

The mean of all the paragraphs is greater than (3), which indicates that the opinion of the respondents tends to agree with the paragraphs of this dimension. The answers of the respondents indicate approval of these paragraphs. The standard deviation ranged from (1.010: .829), which is a small percentage that indicates a low dispersion in the responses of the respondents to these paragraphs, which confirms the importance of these paragraphs. The coefficient of difference for all paragraphs is less than (50%), which confirms the low percentage of the standard deviation in relation to the arithmetic mean. The lower the coefficient of difference, the better.

It is noted from the (T-Test) that the level of significance of most of the paragraphs is less than (1%) and all paragraphs have an average of greater than (3). The average of the dimension of planning and attracting human resources in general is greater than (3), which confirms the agreement of the sample on this dimension.

The following is the frequency distribution and percentage of the human resource planning and recruitment dimension paragraphs

Table (5) indicates the following:

Paragraphs (3 and 6) rank first for the choice (strongly reject).

Paragraph (5) ranks first for the choice (reject).

Paragraph (4) ranks first for the choice (neutral).

Paragraph (3) ranks first for the choice (agree).

Paragraph (2) ranks first for the choice (totally agree).

Descriptive analysis of talent retention dimension

Table (5) Frequency distribution and percentage of paragraphs of human resource planning and recruitment dimension

Strongly agree	Selection			Strongly reject	Frequency		No.
	Agree	Neutral	Reject		Percentage	Paragraphs	
74	137	155	28	6	Frequency	The company works to attract talent that achieves its goals	1
18.5	34.3	38.8	7.0	1.5	Percentage		
88	131	155	20	6	Frequency	The company works to attract highly skilled people as part of its strategic objectives.	2
22.0	32.8	38.8	5.0	1.5	Percentage		
71	173	101	40	15	frequency	When selecting, the company focuses on talent combined with years of service	3
17.8	43.3	25.3	10.0	3.8	Percentage		
39	161	164	30	6	Frequency	The company sets specific mechanisms to detect talent from within the company	4
9.3	40.3	41.0	7.5	1.5	Percentage		
66	115	157	59	3	Frequency	The company focuses on the importance of having talented people in its main jobs	5
16.5	28.8	39.3	14.8	0.8	Percentage		
74	169	116	26	15	Frequency	The company strengthens institutional affiliation through incentives and rewards	6
18.5	42.3	29.0	6.5	3.8	Percentage		
86	158	98	55	3	Frequency	The company supports the extension process for the talented employee upon entering the retirement age	7
21.5	39.5	24.5	13.8	0.8	Percentage		
78	133	142	44	3	Frequency	The company identifies the talent needed for each line of business.	8
19.5	33.3	35.5	11.0	0.8	Percentage		
23	241	122	11	3	Frequency	Total answers about paragraphs of the dimension of planning and attracting human resources	
5.75	60.25	30.5	2.75	0.75	percentage		

The two researchers found descriptive statistics for the dimension of planning and attracting human resources through calculating the arithmetic mean, standard deviation,

coefficient of variation, the "T-test", and the frequency distribution of the paragraphs of this dimension as follows:

Table (6) *Descriptive statistics for the paragraphs of talent retention dimension*

Significance	T-test	Coefficient of variation	Standard deviation	Arithmetic mean	Paragraphs	No.
.000	10.559	.29	1.042	3.55	The company seeks to provide an appropriate work environment to show talents.	1
.000	10.559	.29	1.042	3.55	The company removes technological hurdles	2
.000	11.880	.27	.955	3.57	The company is keen to enhance the self-confidence of talented people.	3
.000	7.533	.34	1.168	3.44	The company is looking for experienced and talented people to occupy important senior positions.	4
.000	11.428	.28	1.011	3.58	The company gives rewarding moral incentives to the owners of innovations and creations	5
.000	7.947	.30	1.032	3.41	The company harnesses its available resources to serve talented people to ensure their survival.	6
.000	9.076	.30	1.052	3.48	The company provides continuous learning and training opportunities for talented people	7
.000	17.029	.22	.825	3.70	The company seeks to form positive relationships among talents to motivate them to stay.	8
.000	16.459	.20	.721	3.59	Talent Retention Dimension	

From the above Table, the following can be concluded:

The mean of all the paragraphs is greater than (3), which indicates that the opinion of the respondents tends to agree with the paragraphs of this dimension. The respondents' answers indicate approval of these paragraphs. The standard deviation ranged from (1.168: .721), which

is a small percentage that indicates a low dispersion in the responses of the respondents to these paragraphs, which confirms the importance of these paragraphs. The coefficient of difference for all paragraphs is less than (50%), which confirms the low percentage of the standard deviation in relation to the arithmetic mean. The lower the coefficient of difference, the better.

Table (7) *Frequency distribution and percentage of the paragraphs of talent retention dimension*

Strongly agree	selection			Strongly reject	frequency percentage	Paragraphs	No.
	agree	neutral	reject				
91	111	128	67	3	frequency	The company seeks to provide an appropriate work environment to show talents.	1
22.8	27.8	32.0	16.8	0.8	percentage		
95	99	140	63	3	frequency	The company removes technological hurdles	2
23.8	24.8	35.0	15.8	0.8	percentage		
69	150	123	55	3	frequency	The company is keen to enhance the self-confidence of talented people	3
17.3	37.5	30.8	13.8	0.8	percentage		
95	99	108	83	15	frequency	The company is looking for experienced and talented people to occupy important senior positions.	4
23.8	24.8	27.0	20.8	3.8	percentage		
88	119	132	58	3	frequency	The company gives rewarding moral incentives to the owners of innovations and creations	5
22.0	29.8	33.0	14.5	0.8	percentage		
60	142	106	86	6	frequency	The company harnesses its available resources to serve the talented to ensure their survival.	6
15.0	35.5	26.5	21.5	1.5	percentage		
71	134	125	55	15	frequency	The company provides continuous learning and training opportunities for talented people	7
17.8	33.5	31.3	13.8	3.8	percentage		
73	153	159	12	3	frequency	The company seeks to form positive relationships among talents to motivate them to stay	8
18.3	38.3	39.8	3.0	0.8	percentage		
79	155	129	34	3	frequency	Total answers about paragraphs of the talent retention dimension	
19.75	38.75	32.25	8.5	0.75	percentage		

It is noted from the (T-test) that the level of significance of most of the paragraphs is less than (1%) all paragraphs have an average of greater than (3), and the average of the talent retention dimension in general is greater than (3), which confirms the agreement of the sample on this dimension.

The following is the frequency distribution and percentage of paragraphs for the talent retention dimension

From the above Table, the following can be concluded:

Paragraphs (4 and 7) rank first for the choice (strongly reject).

Paragraph (6) ranks first for the choice (reject).

Paragraph (8) ranks first for the choice (neutral).

Phrase (8) ranks first for the choice (agree).

Paragraphs (2 and 4) rank first for the choice (totally agree).

Descriptive analysis of talent development dimension

Table (8) Descriptive statistics for the paragraphs of the talent development dimension

Significance	T-Test	No. الاختلاف	No. ل	Standard deviation	Arithmetic mean	Paragraphs	No.
.000	12.883	.29		1.052	3.68	The company spreads the spirit of competition among employees with the aim of self-development	1
.000	9.386	.28		.980	3.46	The company is interested in the personal development of employees to achieve job adjustment.	2
.000	14.966	.24		.889	3.67	The company benefits from talented people to train the rest of the employees	3
.000	8.969	.29		1.020	3.46	The company seeks the participation of talented people in specialized external training courses	4
.000	13.524	.23		.821	3.56	The company encourages talented people to contribute to the development of the local community	5
.000	12.708	.25		.909	3.58	The company provides the opportunity for its employees to apply their personal creativity.	6
.000	17.259	.21		.764	3.66	The dimension of talent development	

From the above Table, the following can be concluded:

The two researchers found descriptive statistics for the talent development dimension by calculating the arithmetic mean, standard deviation, coefficient of variation, the (T-Test), and the frequency distribution of the paragraphs of this dimension as follows:

The average of all the paragraphs is greater than (3), which indicates the direction of the opinion of the respondents towards agreeing with the paragraphs of this dimension. The answers of the respondents indicate approval of these paragraphs. The standard deviation ranged from (1.05: 0.764), which is a small percentage that indicates The dispersion in the responses of the respondents to these paragraphs is low, which confirms the importance of these paragraphs. The coefficient of difference for all paragraphs is less than (50%), which confirms the low percentage of the standard deviation in relation to the arithmetic mean. The lower the coefficient of difference, the better.

Table (9) *Frequency distribution and percentage of the paragraphs of the talent development dimension*

Totally agree	selection				strongly reject	frequency percentage	Paragraphs	No.
	agree	neutral	reject					
92	157	96	40	15	frequency	The company spreads the spirit of competition among employees with the aim of self-development	1	
23.0	39.3	24.0	10.0	3.8	percentage			
40	191	97	57	15	frequency	The company pays attention to the personal development of employees to achieve job adaptation	2	
10.0	47.8	24.3	14.3	3.8	percentage			
66	178	115	38	3	frequency	The company benefits from talented people to train the rest of the employees	3	
16.5	44.5	28.8	9.5	0.8	percentage			
62	140	132	51	15	frequency	The company seeks the participation of talented people in specialized external training courses	4	
15.5	35.0	33.0	12.8	3.8	percentage			
46	163	164	21	6	frequency	The company encourages talented people to contribute to the development of the local community	5	
11.5	40.8	41.0	5.3	1.5	percentage			
71	125	177	18	9	frequency	The company provides the opportunity for its employees to apply their personal creativity	6	
17.8	31.3	44.3	4.5	2.3	percentage			
76	182	113	26	3	frequency	Total answers about paragraphs of the dimension of talent development		
19	45.5	28.25	6.5	0.75	percentage			

It is noted from the (T-Test) that the level of significance of most of the paragraphs is less than (1%) all paragraphs have an average of greater than (3), and the average of the talent development dimension in general is greater than (3), which confirms the agreement of the sample on this dimension.

The following is the frequency distribution and percentage of the paragraphs of the talent development dimension

From the above Table, the following can be concluded:

Paragraphs (1, 2, and 4) rank first for the choice (strongly reject).

Paragraph (2) ranks first for the choice (reject).

Paragraph (6) ranks first for the choice (neutral).

Paragraph (2) ranks first for the choice (agree).

Paragraph (1) ranks first for the choice (totally agree).

1. Descriptive analysis of the dependent dimension of administrative creativity

The two researchers found descriptive statistics for the administrative creativity dimension by calculating the arithmetic mean, standard deviation, coefficient of variation, the (T-test), and the frequency distribution of the paragraphs of this dimension as follows:

Table (10) *Descriptive statistics for paragraphs of administrative creativity dimension*

Significance	T-Test	Coefficient of variation	Standard deviation	Arithmetic mean	Paragraphs	No.
.000	20.066	.20	.758	3.76	Workers perform the tasks assigned to them in a renewed manner.	1
.000	17.725	.23	.855	3.76	The workers are skilled in discussion and dialogue with clients.	2
.000	21.091	.20	.773	3.82	The workers have the ability to propose quick solutions to face the rapid problems.	3
.000	25.637	.19	.733	3.94	Workers have the ability to think quickly in different circumstances.	4
.000	13.698	.24	.854	3.59	The workers have the ability to provide new ideas.	5
.000	15.275	.23	.851	3.65	Workers have the ability to see things from different angles.	6
.000	17.267	.23	.843	3.73	The company's employees help provide advice to clients.	7

.000	15.502	.24	.897	3.70	The company's employees help solve customer problems.	8
.000	17.470	.24	.913	3.80	The company's employees have the skills of dialogue with customers.	9
.000	16.892	.25	.974	3.82	The company simplifies transaction procedures.	10
.000	19.965	.23	.892	3.89	The structure in the company corresponds to the nature of the company's business functions.	11
.000	15.135	.27	1.027	3.78	There is no overlap in terms of reference between the different organizational units of the company.	12
.000	13.546	.27	.989	3.67	Workers feel encouraged by their supervisors for innovative work.	13
.000	10.880	.30	1.057	3.58	The employees participate in setting the company's vision.	14
.000	14.384	.25	.925	3.67	Creative workers are rewarded.	15
.000	25.506	.16	.581	3.7418	Administrative creativity dimension	

From the above Table, the following can be concluded:

1. The mean of all the paragraphs is greater than (3), which indicates that the opinion of the respondents tends to agree with the paragraphs of this dimension. The answers of the respondents indicate approval of these paragraphs. The standard deviation ranged from (1.057: 0.581), which is a small percentage that indicates a low dispersion in the respondents' responses to these paragraphs, which confirms the importance of these paragraphs. The coefficient of difference for all paragraphs is less than (50%), which confirms the low percentage of the standard deviation in relation to the arithmetic mean. The lower the coefficient of difference, the better.

2. It is noted from the (T-Test) that the level of significance of most of the paragraphs is less than (1%), all paragraphs have an average of greater than (3), and the average of the administrative creativity dimension in general is greater than (3), which confirms the sample's approval of this dimension.

The following is the frequency distribution and percentage of the paragraphs of the administrative creativity dimension

Table (11) *Frequency distribution and percentage of administrative creativity dimension paragraphs*

Totally agree	selection			strongly reject	frequency percentage	Paragraphs	No.
	agree	neutral	reject				
64	190	132	14	0.0	frequency	Workers perform the tasks assigned to them in a renewed manner.	1
16.0	47.5	33.0	3.5	0.0	percentage		
79	175	116	30	0.0	frequency	The workers are skilled in discussion and dialogue with clients.	2
19.8	43.8	29.0	7.5	0.0	percentage		
83	166	145	6	0.0	frequency	The workers have the ability to propose quick solutions to face the rapid problems.	3
20.8	41.5	36.3	1.5	0.0	percentage		
90	202	102	6	0.0	frequency	Workers have the ability to think quickly in different circumstances.	4
22.5	50.5	25.5	1.5	0.0	percentage		
57	179	140	15	9	frequency	Workers have the ability to see things from different angles.	5
14.3	44.8	35.0	3.8	2.3	percentage		
81	144	166	3	6	frequency	The company's employees help provide advice to clients	6
20.3	36.0	41.5	0.8	1.5	percentage		
70	177	123	21	9	frequency	The company's employees help solve customer problems	7
17.5	44.3	30.8	5.3	2.3	percentage		
83	195	89	24	9	frequency	The company's employees have the skills of dialogue with customers	8
20.8	48.8	22.3	6.0	2.3	percentage		
106	156	114	9	15	frequency	The company simplifies transaction procedures	9
26.5	39.0	28.5	2.3	3.8	percentage		
115	147	120	15	3	frequency	The structure in the company corresponds to the nature of the company's business functions	10
28.8	36.8	30.0	3.8	0.8	percentage		
122	106	148	9	15	frequency	There is no overlap in terms of reference between the different organizational units of the company	12
30.5	26.5	37.0	2.3	3.8	percentage		
82	155	130	15	18	frequency	Workers feel encouraged by their supervisors for innovative work	13
20.5	38.8	32.5	3.8	4.5	percentage		
93	101	173	9	24	frequency	The employees participate in setting the company's vision	14
23.3	25.3	43.3	2.3	6.0	percentage		

69	176	116	30	9	frequency	Creative workers are rewarded	15
17.3	44.0	29.0	7.5	2.3	percentage		
0	123	242	29	3	frequency	Total answers about paragraphs of administrative creativity dimension	
0.00	30.8	60.5	7.3	0.8	percentage		

From the above Table, the following can be concluded:

1. Paragraph (41) ranks first for the choice (strongly reject).
2. Paragraph (2) ranks first for the choice (reject).
3. Paragraph (14) ranks first for the choice (neutral).
4. Phrase (4) ranks first for the choice (agree).
5. Paragraph (12) ranks first for the choice (totally agree).

Results of hypothesis testing

Results related to hypotheses

It turns out that there is a statistically significant influence of the independent variable of talent management on the dependent variable administrative creativity by applying it to the employees of the company under study and research based on the (T-test). The level of (T-Test) is less than (1%). In addition, the value of The Calculated Critical Ratio for Regression Weight (CR) for the variables is greater than the tabular value (\square 1.96), the value of the variation coefficient (R2) is (48%), and the remaining percentage is due to random error or may be due to not including other independent variables supposed to be included within the form.

It is evident that there is a statistically significant relationship for the independent variable - talent management on the dependent variable - administrative creativity by applying it to the employees of the company under study and research.

The results of the analysis of variance of Kruskal-Wells and the Mann-Whitney test indicated the presence of statistically significant differences between the opinions of the respondents (employees of the company under study and research) about the dimensions of the study (talent management, administrative creativity) according to demographic characteristics.

Conclusions and recommendations

Conclusions

1. There is a significant correlation between human talent management processes and administrative creativity at the macro level and at the level of sub-variables.
2. There is a significant influence between the processes of managing human talents and administrative creativity at the macro level and at the level of sub-variables.
3. The survival and continuity of companies is linked to what they provide to human talents in terms of care, attention, and development, with an increase in knowledge and technology with the current and future development of companies.

Recommendations and Suggestions

1. Discovering the talented people in organizations through several stages, the most important of which are nomination, selection, and finally the evaluation stage.
2. The company's leaders should focus on trying to build a culture of creativity, innovation and renewal in their organizations to provide opportunities for continuous excellence.

3. Establishing a centre for human talents in every organization that aims to give talented employees the opportunity to develop their intellectual talents through a challenging and creative industrial work environment.
4. The public company in particular, and the rest of the other companies in general, must motivate talents through rewards, promotions, and material and moral incentives that help increase the organizational creativity of talented employees, which contributes to accelerating the company's growth and stability in the face of competitors.

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