

The organizational agility: A strategic approach into the promoting process of job engagement for employee's

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Abstract---The current research aims to introduce talents management as a new concept in the field of human resources management, the concept of organizational agility with its three dimensions (sensing agility, decision making agility, practice agility) and the concept of job involvement with its dimensions (cognitive, emotional, and physical). Also to answer the main question which is: How does talents management achieve and work as a strategy to increase the organization agility and to develop job involvement among employees? This is through analysis the theoretical framework of the subject. The result of this research is: talents management achieves organizations agility and it increases the involvement behavior in job.

Keywords---talents management, organizational agility, job involvement.

Introduction:

When we look at the rapid developments in the global economic system, we see that competition among institutions has intensified, to the point that survival and success have become strategic goals. Based on this reality, investment in human resources has become a crucial part of their strategies to remain competitive. According to Al-Basiri (2010), this investment is most evident in talent management and the development of employees' latent competencies. Looking back to the 1990s, we see a fierce competition for talent among companies in major countries. Some companies sought to attract highly skilled employees, while others struggled to retain them. This gave rise to talent management, which focuses on attracting and retaining talented employees. Talent management has since evolved into a system implemented across all departments of institutions as a key strategy for development and change.

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Global experience has confirmed that some countries that focused their efforts on establishing massive industrial projects and importing modern technology, while neglecting genuine and serious attention to human resources and talent management, failed to achieve any economic progress or attain a distinguished position.

Global experience has shown that effective investment in human resources enables organizations to compete, and this is best exemplified in talent management. In our era of constant change, talent has become a highly valuable human capital, making talent management, the selection of qualified employees, and the discovery and development of their talents top priorities.

Talent management is a modern concept that has garnered significant attention from researchers and specialists since its emergence in the late 1990s. This is because it represents an ongoing activity centered around high-potential employees.

Talent management focuses on evaluating employee performance and potential, and then providing them with appropriate promotions, compensation, and development opportunities. This includes retaining and developing top performers, nurturing and monitoring their average-performing peers to enable them to contribute more effectively, and finally, taking decisive action with underperforming employees. Modern organizations strive to acquire numerous competitive advantages. These organizations, along with those involved in management, recognize that the presence of talent within their administrative systems, and the development of job satisfaction and engagement among these talents in their performance of their duties, guarantees their success and superiority.

Talent management is a relatively new topic in human resource management, which has garnered significant attention from researchers and specialists since its emergence in the late 1990s. Undoubtedly, fostering a psychological connection between employees and their jobs, and their integration into them—what is known as job engagement—is an administrative guarantee for enhancing their capabilities and stimulating their creative energies. Therefore, this scientific article aims to introduce these relatively new concepts in the field of research, as well as to analyze the theoretical framework to identify the mechanisms through which they contribute to achieving organizational effectiveness, which has become the goal of all modern organizations.

Research Problem:

It is observed that many organizations in the Arab world lack a culture of talent development. Human resource management focuses on measuring performance gaps and addressing them through training, development, guidance, and motivation programs, as the persistence of these gaps poses a threat to the desired performance. This means that organizations focus on managing threats within the organization, neglecting opportunity management, which can require less effort and cost to achieve excellence and success than threat management. This is exemplified by talent management. This doesn't mean we should ignore threat management, but rather that the organization's development efforts must be aligned between managing opportunities and threats.

The difference between threat management and opportunity management in this context is the difference between those who seek to achieve an acceptable level of performance, as in the case of threat management, where the focus is on remediation, and those who seek to achieve excellence and innovation, as in the case of opportunity management, by supporting and developing the performance of talented individuals.

Global experiences have yielded numerous lessons confirming that the problem lies not merely in focusing on human resources, but in working to increase the number of talented individuals in society and in business organizations. This is not just about achieving success, but about reaching the pinnacle of performance, innovation, and outstanding achievement. On the other hand, global experiences have

yielded further lessons confirming that countries that focused their efforts on establishing massive industrial projects and importing modern technology, while neglecting genuine and serious attention to human resources and talent management, failed to achieve any economic progress or attain a distinguished and competitive position among nations and business organizations.

The experiences of Japan, Germany, China, Korea, Malaysia, and many others confirm that achieving excellence in production is not merely about establishing human resources units within the organizational structure, nor is it simply about superficially focusing on human resources or even activating their role in business management in a traditional manner. Rather, it requires strategically increasing the number of talented individuals through education, training, and development programs.

These experiences have confirmed that effective investment in human resources enables organizations to compete and become agile, capable of managing threats. This investment is best exemplified in talent management.

In this context, Kaplrick (2003) pointed out that agility makes organizations more responsive to market trends and allows them to deliver products and services faster and at a lower cost compared to less agile organizations. (Ali Razzaq, 2010, p. 38)

Nelson & Harvey (1995) describe organizational agility as "the ability of an organization to respond quickly and effectively to unexpected opportunities and to develop proactive solutions to meet potential needs." Undoubtedly, such characteristics of modern organizations require modern management that relies on competent employees with exceptional abilities to manage human resources.

Therefore, the current research will attempt to answer the following question: What is the role of talent management as a strategy in human resource management to achieve organizational agility and employee engagement?

Research Objectives:

- 1.To identify talent management as a modern strategy in human resource management.
- 2.To identify the concept of organizational agility as a modern concept in the field of management and work in general.
- 3.To identify the concept of job engagement as a modern psychological concept.
- 4.To identify the role of talent management in achieving organizational agility and employee job engagement when applied in the recruitment and selection of individuals within business organizations.
5. To present a set of proposals to increase organizational agility and enhance employee job engagement by activating talent management in work organizations.

Research Significance:

Talent management is considered one of the fundamental pillars of modern human resource management, as organizations strive to achieve a sustainable competitive advantage by attracting and developing exceptional talent. When talent management is integrated as a strategy within the framework of human resource management, it contributes to achieving numerous organizational goals, including organizational agility and job engagement. The following explains the importance of this research:

- 1.Enhancing the Scientific and Practical Understanding of Talent Management as a Strategy
 - This research highlights how talent management can be leveraged to achieve strategic organizational goals.
 - It underscores the importance of focusing on exceptional human capital as a strategic asset that contributes to meeting competitive challenges.
 - It helps develop a comprehensive understanding of the mechanisms for selecting, developing, and retaining talent.
- 2.Achieving Organizational Agility

Organizational agility means the ability of an organization to adapt quickly to changes in the internal and external environment. Talent management contributes to:

- Providing a flexible workforce capable of embracing change.
- Improving the organization's response to rapidly changing market conditions.
- Enhancing operational efficiency and innovative development.

3.Promoting Job Engagement

Job engagement refers to the state of complete emotional and cognitive involvement and commitment of an employee to their work. Through talent management:

- Employee satisfaction and motivation can be enhanced.
- A work environment that fosters employee loyalty and belonging to the organization is created. -
- Higher levels of individual and team performance are achieved.

4. Addressing Modern Organizational Challenges

-Research helps organizations address challenges such as skills shortages, high employee turnover, and increasing technological change.

- It focuses on how to build dynamic, creative, and innovative work teams.

5.Achieving a Sustainable Competitive Advantage

-The research demonstrates how talent management is a crucial factor in achieving competitive advantage.

-By attracting and developing talent, organizations can offer higher-quality products and services and respond effectively to market needs.

6.Integrating Theory with Practice

-The research strengthens the connection between modern management theories related to talent management and practical strategies that can be implemented within organizations.

- It provides practical solutions to the human resource challenges that organizations face today.

7.Positive Impact on Overall Organizational Performance

-Talent management directly contributes to improving organizational performance by:

- Enhancing the efficiency of human resources.
- Developing effective organizational leadership.
- Fostering a culture of excellence within the organization.

8.The Importance of the Research in the Arab Context

Despite the importance of talent management, its application in the Arab context may face cultural and organizational challenges.

This research helps in understanding how to adapt talent management strategies to align with the needs of organizations in the Arab world. Research into the role of talent management as a human resource management strategy for achieving organizational agility and job engagement is of great importance, as it offers insights into how to build resilient organizations capable of achieving sustainable growth. It also contributes to the development of innovative human resource management practices that focus on the human element as the most important factor in achieving organizational success.

Research Concepts:

1/ Human Resource Management: According to Al-Salem (2009), this concept encompasses job analysis and description, employee selection and recruitment, determining wages and incentives, employee development and training, problem-solving, and strengthening collaborative relationships between employees and management in pursuit of organizational goals in terms of increased productivity and achieving the desired growth for both the business and its personnel. 2. Talent Management: Definition by Saleh and Al-Sudani (2010): It is a set of processes that seek to formulate a strategy focused on planning the organization's current and future needs for talented individuals and working to attract them, on the one hand, and diagnosing the level and quality of talent currently available in the organization, at all its organizational levels, to develop and enrich its knowledge by adopting objective standards and sustainable development programs, on the other hand, and working to

retain and maintain talented individuals by providing them with suitable conditions and encouraging incentives to support them and manage their career paths. (Al-Sudani, 2010).

3. Organizational Agility: Overby et al. (2006) defined organizational agility as "the organizational ability to sense and respond successfully to available market opportunities and threats in a timely manner." (Overby et al., 2006)

4. Job Engagement: Al-Abadi (2012) defined it as "the positive attitude and feeling of employees towards achieving the organization's goals and values." Bevan and his colleagues defined an engaged employee as "a person who is aware of and understands the business context and works closely with colleagues to improve job performance for the benefit of the organization." (Al-Abadi, 2012, p. 150).

Research Methodology:

We used a descriptive approach based on an induction of the theoretical literature related to the concepts of talent management, organizational agility, and job engagement, as well as an analysis of the results of previous studies on the relationship between these variables. This led to the development of a hypothetical model of the mutual influences between these concepts.

Theoretical Framework and Previous Studies:

First: Human Talent Management:

The Concept of Talent: The concept of talent and gifted individuals has been defined in several ways in psychological and educational literature due to its connection with various terms and concepts, each with its own scientific connotations that may vary from one researcher to another. These include "Creative," "Superior," "Talented," and "Gifted," which has made reaching a unified definition among researchers a distant prospect. This is further emphasized by Abu Auf (2002), who noted the lack of a precise term for talent even among national organizations and countries.

-The Linguistic Meaning of Talent: The Concise Dictionary (1992) states that the linguistic meaning of talent is derived from the verb "wahaba" (to give), "yahbu" (he gives), "wahaban" (giving), and "hibah" (gift). "Al-muhibah" (talent) is the innate predisposition in a person to excel in an art or similar field. (Abu Auf, 2010, p. 24)

-The technical meaning of talent: The term "talent" has undergone gradual development over time. Spearman argued that talent manifests itself through what is called general intelligence (G) (Spearman, 1923), where (G) refers to the general ability to achieve success or excellence in multiple fields.

Marland defined giftedness as "those individuals identified by professionally qualified persons as possessing outstanding abilities in one or more areas of human behavior, enabling them to achieve a high level of performance in those areas" (Marland, 1971).

Hassan Ahmed Mustafa (1996) cited Renzulli's (1978) three-ring definition of giftedness, which includes an interaction between three basic components of human characteristics. These three components are high levels of general ability, creativity, and dedication to performance. Gifted individuals are those capable of developing this combination of characteristics and applying it in any area of human performance. (Hassan Ahmed Mustafa, 1996, p. 45)

-Definition of Talent Management: The concept of talent management has recently garnered increasing attention among those interested in management science and organizational institutions. However, there is no consensus on a comprehensive definition for this concept. Among the most important definitions given for the concept of talent management, according to Lewis and Heckman (2006) defines it as "a process of developing, unifying, and integrating the focus on employees' capabilities and talents to achieve competitiveness, developing new employees, retaining current employees, and attracting highly skilled and experienced talent to work in companies and institutions." (Saad Ali Hamoud Al-Anzi, 2016, p. 83)

The idea for this concept originated in a study published by the McKinsey Group entitled "The War of Talent" in 1997, which was later developed into a book of the same name published by Harvard Business School in 2001. Due to the novelty and importance of the topic, the concept of talent

management has several interpretations, and the key factor in understanding it is the context or organizational environment in which the institution operates. (Hashem Fawzi Al-Abadi, 2012, p. 31)

Al-Ghali and Al-Khafaji (2008) believe that talent constitutes a distinctive force for managing and leading an organization, granting it a characteristic of excellence and leadership. In dealing with the opportunities, risks, and challenges of its current and future environment, talent, while specifically embodied in human resources—managers, leaders, and subordinates—is reflected within the fabric of the organization's culture and knowledge structure. It is an energy and capability that grows and expands as human resources are attracted to the organization, and general, specialized, and self-directed training programs contribute to its growth and development. (Na'ma Abbas Al-Khafaji & Mohsen Taher Al-Ghalibi, 2008, p. 45)

Snell (2007) considers talent management a complex set of human resource-related processes that benefit any organization. (Bohlander & Snell, 2007)

Uren & Samuel (2007) view it as a series of rational steps involving identifying, attracting, distributing, and developing talent. (Uren & Samuel, 2007, p. 32)

Al-Anzi (2011) argues that there is a consensus that talent management involves implementing integrated strategies or systems designed to improve the recruitment, development, and retention of skilled individuals, and to prepare for current and future organizational needs. (Al-Anzi et al., 2011, p. 91) Furthermore, Renzulli and Ries suggest that the behavior of gifted individuals stems from the following elements:

- Above-average ability: This is demonstrated by the individual's affiliation with the high-performing organization.

- Creativity skills: This is demonstrated by the individual's innovative thinking, leading to new solutions and definitions of problems.

- Task commitment: This is also referred to as time management skills, and is demonstrated by the individual's perseverance and accomplishments. (Al-Abadi, 2014, p. 5)

-Categories of Talent: Talent is classified into a number of categories, the most important of which are:

- Leadership Talent: This refers to the responsibility of individuals in preparing, communicating, and implementing strategy.

- Key Talent:

- These are individuals who can compete in fractions of a second and possess the means due to their ability to foresee the future.

- They make a difference that continues into the future.

- The difference exists for individuals who have the potential to reach the next level of responsibility within more than 3 years.

- Essential Talent:

- These are individuals who perform the core business operations.

- They execute tasks in a short period ranging from 6 to 12 months without much focus on the future.

- The focus is on key individuals within the business, referred to as the "production team," who are primarily responsible.

The skills of individuals in the talent group are not very difficult to develop and can be redirected in a new direction within the learning curve to avoid any shortcomings in production. (Al-Abadi, 2014, p. 8)

-The Importance of Talent Management / Human Talent:

Talent management, as indicated by Haskins and Shaffer (2010), lies in the following:

- Focusing on critical positions and job roles of strategic importance.
- Identifying potential replacements for critical positions – exploring untapped talent.
- Creating talent pools at each organizational level within the institution.
- Clearly identifying talent readiness.
- Avoiding work disruption due to the sudden departure of those holding critical positions.
- Retaining talent and ensuring its positive contribution to the organization.
- Ensuring the flow of talent through the leadership pipeline.
- Helping individuals plan their career paths (Haskins, M. E., & Shaffer, G. R., 2010, p. 12)

Second: Organizational Agility

1-The Concept of Organizational Agility:

This is a relatively new concept in contemporary management thought. There are numerous different definitions of this concept. Some authors define agility as the capabilities necessary to achieve operational flexibility within an organization.

McCarthy et al. (2010) stated that an agile organization can quickly meet customer demands, introduce new products, and rapidly form or dissolve strategic alliances. This means that organizations today are in dire need of focusing on strategic alliances to develop solutions for their customers' problems, rather than simply offering products or services. This is the fundamental reason behind the demand for organizational agility: to search within the organization for core capabilities on the one hand, and to understand the business environment and seize opportunities on the other.

Ardichvile et al. (2003) demonstrated that organizational agility enables organizations to execute a series of defined tasks within an open management model. Successfully identifying and managing the opportunities and risks inherent in business activities leads to new innovations (Ardichvili, Cardozo, & Ray, 2003, p. 110).

In this context, Kaplrick (2003) indicated that agility makes an organization more responsive to market trends and enables it to deliver products and services faster and at a lower cost compared to non-agile organizations. Several attempts have been made by authors and researchers to provide a comprehensive definition of organizational agility.

Researchers at the Lehigh Institute in the United States, who developed the concept of agility, defined it as a manufacturing system with capabilities in physical and non-physical technologies, human resources, intelligent management, and information. It encompasses all the important aspects and dimensions for meeting the rapidly changing needs of the market: speed, flexibility, customers, competitors, suppliers, infrastructure, and responsiveness. It is a system that moves quickly between product models or production lines, ideally in real time, and responds to customer demand (Iacocca Institute, Lehigh University, 1991)

Each Tsourveloudis and Valavanis (2002) define organizational agility as a company's ability to operate profitably in a rapidly changing and fragmented global market environment by producing high-quality, high-performance products. (Ali Razzaq Jiyad Al-Abadi, 2013, p. 147) Yusuf (1999) proposed that organizational agility is the successful application of competitive principles such as speed, flexibility, innovation, and quality through resource integration and the reshaping of best practices within a knowledge-rich environment to deliver customer-led services and products in a rapidly changing environment. (Yusuf, Sarhadi, & Gunasekaran, 1999, p. 34)

Sherehiy (2008) summarized the main characteristics of agile organizations as follows (Al-Abadi, 2012, p. 156):

Speed and flexibility.

Responsiveness to change and uncertainty.

- High-quality, highly customized products and services.
- Products and services characterized by With high-quality information and added-value content.
- Mobilizing core capabilities.
- Responding to social and environmental issues.
- Integrating diverse technologies.
- Internal integration and inter-institutional integration.

2-Dimensions of Organizational Agility:

The accumulated theoretical heritage on organizational agility indicates that these dimensions are:

•Sensing Agility:

This is the organizational ability to examine, monitor, and capture events stemming from environmental change, shifting customer preferences, new competitor movements, and emerging technologies in a timely manner.

The sensing task refers to the strategic monitoring of environmental events that can significantly impact organizational strategy, competitive operations, and future performance. The sensing task includes

activities such as acquiring information related to events that demonstrate environmental change and filtering out irrelevant information based on predefined criteria. This task facilitates decision-making and practice, leading to organizational adaptation to environmental change or the occurrence of new environmental changes (Park, 2011, p. 652)

Decision-making agility:

This is the ability to gather, accumulate, structure, and evaluate relevant information from diverse sources to interpret the implications of specific events on the business without delay, identify opportunities and threats based on this interpretation, and develop action plans that guide resource reallocation and the implementation of new competitive strategies. The decision-making process comprises several interconnected activities that interpret various events (gathering relevant information from diverse sources to understand the implications of those events on the business, accumulating, structuring, and evaluating information, and identifying opportunities and threats). Through these activities, organizations identify opportunities and threats. Then, operational principles are employed to maximize the impact of opportunities and minimize the impact of threats. These principles serve as guidelines for reconfiguring resources, adjusting business processes, and initiating new competitive actions in the market. (Nafei, 2016, p. 298)

•Acting Agility:

This refers to the ability to dynamically and radically reconfigure organizational resources, modify processes, and restructure supply chain relationships based on actual plans. It also involves introducing new products, services, and priced models to the market in a timely manner. The acting task comprises a set of activities to reallocate organizational resources and adjust business processes based on operational principles derived from the decision-making task to address environmental change. Organizations can change business processes using various actions and resources, or redesign their organizational structure. The acting task also includes new competitive actions for the market through the introduction of new products, services, and pricing models, and changes in policies with strategic partners and major customers.

These events constitute new environmental changes to which market players, such as competitors, major customers, and suppliers, must respond. Sometimes, the organization also needs to respond. These competitive activities are essential for maintaining a healthy work environment.

1- The Importance of Organizational Agility:

The instability and uncertainty surrounding the environment of any economic activity are inherent characteristics of organizations today, due to increasing competition and advanced technology. This underscores the importance of strategic agility in confronting this rapid change. It is required in two aspects: first, within the organization, to understand its core competencies and define its capabilities; and second, outside the organization, to clearly understand its surrounding environment and identify allies and peer organizations. Strategic agility is key to organizational success in a fast-paced environment, enabling the organization to achieve many objectives accurately and quickly, and contributing to improving its competitive position.

Al-Zaben (2013) indicates that strategic agility provides the organization with a flexible framework that enables it to succeed and excel by granting work teams broad authority and highly independent decision-making practices. Ojha (2008) views strategic agility as embodying the organization's ability to manage and control continuous change. It prepares the organization to accept change by generating a range of alternatives, developing skills, reorganizing and restructuring, and removing barriers to change. Doz & Kosonen (2008) indicated that strategic agility endows an organization with shrewdness, flexibility, and openness to new events, placing it in a position where it is always ready to re-evaluate previous options and change direction in light of new developments.

From the above, the researcher confirms that strategic agility is one of the essential requirements for the success of organizations and ensuring their survival and continuity. It is a competitive advantage that accumulates over time to become sustainable, enabling the organization to have a clear vision of its position among competitors in the market. (Nour Muhammad Salem Al-Zaben, 2013, p. 90).

Third: Job Engagement:

1- Definition of Job Engagement:

Numerous studies and surveys have been conducted over the past few years on the topic of job engagement, each revealing different aspects of this term. Consequently, various key factors and applications have emerged. The investigation has yielded best practices for engaging and retaining employees through surveys on employee satisfaction, joy, and happiness. The need for a term to describe the emotional connection employees feel with the organization, their colleagues, and their job led to the creation of the term "employee engagement".

While engagement has been defined and discussed in many ways, it can be expressed as an individual's internal immersion in their work, or their psychological alignment and responsiveness to it. This is reflected in the individual's self-actualization and commitment to their job. Engagement means that an individual loves their work or is interested in it. Individuals who love their jobs work more efficiently and are more productive than those who do not. Job engagement represents the degree to which an individual is integrated with their job and feels its importance. Therefore, it is linked to both mental and emotional aspects. Engagement is influenced by many factors, including the emotional level, which is evident in its positive effects on the individual, such as feelings of happiness, satisfaction, and high self-esteem. Conversely, when the level of engagement decreases, the negative effects on the individual's feelings become apparent, such as anxiety, distress, depression, and a sense of despair. Job engagement expresses the psychological connection between the individual and their job. This job is pivotal in his life and in his self-esteem.

The various concepts of engagement presented in organizational literature can be summarized in five key elements:

1. Work represents a primary focus in life.
2. Active participation in work.
3. Performance is the foundation for self-actualization.
4. Performance is linked to self-concept.
5. Self-monitoring is crucial for improving performance.

Some differentiate between job satisfaction and engagement. Job satisfaction represents the degree to which employees enjoy their work; that is, it reflects a positive emotional connection to the job. Engagement, on the other hand, reflects the degree of importance and role of work in an employee's life.

The connection between job engagement and organizational commitment is that an engaged individual develops an organizational commitment to their organization, resulting in greater longevity and a keen interest in its growth and development. The characteristics of the job, including its diversity, autonomy, the quality of tasks and activities, and feedback, all play a significant role in fostering an individual's engagement. There is a relationship between organizational climate and job engagement. The more accepting and satisfied employees are in the work environment, the more fully engaged they become in their jobs, ultimately leading to better performance. Employees who care about the company's future are willing to fully invest their efforts for the benefit of the organization.

Sweem (2008) defines job engagement as "the employee's commitment and connection to the job and the organization" (Sweem, S. L. 2008).

Similarly, Zanaty (1997) views job engagement as "the psychological connection between the individual and their job, such that this job is pivotal in their life and self-esteem" (Zanaty, 1997, p. 57)

1- Dimensions of Job Engagement:

Organizational literature indicates that there are three dimensions of job engagement, as follows: (Rothbard, 2001, p. 68)

a- Cognitive Engagement:

From a cognitive perspective, individuals become fully immersed in their work. Rothbard (2001) explained that engaged individuals are able to ignore distractions from competition and focus intensely on the task assigned to them.

b- Engagement Emotional Engagement:

Emotional engagement means a strong connection between an individual's emotions, thoughts, and feelings and their job, leading to feelings of enthusiasm and pride.

Physical Engagement:

Physically, physical engagement means directing one's physical energy towards completing a specific task.

Fourth: Previous Studies

In this section, we will review some organizational literature that discusses the importance and impact of talent management on certain organizational aspects, namely agility and some psychological aspects of employees, which we previously discussed regarding job engagement.

1/Hewitt Associates Study (2008): "The State of Talent Management: Today's Challenges and Tomorrow's Opportunities"

This study aimed to identify the strengths of talent management, understand the challenges it faces, and assess the extent to which organizational practices are advanced, progressive, and practical enough to be effectively implemented. The study conducted a quantitative and qualitative survey through interviews to measure the maturity level of a comprehensive set of talent practices. Approximately 100 leaders/managers participated. The study examined talent, whether in human resources or other fields, through interviews and collected responses.

The study concluded that innovative practices in the selected companies stemmed from advancements in talent management. It also found that talent quality is a sustainable competitive advantage, and that a realistic view of workforce changes is attributed to a focus on talent management. The study noted that some companies still struggle to integrate talent management into their organizations. It recommended that managers and leaders recognize the crucial role of talent, but emphasized that companies and organizations still resist integrating and structuring talent management processes. The study stressed the direct need to develop talent management skills among leaders and managers, requiring a two-way approach: providing training and support from companies and building managerial capacity and skills. Furthermore, leading companies must demonstrate the breadth and depth of their talent management practices and their commitment to implementing talent management programs. (Ghada Al-Jahdali, 2013, p. 48)

2/ Blass's 2007 study, "Talent Management: Maximizing Talent for Business Performance," aimed to establish a specific definition of talent management, as many organizations have ambiguities and conflicting approaches to it. The study examined the various perspectives and practices within talent management. It aimed to develop a framework to help understand the different strategies employed by organizations and their management practices. The study also sought to identify areas offering best practices for understanding the reality of talent management in today's organizations.

The study relied on data collection from previous literature and case studies of 10 organizations of varying sizes and ownership structures in the growth sector. This data was gathered through interviews with managers at all levels, talented individuals within these organizations, and those who manage these talented individuals. Statistical analysis of this data revealed 12 dimensions that influence the operational process of talent management.

The study recommended that organizations develop a talent management system tailored to their specific business needs. There is no single approach to talent management. Once an organization adopts a talent management system, it must determine which tasks are closest to achieving its objectives. This will help identify the fastest path to developing the system. Talent management requires cultivating a talent culture. Therefore, it is essential to encourage and expand communication and networking among talented individuals within the organization. When developing the best methods for talent development, the prevailing culture and risk tolerance must be considered. The needs and strengths of talented individuals must be addressed to enhance their engagement and prevent their misuse. The study also recommended that the talent management system be integrated with other aspects of human resource management within organizations (Collings & Mellahi, 2009)

3/Ghada Al-Jandali's study (2013)

This study aimed to identify the current contribution of talent management, with its strategies of attraction, selection, participation, development, and retention, to the development of academic human resources at King Abdulaziz University in Jeddah. It also sought to identify the requirements for implementing talent management. The results indicated that its contribution was moderate. Furthermore, the participants agreed on the importance of providing the necessary requirements for implementing talent management to contribute to human resource development. 4/ Ali Razzaq Jiyad's study (2012): entitled "Organizational Agility as a Strategy to Enhance Job Engagement: An Experimental Study of a Sample of Companies in the Industrial Sector of the Ministry of Industry and Minerals in Iraq." Data was collected from a sample of 100 employees from 5 companies affiliated with the ministry, using international tools and scales to measure the level of organizational agility and job engagement. The research concluded that the participants agreed that agility directly affects the dimensions of job engagement (cognitive/perceptual/emotional/physical) of employees in the companies included in the study.

Fifth: A Proposed Model for the Relationship Between Talent Management and Achieving Organizational Agility and Employee Job Engagement

After reviewing the theoretical framework and literature on the study variables, as well as previous studies related to the research topic, we were able to develop a proposed theoretical model for the relationship and effects between the three variables.

We can say that talent management, as an independent variable, can influence the organization. Through selection, recruitment, and hiring—which represent the basic processes of human resource management—good employee selection based on new criteria differs from traditional selection methods in management. Human resources impact the efficiency and performance of an organization. Previous studies, such as Ghada Al-Jandali's (2013) study on talent management and its various strategies (attraction, selection, participation, development, and retention), indicate its role in developing human resources. The study's participants unanimously agreed on the importance of implementing talent management to contribute to human resource development. Similarly, Blass's (2007) study highlighted the importance of talent and its selection. This study recommends that when choosing the best methods for talent development within an organization, the prevailing culture and level of risk must be considered. The needs and strengths of talented individuals must be addressed to enhance their participation and prevent their misuse. Blass also recommended that the talent management system be integrated with other aspects of human resource management in organizations. This means that talent

and its management are not rigid concepts but vary according to the organization's culture. Therefore, talent selection depends on the nature and objectives of the organization. The importance of talent selection is evident in improving work methods, developing operations, and achieving goals. This is what is called organizational agility. An agile organization can sense changes in its surrounding environment and adapt to them.

The agile organization is based on Organizational agility relies on a coordinated and flexible management system capable of responding quickly to events and changes in the environment. It depends on reacting to the challenges that dominate the work environment and striving for success by gaining market share, profitability, and attracting customers in competitive markets. Agile organizations also continuously evaluate employee performance. It's worth noting that agile organizations must think beyond simply dealing with change; they must consider how to capitalize on potential opportunities in a turbulent environment and the possibility of achieving a unique position, taking into account their capabilities and competencies. (Apicha, 2012, p. 19)

Al-Zaben (2013) indicates that organizational agility provides the organization with a flexible framework that enables it to succeed and excel by granting work teams broad authority and highly independent decision-making practices.

Ojha (2008) views strategic agility as embodying the organization's ability to manage and control continuous change. It prepares the organization to accept change by generating a range of alternatives, developing skills, reorganizing, and removing barriers. Change.

Doz and Kosonen (2008) also pointed out that organizational agility endows an organization with acumen, flexibility, and openness to new events, placing it in a state of constant readiness to reassess previous choices and change direction in light of new developments. This is what distinguishes modern organizations from traditional ones.

Audran (2011) summarized the characteristics that distinguish an agile organization from a traditional one in the following table:

The lean organization	traditional organization	Standard
Flat horizontal grid structure	Pyramidal / Vertical	Organizational structure
Multidisciplinary	Having experience	Unit and team efficiency
decentralized	central	Information flow and decision-making
Coordination and settlement	Control and monitoring	The role of managers
Adaptability, responsibility, independence	Respect and competence	Individual quality

Table (1) The Difference Between Traditional and Agile Organizations (Audran, 2011: 123P)

As Table (1) shows, agile organizations balance different types of organizational structures, but many organizations prefer forms that tend to be more decentralized, multi-communication, and multi-disciplinary. The goal of all this is to achieve an organization that combats rigidity, has an efficient and collaborative team, and relies on collective decision-making. (123P, 2011: Audran)

Furthermore, an agile organization impacts employee performance, social relationships, and psychological characteristics. Individuals in such organizations feel a sense of freedom, independence, and autonomy in decision-making, contributing to an emotional connection between the employee and the organization and their job. A 2012 study by Ali Razzaq Jiyad, titled "Organizational Agility as a Strategy to Enhance Job Engagement: An Experimental Study of a Sample of Companies in the Industrial Sector of the Ministry of Industry and Minerals in Iraq," found that the sample agreed that agility directly affects the dimensions of job engagement (cognitive/perceptual/emotional/physical) of employees in those companies. Job engagement refers to the psychological state in which an employee feels connected to their job cognitively, emotionally, and behaviorally, becoming deeply immersed in their work and spending considerable time completing tasks, even outside the organization.

Recommendations and Suggestions: Based on the above and the reviewed literature, we recommend the following: - Adopting a realistic approach to management and focusing on it in running organizations and institutions, and working to activate management programs. Talent.

- Encouraging the development of talent among leaders and managers by providing training and support from companies and building managers' capabilities and skills.

- Highlighting the advantages and depth of talent management practices and committing to implementing talent management programs.

- Fostering a talent culture and expanding the network of dialogue and communication among talented individuals within the organization to find the best ways to develop talent within the organization.

- Holding more scientific meetings and conferences to clarify the ambiguity surrounding talent management practices, drawing on the experiences of countries that employ this strategy in managing their organizations. This includes developing a structured model to help understand and clarify talent management and its impact on organizational agility, which directly affects the dimensions of job engagement (cognitive, perceptual, emotional, and physical) of employees in companies and organizations.

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