



Can we Achieve Organisational Agility through Talent: A Descriptive Study

هل يمكننا تحقيق الرشاقة التنظيمية من خلال
المواهب: دراسة وصفية

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Abstract

Purpose- Talent management made its way into local and multinational organisations in the UAE during the last few years. The UAE's growth strategy has included talent management. Agile working requires highly talented and engaged people, and agile business requires openness to employees' skills and the ability to quickly deploy them to the difficulties each customer poses. As a result, efficient people management is critical for directing human capital in your modern firm. The purpose of this descriptive study is to investigate the impact of talent management on achieving organisational agility in the government services sector in Ajman.

Design/methodology/approach – The study uses a quantitative research design to investigate the impact of talent management on achieving organisational agility in the government services sector in Ajman. The target population consists of employees within the government services sector in Ajman, UAE. An electronic questionnaire is developed to collect data from the participants. 399 valid questionnaires were collected.

The collected data were analysed using SPSS v26 software. Descriptive statistics summarise the data, while inferential statistics, such as correlation and regression analyses, are used to test the relationships between the studied constructs. A path analysis is conducted to understand talent management's direct and indirect effects on organisational agility.

Findings – The results revealed a significant positive relationship between talent management and organisational agility in the context of the UAE's government services sector. This indicates that effective talent management practices contribute to increased agility within organisations.

The study's findings highlight the importance of talent management in achieving organisational agility in the government services sector in Ajman, UAE. Effective talent management practices contribute to enhanced business performance and foster an agile organisational culture that is better prepared to navigate the complexities of the modern business landscape.

Keywords – Talent Management, Organisational Agility, Government Services Sector

Paper Type – Research paper

المخلص

تهدف هذه الدراسة إلى تقييم تأثير إدارة المواهب على تحقيق الرشاقة التنظيمية في قطاع الخدمات الحكومية في عجمان. تم استخدام استبانة إلكترونية لجمع البيانات من المشاركين. تم تحليل البيانات باستخدام برنامج SPSS v26 بجانب إجراء تحليل المسار. أظهرت النتائج وجود علاقة بين جميع المتغيرات المدروسة، مما يثري المعرفة الحالية لهذا الموضوع المحدد. وتبين أن إدارة المواهب تعزز الرشاقة من خلال عملياتها. واقترح الباحث أن تقوم الدراسات المستقبلية بدراسة أعمق لمحددات إدارة المواهب الأخرى لتعكس فهماً عميقاً لتأثير المتغير على الرشاقة التنظيمية من وجهات نظر مختلفة.

الكلمات المفتاحية : إدارة المواهب ، الرشاقة التنظيمية

1. Introduction

With the rapid transformation of the private work environment and the external environment towards a dynamic environment, globalisation is prompted companies and international organisations to compete for the talented people on whom the most important human resource functions depend. This has become one of the most critical challenges for managers in choosing workers (Abeuova & Muratbekova-Touron, 2019; Beechler & Woodward, 2009; Collings et al., 2011; Branham, 2005; Chugh & Bhatnagar, 2006; Lewis & Heckman, 2006; Ruppe, 2006; Yeung & Berman, 1997).

In 1997, McKinsey, a well-known consulting firm, made active efforts to formulate new concepts about the concept of talent and later produced the term “the war for talent (Chambers et al., 1998). It received significant attention from the relevant institutions. The practices and processes that work to prepare to start a business are one of the skills of talented people in understanding and applying effective strategies and practices to contribute to customer acquisition in small businesses (Al-Sada et al., 2017; Edwards & Smith, 2010; Gilliot et al., 2002; Lombardi et al., 2017; Lorange, 2006; Neri & Wilkins, 2019). The selection and retention of talented people in business organisations have become an enormous responsibility.

Managers in public institutions in the UAE, and the Arab region, in general, are responsible for obtaining the required competencies. They represent the largest percentage in the field of work in those institutions where the features of brand practices were previously highlighted in small and medium companies, as well as national or global contexts (Festing et al., 2013; Harsch & Festing, 2019; Muratbekova-Touron, et al., 2018; Vaiman & Collings, 2019; Sparrow et al., 2018). These examples shed light on the effectiveness of approaches and procedures for obtaining talented people who possess distinctive specifications to contribute to the slimming of institutions while maintaining excellence and quality of work and going through a series of procedures. It differs from other countries due to several internal and external environmental variables and the nature of the strategy of these institutions (Gallardo-Gallardo et al., 2015).

The UAE government services system has undergone several transformations during the past two decades. From 2003 to 2013, electronic

services were enhanced in the country. Between 2013 and 2018, the focus was on achieving excellence in service provision by launching measurement and follow-up programs. The government of the United Arab Emirates is committed to achieving global leadership in providing services with the government services strategy that has been developed for the next five years, which is consistent with the principles of the UAE centennial 2071 and the strategy of the national quality of life 2031.

Thus, in 2021 the UAE federal authority launched the government strategy for government services (2021-2025) to increase the UAE's competitiveness in the services industry and position it as the world leader in providing government services. Furthermore, this strategy aims to assist the federal government authorities in understanding the strategic priorities of the future government services and the most important strategic directions of the future services system in the government (USGS, 2021).

Over the last few years, talent management practices have made their way into the local and international organisations in UAE. Talent management has been integral to the UAE's development strategy (Al Amiri & Abu Shawali, 2021). It refers to the processes involved in acquiring and managing adequate human resources and implementing comprehensive strategies to hire and develop the right employees for the organisation. This is in line with the vision of the Emirates Service Program to improve services provided by the government by focusing on customer and government efficiency (USGS, 2021). This distinctive vision requires managing the talents of the country's workforce and agile organisations to drive the change.

Organisational agility quickly becomes a core competency that can aid a company's growth, differentiation, and competitive advantage. Thus, adaptability is no longer an option in such a large market with embedded uncertainty; it is necessary for corporate survival and continuity (Shakhour et al., 2021). Agile governmental authorities are necessary these days because the UAE government is taking a balanced approach towards developing an integrated government services system and flexible to be the best in the world by achieving the following goals, services digitalisation, proactive services, workforce development, social partnership and enhancing services quality (Shakhour et al., 2021).

Despite the growing recognition of the importance of talent management and organisational agility in a rapidly changing global environment, there appears to be a lack of research specifically addressing the impact of talent management on achieving organisational agility within the government services sector in the UAE. Most existing literature focuses on private sector organisations, small and medium-sized companies, and multinational contexts, leaving a gap in understanding the unique challenges and opportunities faced by public institutions in the Arab region and the UAE. Accordingly, the prime objective of this research study is to empirically assess the impact of talent management on achieving organisational agility in the government services sector in Ajman.

2. Literature Review

2.1. Talent Management

Effective talent management allows an organisation to attract, retain and develop a skilled, motivated, and productive workforce, which is essential to business success. Organisations use talent management to refer to a management function that is responsible for staffing and career development of employees and may include recruiting, hiring, training, placement, performance management, compensation, career and succession planning, development of organisational policies and procedures, strategic workforce planning, leadership development and general personnel management (Meyers et al., 2019).

Talent management focuses on achieving business objectives by attracting, selecting, and developing high-potential individuals who can enhance the organisation's competitiveness and ability to meet future challenges. The "Talent Management" process is a planned and systematic approach for identifying, attracting, and retaining productive employees. A process like this can benefit employers because getting the right people in the right roles will positively impact a business's performance and productivity and reduce business risks (Mathew, 2015).

Talent management is essential in increasing workforce engagement, productivity, and retention. A practical approach to talent management links strategy and the people required to deliver it. It requires managers to develop an effective workforce strategy and prioritise recruiting and selecting talented individuals to provide the plan. It also involves developing a suitable training

and development programme to equip employees with the skills they need to perform well. Effective talent management requires companies to understand their workforce and its skills (Salau et al., 2018).

According to Mathew (2015), The Tm has six primary phases, including attracting exciting talents. This reflects the organisation's ability to attract competent personnel. It is determined by how applicants perceive the organisation, the industry or sector in which it operates, and whether they share its values. Developing an appealing employer brand and employee value proposition is critical in attracting external talent (Pandita & Ray, 2018). The following phase is to recognise talented persons within the organisation. There are numerous approaches to this, but it is frequently focused on past performance and future potential to establish "talent pools" of persons who can move into business-critical jobs when they become available (Al Aina & Atan, 2020). Developing talents focuses on planning, selecting, and executing development plans for the whole talent pool to ensure that the organisation has both a current and future supply of talent to satisfy strategic objectives and that development activities relate to organisational talent processes (Sharma & Rathore, 2020).

Engaging Talents, focusing on employees with excellent quality jobs, some autonomy in how they work, seeing a clear link between their role and organisation objectives, and are well-managed, will be happier, healthier, and more fulfilled also likely to perform well. This mutual gain view of motivation and people management lies at the heart of employee engagement (Mathew, 2015). Retaining talents is necessary to maintain employees' stable and productive working environment. To retain talented employees, organisations can adopt an effective compensation system involving incentives, recognising an individual's importance to the organisation, and awarding contributions to success (Al Aina & Atan, 2020).

The last phase is deploying talents, the most effective and efficient workforce. It collaborates best with workforce planning, long-term investment in skills and development, and a supportive mobility policy (Mathew, 2015). Organisations must evaluate their skill gaps to arrange the necessary training and deploy identified talent through job rotations, skill improvement opportunities/training, extra qualifications, project leadership, and secondments to aid advancement and growth. For example, in a global organisation constantly looking to hire teams to work in various locations, the

most valuable learning experiences may come from challenging assignments, international relocation, or secondment opportunities (Mathew, 2015).

2.1.1. Recruitment and Selection

Identifying and nurturing brilliant individuals is the initial part of any TM process (Collings & Mellahi, 2009). Talent Recruitment and selection are essential to suit business needs. Because few companies today rely only on an internal labour market, recruitment is a highly outward-facing operation (Bidwell, 2017). Scholars argued that the proper recruitment and selection decisions might affect employee-sustaining performance and organisational agility (Elsawy, 2022; Melián-Alzola et al., 2020; Teimouri et al., 2017)

2.1.2. Competence Training

Competence training focuses on improving abilities in the current job. However, development is necessary to fulfil future requirements imposed by the ever-changing business environment and for businesses to align with them. Companies with a high degree of knowledge among their employees can gain a competitive advantage in the marketplace by justifiably investing heavily in training and developing firm-specific skills required to gain a competitive advantage. Training initiatives are viewed as an investment in developing organisational capabilities through competency-based HR. The strategy is to distinguish businesses based on firm-specific competencies and support-related behaviours. Training improves job skills, trains talented employees for career progression, and keeps up with changing job requirements linked with changing business needs in a dynamic corporate environment (Jayaraman et al., 2018).

According to Jayaraman et al. (2018), competence training involves systematically identifying the required skills to develop. It includes a targeted training programme for developing the skills needed to achieve the specified business objectives, an organisation-wide culture that supports the continued development and performance accountability, and measurement of internal company goals and individuals' performance related to their roles. Traditional approaches to training and development focus on a single dimension of competencies, such as technical or people skills. Successful organisations increasingly understand the value of developing a multi-dimensional approach that includes technical and interpersonal skills and the ability to

work across functional areas and within the organisation. These are sometimes referred to as "soft" or "transferable" skills, which can enhance an individual's ability to adapt to change and manage relationships effectively and quickly.

2.1.3. Development

High-potential talent is known for continuously producing satisfactory results. They are also competent at swiftly learning skills in new areas and are motivated by a powerful desire to attain perfection (Ready, 2007). Talent development focuses on the planning, selection, and implementation of development strategies for the entire talent pool to ensure that the organisation has both a current and future supply of talent to meet strategic objectives and that development activities are aligned with organisational talent management processes (Garavan et al., 2012).

There is no agreement on whether talent development should be focused on a select few or everyone in the company, as well as on the type of talent that should be included in the development process, an explicit declaration of development needs, the creation of routes, and an effective system of HR procedures to find, appraise, and nurture talent are required. (Iles et al., 2010; Jayaraman et al., 2018).

Talent development is based on a framework of ability, motivation, and opportunity to elicit desired behaviours for optimal organisational performance. Organisations provide feedback and incentives that encourage desired behaviours to elicit desired behaviours. Competence development ensures that talents have different career paths that satisfy their expectations based on their ability and performance (Jayaraman et al., 2018).

2.1.4. Reward Management

The reward management system consists of the organisation's policies, processes, and practices for paying employees based on their contribution, abilities, and artifice. The organisation's reward philosophy, goals, and policies contain agreements in the form of processes, practises structures, and procedures that will offer adequate compensation, benefits, and other conditions of reward (Güngör, 2011). The implementation of the reward management system should be based on the organisation's objectives.

For example, if the organisation wants to retain talent, it provides flexibility regarding employee work schedules.

The objective of reward management is to reward employees fairly, equitably, and consistently in correlation to their performance. Therefore, it is essential to link rewards with performance and give feedback to improve employees' talent over time. When the rewards are administered effectively, employees will be motivated, and the organisation will see an increase in productivity. Rewards encourage employees to work hard to achieve organisational goals and objectives (van Eerde, 2015). However, the reward system cannot achieve its objective unless the employees understand its rules (Armstrong et al., 2011).

2.1.5. Performance Management

The performance management system can help organisations locate and retain talented employees by integrating, re-strategising, and reinforcing the management-employee relationship (Muyela & Kamaara, 2021). Performance management is the foundation for directing managers to improve organisational performance. Performance management approaches and attitudes are critical for high employee performance (Kagaari et al., 2010). Performance management can challenge organisation agility (Appelbaum et al., 2017).

In an increasingly competitive environment, managers need to enhance the performance of their employees through objective assessments and appropriate feedback. Developing an effective performance management strategy is a critical decision; managers must make to m effectively manage their employees' performance and development (Bourne et al., 2003). While a well-designed performance management system can have many advantages developing a strategy aligned with your employees' needs and tailored to your specific organisational goals is essential. Implementing a performance management system can be challenging for most organisations (Popescu & Kyriakopoulos, 2021). Before implementing a system, the organisation should determine its needs and the most appropriate solution. Ensuring the system is easy to use and properly implemented is essential to avoid unnecessary costs or complications (Biondi & Russo, 2022).

2.2. Organisational Agility

Modern organisations depend on organisational agility to achieve their goals in a dynamic setting characterised by intense competition, innovation, employee needs, and social factors that play a crucial role in decision-making. Organisational agility serves as a functional element in a work environment that prioritises the well-being of its workforce. (Abdelilah et al., 2018; Tseng & Lin, 2011). To understand the notion of agility broadly, it is essential to differentiate between organisational agility and workforce agility. Identifying the opportunities present in the work setting and leveraging them to achieve efficiency and effectiveness in tasks is crucial in both instances. In either case, it is necessary to monitor the process effectively whenever possible (Schwartz, Collins, Stockton, Wagner, & Walsh, 2017).

When examining organisations, we can differentiate agile ones by their responsiveness, effectiveness, adaptability, and swiftness level. The elements that contribute to these benefits can be recognised through the collaborative spirit among employees, ongoing enhancement, teamwork, training, and growth; Organisations require organisational leadership marked by openness, backing, and motivation to accomplish the aforementioned aspects by employing these elements, various principles can be identified that will aid in attaining organisational agility. A highly skilled workforce can effectively manage these principles (Alavi et al., 2014).

As Sherehiy and Karwowski (2014) stated, to achieve organisational agility in different institutions, the team must focus on identifying a range of competencies. These competencies include a scalable workforce, responsive corporate education, and coherence and compatibility with organisational understanding and knowledge creation. This will enable organisations to adapt and respond rapidly. To obtain better organisational agility, and as we mentioned earlier, Workforce agility is centred around swift responsiveness and ongoing adaptation. An agile workforce can accomplish two primary objectives: effective communication and rapid adaptation when performing tasks in a balanced way. (Sharifi & Zhang, 1999; Sherehiy & Karwowski, 2014).

Creating this workforce brings about the required changes and achieves organisational agility. Based on this, the researcher infers that the agile workforce generates organisational agility rather than the reverse. At

this point, the importance of efficient talent management emerges, as it governs and impacts the company's progress and the level of agility within the organisation (Dyer & Shafer,2003). This could be achieved by possessing certain qualities that researchers observe in employees, such as proactive decision-making that positively influences the dynamic environment, and adaptability, which can be realised by establishing a superior work environment characterised by flexibility, leading to favourable outcomes apart from setbacks, failures, and apprehension.(Dyer & Ericksen,2006)

2.2.1. Organisational Agility and Dynamic Capabilities

In recent times, organisations have placed significant emphasis on dynamic capabilities and their role in addressing numerous crises and challenges arising internally and externally due to the economic turbulence and worldwide financial crises experienced in recent years. This has heightened the need to prioritise these capabilities (Eisenhardt & Martin, 2000; Wang & Ahmed, 2007).

The dynamic environment and its influence on organisational capabilities have emerged as a vital and primary factor in achieving competitive advantage in such settings. (Collings et al., 2019), The focus on developing a new organisational model views environmental adaptation not as a one-time event but as an ongoing process that relies on the fundamental principles of the environment and the organisation's dynamic capabilities. Sparrow & Makram (2015) discovered that a company's capabilities and assets are the main driving forces for fostering competitiveness and attaining organisational sustainability.

Dynamism, whether within or outside organisations, exerts control over the organisation and management autonomously, and it plays a role in making rational decisions that are closely connected to the institution's mechanisms and institutional powers, as observed by (Thunnissen, 2016).

The corporate landscape comprises numerous external and internal factors, with the industry environment being the most critical component. A potent environment is characterised by elements directly involved in a highly competitive atmosphere among clients and suppliers. Nevertheless, organisations play a crucial role in constructing and shaping their internal environments, which may indirectly impact the surrounding environment or

directly influence collaborating institutions within the same sector (Stahl et al., 2007).

The notion of dynamic capabilities pertains to a collection of skills, attributes, and resources that can be cultivated, utilised, and safeguarded to become one of the primary sources of competitive advantage (Collings et al., 2019). Dynamic capabilities encompass both tangible and intangible objectives within organisations. There are three stages or levels towards transitioning to a dynamic environment, which serve as a starting point for shifting to organisational agility. This shift enables a qualitative leap in markets, products, or services, targeting entry into highly sought-after markets. Organisations can modify their boundaries and embrace new, robust policies and systems that govern the focus of their components and the adopted work processes (Cappelli & Keller, 2014).

3. Hypothesis Development

3.1. Talent management and Organisational Agility

Various research studies and academic literature have explored the relationship between talent management and organisational agility. The analysis of these studies helps to understand the nature of this relationship and how it contributes to the success of an organisation.

Complementarity, Talent management and organisational agility are often viewed as complementary talent management focuses on attracting, developing, and retaining the best talent. In contrast, organisational agility refers to the ability of an organisation to adapt to changes and capitalise on opportunities quickly (Alavi et al., 2014). An organisation with effective talent management practices is better positioned to develop an agile workforce capable of driving organisational agility (Cappelli & Keller, 2014).

The causal relationship, some scholars argue that there is a causal relationship between talent management and organisational agility. Effective talent management practices can lead to a more agile workforce, enhancing organisational agility (Thunnissen, 2016). On the other hand, organisational agility can also influence talent management by creating an environment that attracts and retains top talent.

Mediating factors, Certain factors may mediate the relationship between talent management and organisational agility. For example, the organisational culture, leadership style, and human resource management practices can influence how talent management contributes to organisational agility (Collings et al., 2019). Moreover, external factors such as market competition, technological advancements, and economic conditions can also affect the strength of the relationship.

Dynamic interplay, the relationship between talent management and organisational agility is not static but rather dynamic. As the business environment changes, organisations must continuously review and update their talent management practices maintaining and improving their agility (Sparrow & Makram, 2015).

Hence, the relationship between talent management and organisational agility is complex and multifaceted. Scholars' research and studies indicate that effective talent management practices can contribute to organisational agility, but various factors may influence the strength and nature of this relationship. Organisations should consider these factors and adapt their talent management practices accordingly to enhance their agility and competitiveness in the ever-changing business environment. Consequently, the proposed hypothesis is as follows:

H1: Talent management has a significant positive relationship with organisation agility in the Ajman government services sector.

3.1.1. Talent management And strategic orientation towards agility

Many organisations adopt the strategic orientation towards agility of talent management to achieve organisational agility. It can be said that HRM, in general, and talent management, in particular, have a set of strategies to obtain more excellent value for the organisation and obtain high-quality performance with a focus on speed in the implementation of the tasks they are assigned (Sparrow et al., 2014), Organisations also have some peculiarities that are reflected in the strategic importance of talent management as an organisational strategic part responsible for maintaining talented workers who will contribute to the organisation's acquisition of organisational agility to enable it to survive in this world and to continue and accelerate its organisational success (Collings et al.,2019).

Talent management directly and sometimes indirectly influences organisational flexibility and sustainable competitive advantage. Several studies and a review of previous research on organisational agility (OA) and (HRM) point to different issues, including organisational effectiveness and performance. Some organisations are concerned about entering the topic of agility during organisational learning issues due to the lack of complete readiness for this transformation (Thunnissen, 2016). Consequently, the proposed hypothesis is as follows:

Ha: Talent management dimensions have a significant positive relationship with a strategic orientation towards agility in the Ajman government services sector.

3.1.2. Talent management and Agile Organisational Structure

Organisational design goes beyond physical workspaces. How a company manages its employees, assets, and resources also significantly impacts its value creation. The organisation improving resources or flow (consciously or unconsciously) will have wide-ranging effects throughout the company. (Sparrow & Makram, 2015),

This does not mean there is only one "correct" way to structure a company. Depending on the business context in which the company operates, one structure may be more beneficial than another (Linden & Teece, 2014). Hence, knowledge work requires different structures than we might need in environments where we look to reduce variance, lower costs per unit, and better use resources. Some specific organisational styles are more appropriate when embracing uncertainty, delivering with a purpose, and creating an environment characterised by effective communication and collaboration with employees.

We point out some of the most common organisational structures companies deploy and the benefits and challenges associated with each. Some emerging structures have gained traction over the past few years (Thunnissen et al., 2013). To be more consistent with dynamic talent management, the researchers argue that today's organisational structures must be flexible and tend to network structures with no defined form. From here comes the talent management cycle in defining the required patterns of structures commensurate with the type of talent for those talents to work flexibly and

transferable when necessary. (Teece et al., 2016). Consequently, the proposed hypothesis is as follows:

Hb: Talent management dimensions have a significant positive relationship with agile organisational structures in the Ajman government services sector.

3.1.3. Talent management and Agile Organisational Culture

By creating a highly adaptable and agile culture, regardless of career level. Employees also need to be aware of all developments and be able to express an opinion and allow them to act on this knowledge. Building agile management is not just a strategic framework for business, says Mark Price, one of the company's senior executives. It is a culture that embraces every department in the organisation and every employee (Gallardo-Gallardo et al., 2015; Sparrow & Makram, 2015). In agility management, there is no bureaucracy and no hierarchy. Instead, there is a team capable of making decisions and solving problems. Although roles and responsibilities must be defined and clarified to establish healthy boundaries, the agile team decides what opportunities to take advantage of and what to do about them.

Consequently, every team member must be empowered with the necessary courses and training. An agile culture requires open communication between all, as no walls separate the departments of an agile organisation. Alternatively, information between employees can flow smoothly, and departments have no knowledge gaps. Likewise, all employees must know market changes and clearly understand dealers' needs and expectations. Employees can continuously innovate products and services to meet customers' requirements and benefit from the employees' ideas to implement initiatives to reduce costs with innovation together so that the management of the same resources can help the employees underestimated (Paisey & Paisey, 2016). They provide an atmosphere of love for learning and generating new ideas. By following a rule: respecting employees' questions and the value of their ideas and training them to have the courage to express their opinion, they can be given a chance. (Aguinis *et al.*, 2012; Black & Wiliam, 1998). Consequently, the proposed hypothesis is as follows:

Hc: Talent management dimensions have a significant positive relationship with agile organisational culture in the Ajman government services sector.

3.1.4. Talent management and agility-supporting facilities

The organisation can use innovative technology to improve their workforce. Organisations may differ in terms of the degree and size of their use of technology, but today communication systems and networks have an essential role in supporting work. They need to use these systems as the need for talent management is greater due to the complexity of these systems. (Phillips and Roper (2009). To cater to the talent, the talent department should design an organisation of talent and equipment in cooperation with other departments. This contributes to providing the appropriate atmosphere for agile work, for example, creating common work areas that include all workers. With the right equipment and designated roles, distributing tasks becomes more flexible and feasible, resulting in a quicker achievement rate (Linden & Teece, 2014). Consequently, the proposed hypothesis is as follows:

Hd: Talent management dimensions have a significant positive relationship with facilities supporting agility in the Ajman government services sector.

4. Research Methodology

The present study employs an empirical, analytical, and descriptive approach, which includes reviewing previous research to develop a conceptual framework for analysis, using specific qualitative research methods, and conducting a targeted field survey to collect data.

4.1. Data Collection and Sample

Data were collected randomly from employees working in Ajman's government services sector, using an electronic questionnaire distributed via a google forum link. Respondents received the link by email. A total of 443 questionnaires were collected. 44 questionnaires were invalid and incomplete, and the researcher removed them from the data collected. So, the studied sample was 399 participants, primarily males (88%) and ages between 35 and 55 years (58.3%). The participants with a high school degree were (65.4%), and the other participants (34.6%) have a higher education degree, 24.3% have a bachelor's degree, 6% have a master's degree, and 4.3% have a PhD. In addition, 206 participants are married, 101 are single, 88 are divorced, and 4 are widowers. Most participants have worked in the

sector for more than ten years (67%), and only 5.7% have worked there for less than a year.

4.2. Measures

4.2.1. Talent Management

A scale measuring talent management was developed (Jayaraman et al., 2018). It consists of 29 items, 5 items are related to recruitment and selection, 5 items are related to competency training, 5 items are related to development, 7 items are related to reward management, and 7 items are related to performance management. As for internal consistency, it has a Cronbach's Alpha, as shown in the following table:

Table 1. Internal Consistency "Talent management" Dimensions

Independent variables	
Dimension	r
Recruitment and selection	0.874**
Competence training	0.806**
Development	0.666**
Reward management	0.868**
Performance management	0.647**

** Significant level (0.05)

The correlation coefficient is computed for each statement in the independent variables with the total score of its dimension at a level of significantly less than (0.05). Correlation coefficients are between (0.647, 0.874), indicating the study results' validity and consistency.

4.2.2. Organisational Agility

The scale used to measure organisational agility was developed by (Harsch & Festing, 2019). It consists of 20 items. 5 items related to Strategic orientation towards agility, 5 items related to Agile organisational structures, methods, and processes, 5 items related to Agile organisational culture and 5 items Facilities supporting agility. As for internal consistency, it has a Cronbach's Alpha, as shown in the following table:

Table 2. Internal Consistency "Organisation Agility" Dimensions

Dependent variables Y	
Dimension	r
Strategic Orientation Towards Agility	0.864**
Agile Organisational Structures, Methods, And Process	0.970**
Agile Organisational Culture	0.977**
Facilities Supporting Agility	0.970**

** Significant level (0.05)

The correlation coefficient is computed for each of the dimensions in the dependent variables with the total score of that variable at a level of significantly less than (0.05). Correlation coefficients are between (0.864, 0.977), indicating the study results' validity and consistency.

4.2.3. Data Analysis and Hypothesis Testing:

The data were analysed using SPSS v. 27. The (correlation coefficient) of Pearson correlation is used to measure the direction and the strength of the relationship between independent and dependent variables; if the level of significance is less than (0.05), it indicates that the presence of a significant relationship and if the significance level is greater than (0.05) this indicates that there is no statistically significant relationship. Table (3) reflects the relationship between the study variables:

Table 3. Correlation Between the Study Variables

Variables	Organisational Agility	Strategic Orientation Towards Agility	Agile Organisation Structures	Agile Organisational Culture	Facilities Supporting Agility
Talent Management	0.823**	0.902**	0.730**	0.741**	0.736**
Recruitment And Selection	0.818**	0.923**	0.713**	0.733**	0.719**
Competence Training	0.640**	0.697**	0.567**	0.578**	0.573**
Development	0.485**	0.546**	0.428**	0.424**	0.432**

Variables	Organisational Agility	Strategic Orientation Towards Agility	Agile Organisation Structures	Agile Organisational Culture	Facilities Supporting Agility
Reward Management	0.831**	0.915**	0.737**	0.751**	0.734**
Performance Management	0.216**	0.265**	0.367*	0.327*	0.398*

** Significant level 0.05

The table presents correlation coefficients between talent management and its components (recruitment and selection, competence training, development, reward management, and performance management) and various aspects of organisational agility (strategic orientation towards agility, agile organisation structures, agile organisational culture, and facilities supporting agility). Key findings from the table include:

Talent management strongly correlates with all aspects of organisational agility, particularly strategic orientation towards agility (0.902) and reward management (0.831). This suggests that talent management plays a crucial role in promoting organisational agility.

Recruitment, selection, and reward management show the strongest correlations across all aspects of organisational agility. These components of talent management appear to be particularly important in creating agile organisations. Competence training and development have moderate to strong correlations with all aspects of organisational agility, indicating that they also promote organisational agility. Performance management has the weakest correlation with organisational agility aspects, with some aspects (strategic orientation towards agility and development) showing weak but statistically significant correlations and others (agile organisation structures, agile organisational culture, and facilities supporting agility) showing moderate correlations.

The table demonstrates that talent management and its components positively affect organisational agility. Organisations that invest in talent management, particularly recruitment and selection and reward management, are more likely to exhibit higher levels of organisational agility.

4.2.3.1. Talent management Dimensions and Strategic orientation towards agility:

There is a significant positive relationship between Recruitment and selection and Strategic orientation towards agility, with a correlation coefficient (0.923) at a level of significantly less than (0.05). The results also reflect that there is a significant positive relationship between "Competence training and Strategic orientation towards agility, with a correlation coefficient (0.697) at a level of significantly less than (0.05). There is a significant positive relationship between "Development and Strategic orientation towards agility, with a correlation coefficient (0.546) at a level of significantly less than (0.05). There is a significant positive relationship between Reward management and Strategic orientation towards agility with a correlation coefficient (0.915) at a level of significantly less than (0.05). A significant positive relationship between Performance management and Strategic orientation towards agility, with a correlation coefficient (0.265) at a level of significance less than (0.05).

Table 4. Talent Management and Strategic Orientation Towards Agility Multiple Regression

Independent variables	β	t. test		F. test		r	R ²
		Value	Sig.	Value	Sig.		
Constant	0.407	3.910	0.001**	846.117	0.001**	0.956**	91.5%
Recruitment And Selection	0.448	14.721	0.001**				
Competence Training	0.071	4.127	0.001**				
Development	0.099	6.934	0.001**				
Reward Management	0.446	12.458	0.001**				
Performance Management	0.034	1.992	0.047*				

** Significant level 0.05

Table 4 presents a multiple regression analysis, exploring the relationship between Talent Management components (independent variables) and Strategic Orientation Towards Agility (dependent variable). The table provides the standardised beta coefficients (β), t-test values, F-test value, significance levels (Sig.), correlation coefficient (r), and the coefficient of determination (R²). Key findings from the table include:

The overall model is highly significant, with an F-test value of 846.117 and a significance level less than 0.001. This indicates that the Talent Management components collectively contribute to predicting the Strategic Orientation Towards Agility. The coefficient of determination (R^2) is 91.5%, meaning that 91.5% of the variation in strategic orientation towards agility can be explained by the model's independent variables (Talent Management components).

All Talent Management components have a statistically significant relationship with Strategic Orientation Towards Agility at a 0.05 significance level. The strongest relationships are observed for Recruitment and Selection ($\beta = 0.448$) and Reward Management ($\beta = 0.446$), indicating that these components substantially impact strategic orientation towards agility. Competence Training ($\beta = 0.071$) and Development ($\beta = 0.099$) have relatively smaller impacts on Strategic Orientation Towards Agility, but they are still statistically significant. Performance Management has the weakest relationship with Strategic Orientation Towards Agility ($\beta = 0.034$). However, it remains statistically significant at the 0.05 level. The table demonstrates that all Talent Management components have a significant positive relationship with Strategic Orientation Towards Agility, with Recruitment and Selection and Reward Management having the most substantial impact. This implies that organisations focusing on these aspects of Talent Management are more likely to have a strong strategic orientation towards agility.

The following regression equation represents the relationship.

Strategic orientation towards agility = $0.407 + 0.448$ Recruitment and selection + 0.071 Competence training + 0.099 Development + 0.446 Reward management + 0.034 Performance management

4.2.3.2. Talent management Dimensions and organisational structures, methods, and process:

There is a significant positive relationship between Recruitment and selection and Agile organisational structures, methods, and process, with a correlation coefficient (0.713) at a level of significantly less than (0.05). There is a significant positive relationship between "Competence training and Agile organisational structures, methods, and process", with a correlation

coefficient (of 0.567) at a level of significantly less than (0.05). There is a significant positive relationship between "Development and Agile organisational structures, methods, and process ", with a correlation coefficient (0.428) at a level of significantly less than (0.05). There is a significant positive relationship between "Reward management and Agile organisational structures, methods, and process", with a correlation coefficient (0.737) at a level of significantly less than (0.05). There is a significant positive relationship between "Performance management and Agile organisational structures, methods, and process ", with a correlation coefficient (0.367) at a level of significantly less than (0.05).

Table 5. Talent Management and Agile Organisational Structures Using Multiple Regression.

Independent variables	β	t. test		F. test		r	R ²
		Value	Sig.	Value	Sig.		
Constant	0.257	1.146	0.253	108.822	0.001**	0.762**	58.0%
Recruitment and selection	0.219	3.331	0.001**				
Competence training	0.074	1.992	0.047*				
Development	0.084	2.732	0.007**				
Reward management	0.466	5.984	0.001**				
Performance management	0.092	2.542	0.011*				

** Significant level 0.05

Table 5 presents a multiple regression analysis examining the relationship between Agile Organisational Structures (dependent variable) and the components of Talent Management (independent variables): Recruitment and Selection, Competence Training, Development, Reward Management, and Performance Management.

The model shows that all independent variables have a significant relationship with Agile Organisational Structures at the 0.05 significance level. The F-test value of 108.822 ($p < 0.001$) indicates that the overall model is significant, explaining 58% of the variance in Agile Organisational Structures ($R^2 = 0.58$).

The regression coefficients (β) for each independent variable represent the change in Agile Organisational Structures for a one-unit

increase in the respective component, while holding all other components constant (Recruitment and selection: $\beta = 0.219$, $p < 0.001$, Competence training: $\beta = 0.074$, $p = 0.047$, Development: $\beta = 0.084$, $p = 0.007$, Reward management: $\beta = 0.466$, $p < 0.001$, Performance management: $\beta = 0.092$, $p = 0.011$)

The largest effect on Agile Organisational Structures comes from Reward Management ($\beta = 0.466$), followed by Recruitment and Selection ($\beta = 0.219$). The other components have smaller but still significant, effects on Agile Organisational Structures.

The following regression equation represents the relationship:

Agile organisational structures = 0.257 + 0.219 Recruitment and selection + 0.074 Competence training + 0.084 Development + 0.466 Reward management + 0.092 Performance management

4.2.3.3. Talent management Dimensions and Agile Organisational Culture:

There is a significant positive relationship between "Recruitment and selection and Agile organisational culture", with a correlation coefficient (0.733) at a level of significant less than (0.05). There is a significant positive relationship between "Competence training and Agile organisational culture", with a correlation coefficient (0.578) at a level of significant less than (0.05). There is a significant positive relationship between "Development and Agile organisational culture ", with a correlation coefficient (0.424) at a level of significant less than (0.05). There is a significant positive relationship between "Reward management and Agile organisational culture ", with a correlation coefficient (0.751) at a level of significant less than (0.05). There is a significant positive relationship between "Performance management and Agile organisational culture ", with a correlation coefficient (0.327) at a level of significant less than (0.05).

Table 6. Talent Management and Agile Organisational Culture Using Multiple Regression.

Independent variables	β	t. test		F. test		r	R ²
		Value	Sig.	Value	Sig.		
Constant	0.234	1.064	0.288	119.611	0.001**	0.776**	60.3%
Recruitment and selection	0.255	3.979	0.001**				
Competence training	0.074	2.040	0.042*				
Development	0.069	2.298	0.022*				
Reward management	0.458	6.011	0.001**				
Performance management	0.086	2.417	0.016*				

** Significant level 0.05

This table presents a multiple regression analysis examining the relationship between an unspecified dependent variable and the components of Talent Management (independent variables): Recruitment and Selection, Competence Training, Development, Reward Management, and Performance Management.

The model shows that all independent variables have a significant relationship with the dependent variable at the 0.05 significance level. The F-test value of 119.611 ($p < 0.001$) indicates that the overall model is significant, explaining 60.3% of the variance in the dependent variable ($R^2 = 0.603$).

The regression coefficients (β) for each independent variable represent the change in the dependent variable for a one-unit increase in the respective component, while holding all other components constant (Recruitment and selection: $\beta = 0.255$, $p < 0.001$, Competence training: $\beta = 0.074$, $p = 0.042$, Development: $\beta = 0.069$, $p = 0.022$, Reward management: $\beta = 0.458$, $p < 0.001$, Performance management: $\beta = 0.086$, $p = 0.016$)

The largest effect on the dependent variable comes from Reward Management ($\beta = 0.458$), followed by Recruitment and Selection ($\beta = 0.255$). The other components have smaller, but still significant, effects on the dependent variable.

The following regression equation represents the relationship on:

Agile organisational culture = 0.234 + 0.255 Recruitment and selection + 0.074 Competence training + 0.069 Development + 0.458 Reward management + 0.086 Performance management

4.2.3.4. Talent management Dimensions and Facilities supporting agility:

There is a significant positive relationship between "Recruitment and selection and Facilities supporting agility ", with a correlation coefficient (0.719) at a level of significantly less than (0.05). There is a significant positive relationship between "Competence training and Facilities supporting agility ", with a correlation coefficient (0.573) at a level of significant less than (0.05). There is a significant positive relationship between "Development and Facilities supporting agility ", with a correlation coefficient (0.432) at a level of significance less than (0.05). There is a significant positive relationship between "Reward management and Facilities supporting agility ", with a correlation coefficient (0.734) at a level of significant less than (0.05). There is a significant positive relationship between "Performance management and Facilities supporting agility ", with a correlation coefficient (0.398) at a level of significant less than (0.05).

Table 7. Talent Management and Facilities Supporting Agility Using Multiple Regression.

Independent variables	β	t. test		F. test		r	R ²
		Value	Sig.	Value	Sig.		
Constant	0.230	1.017	0.310	110.420	0.001**	0.764**	58.4%
Recruitment and selection	0.250	3.778	0.001**				
Competence training	0.083	2.216	0.027*				
Development	0.088	2.827	0.005**				
Reward management	0.431	5.497	0.001**				
Performance management	0.097	2.643	0.009**				

** Significant level 0.05

Table 7 presents a multiple regression analysis examining the relationship between Facilities Supporting Agility (the dependent variable) and the components of Talent Management (independent variables):

Recruitment and Selection, Competence Training, Development, Reward Management, and Performance Management.

The model shows that all independent variables have a significant relationship with Facilities Supporting Agility at the 0.05 significance level. The F-test value of 110.420 ($p < 0.001$) indicates that the overall model is significant, explaining 58.4% of the variance in the dependent variable ($R^2 = 0.584$).

The regression coefficients (β) for each independent variable represent the change in Facilities Supporting Agility for a one-unit increase in the respective component, while holding all other components constant (Recruitment and selection: $\beta = 0.250$, $p < 0.001$, Competence training: $\beta = 0.083$, $p = 0.027$, Development: $\beta = 0.088$, $p = 0.005$, Reward management: $\beta = 0.431$, $p < 0.001$, Performance management: $\beta = 0.097$, $p = 0.009$, The largest effect on Facilities Supporting Agility comes from Reward Management ($\beta = 0.431$), followed by Recruitment and Selection ($\beta = 0.250$). The other components have smaller but significant effects on Facilities Supporting Agility.

The following regression equation represents the relationship:

Facilities supporting agility = 0.230 + 0.250 Recruitment and selection + 0.083 Competence training + 0.088 Development + 0.431 Reward management + 0.097 Performance management

Path Analysis: Talent Management and Organisational Agility:

Observed Endogenous Variables include dependent variable organisational Agility (Strategic orientation towards agility, agile organisational structures, methods, and process, agile organisational culture, and facilities supporting agility).

Observed Exogenous Variables: Include independent variable Talent Management X (Recruitment and selection, Competence training, Development, Reward management, Performance management).

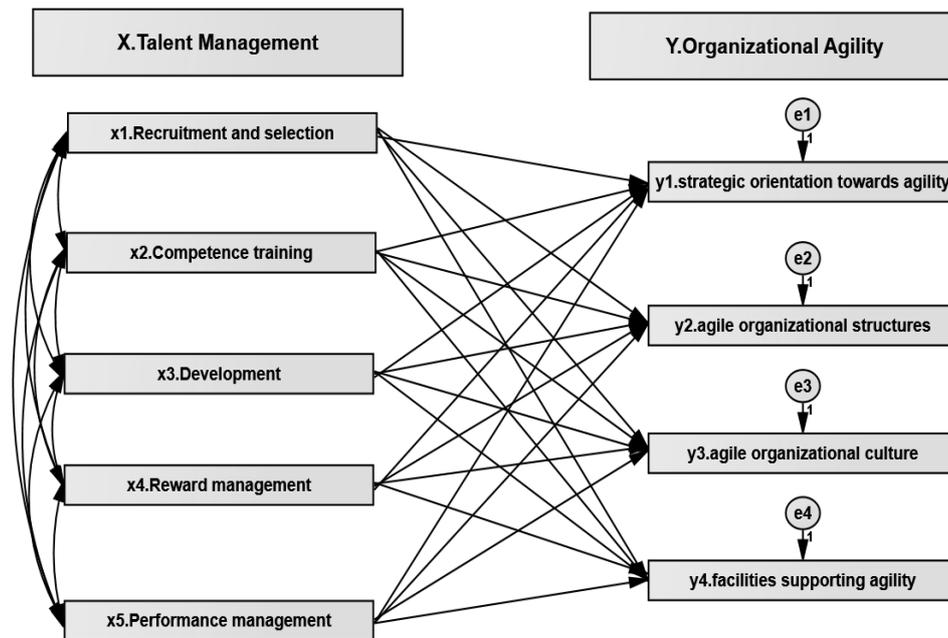


Fig 1. Study Model

Table 8. Estimates of the Coefficients of the Structural Model Talent Management Dimensions Affect the Organisational Agility

Path			Estimate	S. E	C.R.	P-Value	Sig.
Strategic Orientation Towards Agility	←	Recruitment And Selection	0.448	0.03	14.814	0.001**	Sig.
	←	Competence Training	0.071	0.017	4.153	0.001**	Sig.
	←	Development	0.099	0.014	6.978	0.001**	Sig.
	←	Reward Management	0.446	0.036	12.436	0.001**	Sig.
	←	Performance Management	0.034	0.017	2.005	0.045*	Sig.
Agile Organisational Structures, Methods, And Process	←	Recruitment And Selection	0.219	0.065	3.352	0.001**	Sig.
	←	Competence Training	0.074	0.037	2.004	0.045*	Sig.
	←	Development	0.084	0.031	2.749	0.006**	Sig.

Path		Estimate	S. E	C.R.	P-Value	Sig.	
	←	Reward Management	0.466	0.077	6.022	0.001**	Sig.
	←	Performance Management	0.092	0.036	2.558	0.011*	Sig.
Agile Organisational Culture	←	Recruitment And Selection	0.255	0.064	4.004	0.001**	Sig.
	←	Competence Training	0.074	0.036	2.053	0.040*	Sig.
	←	Development	0.069	0.03	2.313	0.021*	Sig.
	←	Reward Management	0.458	0.076	6.049	0.001**	Sig.
	←	Performance Management	0.086	0.035	2.432	0.015*	Sig.
Facilities Supporting Agility	←	Recruitment And Selection	0.25	0.066	3.802	0.001**	Sig.
	←	Competence Training	0.083	0.037	2.23	0.026*	Sig.
	←	Development	0.088	0.031	2.844	0.004**	Sig.
	←	Reward Management	0.431	0.078	5.532	0.001**	Sig.
	←	Performance Management	0.097	0.036	2.659	0.008**	Sig.

**Significant at the (0.01) level

*Significant at the (0.05) level

Effect of Talent Management dimensions on Strategic orientation towards agility; Recruitment and selection, Competence training, Development, Reward management, and Performance management, have a significant positive effect on Strategic orientation towards agility, with a significant level less than (0.05), and the value of the critical path (C.R.), (14.814), (4.153), (6.978), (12.436), (2.005).

Effect of Talent Management dimensions on Agile organisational structures, methods, and process; Recruitment and selection, Competence training, Development, Reward management, and Performance management, have a positive significant effect on Agile organisational structures, methods, and process, with a significant level less than (0.05), and the value of the critical path (C.R.), (3.352), (2.004), (2.749), (6.022), (2.558).

Effect of Talent Management dimensions on Agile organisational culture; Recruitment and selection, Competence training, Development, Reward management, and Performance management, have a positive significant effect on Agile organisational culture, with a significant level less than (0.05), and the value of the critical path (C.R.), (4.004), (2.053), (2.313), (6.049), (2.432).

Effect of Talent Management dimensions on Facilities supporting agility; Recruitment and selection, Competence training, Development, Reward management, and Performance management, have a positive significant effect on Facilities supporting agility, with significant level less than (0.05), and the value of the critical path (C.R.), (3.802), (2.230), (2.844), (5.532), (2.659).

Quality Assessment Criteria of the Structural Model:

The significance of the path coefficients in the final proposed model can't be ascertained to verify the quality of the overall model as follows:

Table 9. Quality Assessment Criteria of the Structural Model

Ser.	Indicators	value
1	The goodness of fit index GFI	0.639
2	The root means square error of approximation RMSEA	0.803

Table 9 provides the Quality Assessment Criteria of the Structural Model, which contains two indicators used to evaluate the overall model's quality:

The goodness of fit index (GFI): The GFI measures the overall fit of the model to the data. A higher GFI value indicates a better fit, with values above 0.9 generally considered a good fit. In this case, the GFI value is 0.639, which is below the recommended threshold, suggesting that the model may not fit the data well.

The root means square error of approximation (RMSEA): The RMSEA is another measure of the model's fit, with lower values indicating a better fit. Values less than 0.05 are considered a good fit, values between 0.05 and 0.08 are considered an acceptable fit, and values above 0.1 are considered a poor fit. In this case, the RMSEA value is 0.803, which is substantially

higher than the recommended threshold, indicating that the model may not fit the data well.

Based on these indicators, it appears that the proposed structural model does not have a good fit with the data. This implies that further refinements or adjustments to the model might be necessary to improve the fit and better represent the relationships between the dimensions of Talent Management and Organisational Agility.

5. Discussion

This study hypothesised that talent management and its dimensions (Recruitment and selection, Competence training, Development, Reward management and Performance management) positively related to organisational agility and its dimensions (Strategic orientation towards agility, Agile organisational structures, methods, and process, Agile organisational culture and Facilities supporting agility), the study results reflected that there is a significant positive relationship between Recruitment and selection and Strategic orientation towards agility which emphasised the critical role of selecting the appropriate talents who participate in achieving the organisation objectives, in this case, acquiring agility. That result agreed with (Cahyadi et al., 2022), who claimed that talented employees should respond to external changes nimbly and efficiently. Talented staff should make themselves future-ready by expecting changes and preparing to deal with them. They also argued that the selection and recruiting process is critical to select prospective employees with agility talents who will help the organisation to endure, survive, and excel in the face of future business competition and uncertain situations.

The results also reflect a significant positive relationship between competence training and Strategic orientation towards agility. the result agreed with what (Jayaraman et al., 2018) argued: competence training involves a systematic approach to identifying the required skills to develop. It includes a targeted training programme for developing the skills needed to achieve the specified business objectives, an organisation-wide culture that supports the continued development and performance accountability, and measurement of internal company goals and individuals' performance related to their roles.

We argue that highly agile organisations have a well-defined career path for their personnel. They provide their talented employees with the required competencies through efficient training to face the future. This is one of the most effective methods for keeping them engaged and focused; This is also a retention technique which assures the strategic orientation towards agility.

Furthermore, a significant positive relationship exists between Development and Strategic orientation towards agility. The result also agreed with (Jayaraman et al., 2018). Developing talented employees with updated skills and knowledge and keeping up with changing job requirements are linked with changing business needs in the dynamic corporate environment to help organisations to be agile. To elicit desirable behaviours for the best organisational performance, a talent development framework should be designed, and that framework should be compatible with the organisation's goals.

Moreover, the results also showed a significant positive relationship between Reward management and Strategic orientation towards agility. We argue that talent reward programs that are flexible to organisational environment changes can be a strategic enabler for agility. Furthermore, a reward structure should be perceived as fair and relevant to retain unique talents. Management must contemplate paying above the talent markets to minimise the chance that competitors can attract these talents away. Careful observation of the external market for unique talents is desirable. As (van Eerde, 2015) assured, rewards could encourage employees to work hard to achieve organisational goals and objectives.

Also, A significant positive relationship between performance management and strategic orientation towards agility. This result agreed with what (Muyela & Kamaara, 2021) claimed: a performance management system could help organisations locate and retain talented employees by integrating, re-strategising, and reinforcing the management-employee relationship. We argue that Agile performance management is reactive and occurs in daily interactions between employees and their managers. It is a continuous performance management method that keeps an eye out for internal and external changes and their influence on individual performance. Conversations regularly keep management and staff on the same page. Employees know what to expect from their formal quarterly reviews since

managers provide feedback in the workflow. Agile performance management organisations are more agile and can adjust priorities as needed.

In conclusion, Ha “Talent management dimensions have a significant positive relationship with a strategic orientation towards agility in the Ajman government services sector” is accepted.

The results showed a significant positive relationship between "Recruitment and selection and Agile organisational structures, methods, and processes. We argue that selecting the right talents is the key to success for an agile and flexible organisational structure. Furthermore, through effective recruiting and selection processes, organisations can avoid inefficiency and lay the bases for agile organisational structures.

Also, there is a significant positive relationship between "Competence training and Agile organisational structures, methods, and processes, a well-trained talented play a vital role in the organisation's stability. The appropriate talents, organisational structures and processes will help the firm achieve its objectives. "It is critical to have the right talent in the organisation, to ensure that management understands what capabilities they need to have to succeed in developing an effective structure, and to ensure that we cover any capability gaps we have."

Moreover, a significant positive relationship exists between development and Agile organisational structures, methods, and process. We argue that development processes are essential to increase efficiency and capability, which is a substantial base for an organisation's ongoing improvement plans. Talent development and a flexible organisational structure should guarantee that the organisation can evolve to meet the changing needs of its associates. A comprehensive business strategy must always address overall competencies, talent, and organisational structure to establish highly motivated and performing personnel.

Besides that, the results showed a significant positive relationship between Reward management and Agile organisational structures, methods, and process. Teece and his colleagues argued that today's organisational structures must be flexible and tend to network structures with no defined form. From here comes the talent management cycle in defining the required patterns of structures commensurate with the type of talent for those talents

to work flexibly and be transferable when necessary. (Teece et al., 2016). So, we argue that if organisations want to be more consistent with compelling talents, they must design a solid rewards system which should work as a pillar to motivate the talents to be more flexible, which will affect the processes and transactions through the organisation structure as well as enhancing the relationships through the whole organisation.

Furthermore, a significant positive relationship exists between performance management and agile organisational structures, methods, and process. (Muyela & Kamaara, 2021) argued that locating and retaining talented employees by integrating, re-strategising, and reinforcing the management-employee relationship (Muyela & Kamaara, 2021). We argue that effective talent performance management can locate talented personnel who can be effective members at all organisation structures, which makes the whole organisation interact with its dynamic environment.

In conclusion, Hb: “Talent management dimensions have a significant positive relationship with agile organisational structures in the Ajman government services sector” Is accepted.

A significant positive relationship exists between recruitment and selection and agile organisational culture. We argue that talented personnel can adopt the organisational culture easily, so, Finding the proper talent who is a good fit for the offered position and the organisation, maybe a difficult challenge. HR managers must thoroughly understand their organisation's culture and have an excellent comprehension of the candidate's strengths, personality, work style, hobbies, and other qualities. An efficient recruitment and selection process will assist HR in attracting people who can thrive and achieve the most outstanding levels of performance required to propel your organisation forward consistently. So talented personnel will adopt the organisational culture quickly, which will affect the whole organisation to flourish.

Moreover, a significant positive relationship exists between competence training and agile organisational culture. Training is essential in meeting organisational needs since it is designed based on values, attitudes, and practices extensively used within the organisation (Polo et al., 2018). Every team member must be empowered with the necessary training (Paisey & Paisey, 2016). We argue that an organisation's culture reflects its

personality. So, training talents to cope with the recent updates, trends and tech in the organisation environment will enhance its culture; it is an integrated process.

Furthermore, a significant positive relationship exists between development and agile organisational culture. The role of development is to build a supportive culture and atmosphere that enables creative invention and disciplined processes that allow for the emergence of fruitful ideas (Maycock & Ikuomola, 2015). We argue that continuous development is one in which employees and leaders actively seek opportunities to learn new skills and knowledge that will help them enhance their performance. Examine the diversity of learning and development opportunities accessible to employees and how they respond to the chances to understand the organisation culture better.

Additionally, there is a significant positive relationship between reward management and agile organisational culture. We argue that building an organisational culture based on the idea of rewarding employees is a simple but powerful strategy to ensure that your organisational culture contributes to your continued success. Also, organisations should create a reward program related to the organisations' attainable culture. This guarantees that the staff are engaged for the right reasons and in a way that contributes to the culture their organisation desire (Kerr & Slocum, 2005). Employers may reflect the values necessary to them by being extremely clear about which behaviours are being rewarded, how, and why.

A significant positive relationship exists between performance management and agile organisational culture. We argue that performance management reflects, and shapes work groups' and companies' values and standards and individuals' attitudes and behaviours. We claim that performance management is derived from job and group structure features that determine the talent required and how the work is accomplished. I also agreed with (Schneider et al., 2014), who claimed that performance management shapes the attitudes and actions of employees, as well as the culture and standards of work groups and organisations.

In conclusion, Hc: "Talent management dimensions have a significant positive relationship with agile organisational culture in the Ajman government services sector". Is accepted.

There is a significant positive relationship between recruitment and selection and Facilities supporting agility. Linden and Reece, 2014 argued that to provide the required talent, the Talent Department, in cooperation with other departments, designs an organisation of talents and flexible equipment that contributes to providing the appropriate atmosphere for agile work, for example (creating common work areas that include all workers and the required equipment that can be redesigned and distributing tasks to them in a highly flexible and feasible way and changing the speed of achievement in the right time. (Linden & Teece, 2014). So, facilities supporting agility can take various aspects. they range from the fundamental (Applicant Tracking Systems, automated emails, recruiting landing pages) to the advanced (Artificial Intelligence - AI, chatbots, early video interviews to "hook" the top prospects), which can boost the entire agile process. Ensure that (particularly cutting-edge) technology is utilized where it is most effective and beneficial.

There is a significant positive relationship between "Competence training and Facilities supporting agility. Employees training is a core for the facilities' support agility as (Lai et al., 2021) argued that weaponising employees with adequate training could strengthen the organisation's ability to be more agile, so emerging technologies should be implemented in the workplace competency training to improve workers' ability to collaborate, share information, and access information resources. We argue that competency training is critical for the whole employees in the organisation so it can interact with its dynamic environment. Through technological facilities which support organisational agility.

There is a significant positive relationship between "Development and Facilities supporting agility. We argue that Once organisations have identified the most qualified candidates, the next stage is to develop them. This begins with incorporating learning into the process of goal setting. This can be accomplished by integrating development into annual or quarterly review milestones. Provide challenging assignments and opportunities for advancement. These learning objectives may include mastering a new technology such as Photoshop or Marketo, expanding their knowledge of an existing ability, or — if a person wishes to advance by assuming a new role — incorporating the essential learning processes required to achieve this transition.

A significant positive relationship exists between Reward management and Facilities supporting agility. We argue that an effective reward system is a solid base for facilitating agility. Today communication systems and networks have an essential role in supporting the work and use of these systems. The need for talent management is greater than the degree of complexity and modernity of these systems. (Phillips and Roper, 2009).

A significant positive relationship exists between "Performance management and Facilities supporting agility. Researchers argued that a well-designed performance management system could benefit an organisation. It is crucial to build a strategy aligned with your employees' requirements and adapted to your organisation's specific objectives. Implementing a performance management system might take much work for most businesses (Popescu & Kyriakopoulos, 2021). Before creating a performance system, the organisation must identify its requirements and the optimal solution. Ensuring the system is user-friendly and executed correctly is crucial to minimize needless expenses or issues (Biondi & Russo, 2022).

In conclusion, Hd: "Talent management dimensions have a significant positive relationship with facilities supporting agility in the Ajman government services sector". Is accepted.

6. Theoretical Implications

The study supports the positive relationship between talent management dimensions and organizational agility dimensions, providing evidence for the importance of strategic talent management practices in achieving and maintaining organizational agility. This expands the understanding of how organizations can leverage their talent management practices becoming more agile and responsive to change.

This research contributes to the existing literature on talent management by examining the relationships between the specific dimensions of talent management and organizational agility. It highlights the importance of recruitment and selection, competence training, development, reward management, and performance management in shaping an organization's strategic orientation towards agility, agile organizational structures, agile organizational culture, and facilities supporting agility.

The study also adds to the literature on organizational agility by providing empirical evidence from the Ajman government services sector. This extends the understanding of how talent management practices can be tailored to different contexts and industries.

Comprehensive framework: The study provides a comprehensive framework that integrates various dimensions of talent management and organizational agility, offering a more holistic understanding of the complex interplay between these dimensions. This framework can serve as a foundation for future research, helping scholars to identify and explore other relevant factors that might affect these relationships.

7. Practical Implication

To promote better talent management practices and acquire organisational agility, organisations and individuals should employ various strategies to attain both variables. First, agile organisations must define career paths for their personnel. Second, they must provide their talented employees with the required competencies through efficient training to face the future. Third, organisations should design talent reward programs which are flexible to changes according to environmental fluctuations; these programs can be strategic enablers for agility. Also, to retain unique talents, a reward structure should be perceived as fair and relevant. Management must contemplate paying above the talent markets to minimise the chance that competitors can attract these talents away. Fourth, organisations must pay attention to talent training and development because both are essential to increase talent efficiency and capability so that organisations can implement their plans. Fifth, organisations must pay attention to performance management to evaluate and locate their talented personnel, who can be an effective pillar to interact with its dynamic environment. Finally, organisations must constantly analyse their environment to develop their talents to achieve agility, enabling them to interact with all urgent environmental variables, especially those organisations that work in the services field.

8. Recommendations

Organisations should invest in effective recruitment and selection processes to ensure that they hire talented individuals who can contribute to achieving organisational goals, including agility. They should prioritize

candidates with the ability to adapt to change and perform well in dynamic environments.

Competence training should be critical to an organisation's talent management strategy. Regular training and development programs should be designed to enhance employees' skills and knowledge, enabling them to respond effectively to changes in the external environment and achieve strategic objectives.

A well-designed development framework should be implemented, aligned with the organisation's goals, to ensure that employees' skills and knowledge are continuously updated, enabling them to adapt to changing job requirements and supporting organisational agility.

Organisations should develop a fair and relevant reward management system that motivates employees to contribute to the organisation's agility. Rewards should be designed to encourage the behaviours necessary for agility, such as flexibility, adaptability, and innovation.

Agile performance management should be adopted, emphasising continuous feedback, regular conversations between employees and managers, and adjustments to priorities as needed. This approach can help organisations become more agile and responsive to change.

Organisations should invest in facilities and technologies that support agility, such as flexible workspaces, advanced communication tools, and cutting-edge technologies for recruitment, training, and performance management.

Finally, organisational leaders should promote a culture of agility by emphasising the importance of adaptability, innovation, and continuous learning. This can help ensure that employees are committed to supporting the organisation's strategic orientation towards agility and developing agile structures, processes, and facilities.

In conclusion, this study highlights the importance of strategic talent management practices in achieving and maintaining organisational agility. By focusing on the specific dimensions of talent management and their relationship with organisational agility, organisations can better understand

how to leverage their human capital to become more agile and responsive to change.

9. Limitations and Future Research Directions

Despite its contributions, this study has several limitations that should be acknowledged:

Cross-sectional design: The study employed a cross-sectional design, which captures data at a single point in time. This makes it difficult to infer causality or examine the changes in the relationships between talent management dimensions and organizational agility dimensions over time. Longitudinal studies could provide deeper insights into these relationships and their evolution.

Generalizability: The study focused on the Ajman government services sector, which may limit the generalizability of the findings to other sectors, industries, or countries. Future research should explore the relationships between talent management dimensions and organizational agility dimensions in different contexts to enhance the generalizability of the findings.

Self-report data: The study relied on self-report data from survey respondents, which might be subject to response bias, social desirability bias, or recall bias. Future research could employ other data collection methods, such as interviews, observations, or secondary data, to corroborate the findings and reduce potential biases.

Limited set of variables: The study examined a limited set of variables related to talent management and organizational agility. Other factors, such as leadership style, organizational culture, or external environmental factors, might also play a significant role in shaping organizational agility. Future research should explore the potential influence of these additional variables.

Sample size: The study's sample size might not be large enough to provide a comprehensive understanding of the relationships between talent management dimensions and organizational agility dimensions in the Ajman government services sector. Future research should aim to collect data from larger samples to enhance the robustness and generalizability of the findings.

In light of these limitations, future research should aim to address these issues by employing different research designs, exploring diverse contexts, using alternative data collection methods, examining additional variables, and increasing sample sizes. This would further enhance the understanding of the relationships between talent management practices and organizational agility and provide more actionable insights for organizations seeking to become more agile and responsive to change.

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Index Study Questionnaire

#	Items	1	2	3	4	5
Organizational Agility						
strategic orientation towards agility						
1	Our organization support agility					
2	Our organization gives a high level of attention to customer service and guidance					
3	Our organization engages communication processes with goals and strategies to create engagement					
4	Our organization implements a plan of action in order to respond to the strategic movements of competitors without delay.					
5	Our organization analyzes important events concerning customers, competitors, and technology without any delay.					
agile organizational structures, methods, and process						
1	Our organization adopts flat hierarchies and a short decision path					
2	Our organization cares about employee engagement and enabling them to work quickly					
3	Our organization encourages project-based work					
4	Our organization encourages multidisciplinary and self-organizing teamwork					
5	Our organization provides a very flexible working environment					
agile organizational culture						
1	Our organization has transparent communications and knowledge sharing					
2	Our organization contributes to building the relationship between employees and company management, strong and reliable					
3	Our organization encourages continuous knowledge sharing and improvement as the organization's culture evolves					
4	Our organization practices leadership through agile coaches/coordinator/collaborative leader					
5	Our organization adopts a culture of positive failure and feedback					
facilities supporting agility						
1	Our organization can use new technology at the proper time					
2	Our organization provides information and communication technology (blogging, shared networking, and virtual collaboration tools)					
3	Our organization has an interior design suitable for talent and flexible equipment that contributes to providing a suitable atmosphere for agile work (removable walls, common areas, panels)					
4	Our organization can change prices quickly in the proper time.					
5	Our organization can reconfigure its resources in the proper time					

Talent Management Scale

#	Items	1	2	3	4	5
Talent Management						
Recruitment and selection						
1	HR departments support other departments in conducting so-called talent reviews, where they evaluate applicants to hire and retain the most talented people.					
2	Our organization provides realistic job previews of talent focused on The talent pool is mostly internally					
3	Our organization differentiates the identified talent based on their contribution levels					
4	Our organization has defined clear and documented policies and procedures for the recruitment and selection of outstanding talent					
5	Talents are mostly recruited internally through annual promotions					
Competence training						
1	Our organization focuses on talent training activities on the required competencies.					
2	Our organization carries out training activities for selected talents on an ongoing basis.					
3	Our organization for content accreditation for the implementation of training activities for specific talent focuses on job performance.					
4	Our organization designs training activities for the selected talent to develop the company's own skills/knowledge.					
5	Our organization adopts talent training activities with specific critical tasks.					
Development						
1	Development needs are identified for talent.					
2	Identified talent has many opportunities for upward mobility.					
3	Talents have clear career paths in this organization.					
4	D14 Talents have more than one avenue for promotion.					
5	D15 Developmental activities include feedback on the developmental growth agenda for the identified talents.					
Reward management						
1	Our organization, in cooperation with our supervisor, appreciates our achievements on an ongoing basis.					
2	Our organization has a fair and equitable system for rewarding employees.					
3	Our organization maintains supportive and like-minded co-workers who support our business.					
4	Our organization supports a balanced lifestyle (between our work and our personal life).					
5	Our organization encourages teamwork and contributes to supporting other social networking activities among employees.					
6	Our organization provides competitive salaries and benefits (ie basic salary plus benefits, allowances or variable pay).					
7	Our organization provides benefits that guarantee retirement and pensions.					
Performance management						

#	Items	1	2	3	4	5
1	Contributions made by talent are properly measured and rewarded accordingly.					
2	Our performance management system is linked to talent development plans.					
3	Our performance management system allows advancement opportunities for talents.					
4	Our performance management system ensures that work is challenging, fun and meaningful for talent.					
5	Our performance management system includes contingent bonuses					
6	Our performance management system allows growth in external rewards commensurate with performance.					
7	Our performance management system does not allow poor performers to remain in their position for the overall average (moderate) years.					