

The Impact Of Talent Management Strategies On Organizational Excellence – Analytical Study In Hotels In Baghdad City

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Abstract

Investing in the human resource has become an important part of the strategies of organizations in general and service strategies in particular in order to be able to compete, as the importance of applying a strategy to manage these human talents in organizations emerges as one of the sources of strength that cannot be imitated, and the focus of the organization on interaction between individuals has increased in importance with increasing. Paying attention to the human element in order to achieve creative levels through organizational excellence, Therefore, the research urges service organizations to reconsider the plans and studies that they adopt in human resource management, and the research was applied in premium class hotels, as the information was obtained through designing a questionnaire specially prepared to measure the two dimensions of the research using the five-point Likert response scale, (38) questionnaires were distributed and the research community was represented by a sample that included a number of administrative leaders in the researched community, a set of hypotheses were formulated that express the questions raised in the research problem, and a set of statistical methods provided

by the Statistical Package for Social Sciences (SPSS) were used to test the hypotheses formulated in the research, As (38) questionnaires were distributed and the research community was represented by a sample that included a number of administrative leaders in the researched community, a set of hypotheses were formulated that express the questions raised in the research problem, and a set of statistical methods provided by the Statistical Package for Social Sciences (SPSS) were used to test the hypotheses formulated in the research, The research concluded that the surveyed community does not need to recruit individuals from outside the organization and rely on developing, training and retaining talented individuals from within the researched organization, with the need to change the point of view by focusing on attracting talented individuals from outside the organization for what it achieves in attracting new creative ideas and being The process of creating talented individuals is more costly than the process of attracting people from outside the organization, These results are consistent with what has been discussed in previous literature.

Keywords:

Human talent management strategies, organizational excellence

1. Introduction

In light of the challenges facing business organizations today, the need appeared to adopt an unfamiliar weapon for survival, continuity and success. Organizations tended towards paying attention to the issue of human resources in their possession, with a focus on managing those talented individuals in a way that guarantees them success. Hence the need to build strategies that guarantee long-term It is far from providing the organization with talented individuals, developing their capabilities and retaining them for the longest possible period, and the issue of competition between organizations has emerged to win these talented individuals (El Dahshan, et al., 2018:108), Since the issue of talent war came to the scene in 1998, this issue has become a subject of cognitive controversy among researchers and has become proposed as the solution to the challenges faced by human resources, but determining the amount of added value of these talents on organizational performance or organizational excellence has not been accurately determined until now. Pamela et al., 2011: 3), In order to maintain organizational excellence, the LBA Consulting Group conducted a study in 1990 to identify the contributing and influencing factors in achieving organizational excellence while maintaining it. Accordingly, it is (culture, low job turnover, high job satisfaction, qualified individuals, rewarding compensation for workers, and institutional efficiency). The main conclusions were that in order to improve organizational excellence, the organization must possess sustainable excellence, which is achieved through possessing talented human resources (Berger & Berger, 2004: 3-4), Human resource management strategies have many functions that are practiced,

as they are the key through which talented individuals are identified, trained, developed, and retained in various sectors, with continuous periodic follow-up of these talented individuals and preventing their loss in the future (Bayyurt & n Rizvi, 2015:489), The communication revolution, technological developments, and the acceleration of knowledge led to the transfer of competition from the local level to the international one, and with the diversity of sources and the diversity of sources of obtaining human resources, all of this helped the organization to possess unprecedented talents as a result of facilitating the procedures of international dealings, and therefore, there must be a management of these talents, which is what is known Management of human talents (Al-Lozi et al., 2017:15), Organizations have come to view talent management as an investment issue. It is not necessary for the organization to benefit from this resource, but rather it can benefit from it by selling its efforts to other organizations.

A study (Hassanein & Özgit, 2022:1) showed that in the absence of effective management of talent management strategies, the organization operating in the field of hotel services will not be able to retain talented human resources. A study (Jibril & Ye,silta,s, 2022: 1) provided evidence on the role of hotel management in implementing those effective strategies for managing talented human resources that will lead to retaining existing individuals and working on training and developing them without worrying about losing these talents, A study (Al-Lozi et al., 2017:23) presented the result that most of the individuals who are described as talented are those who have progressed through the career ladder, and not recruiting individuals from outside the organization. Based on the foregoing, the current

study will attempt to test the previous results in the Iraqi hotel environment in the city of Baghdad during the year 2023.

2. **Research methodology**

i. **The research problem**

Strategies for managing human talents are the important resources for organizations, especially service, advisory and organizational ones, which wish to achieve excellence and outperform competitors, especially in light of the intense competition between organizations to possess the leading position in the market, and in order to achieve the goals pursued by organizations, these human talents The organization should deal with it in particular and work to attract, train, develop, retain and manage it properly and correctly. Based on this, the research problem revolves around the following main question: “what extent do human talent management strategies contribute to organizational excellence?” The following sub-questions emerge from the main question:

1. What extent does talent management change organizational excellence?
2. Does polarization policy have the greatest impact on achieving organizational excellence?
3. What extent is training and development able to create talents that achieve organizational excellence?

ii. **research objectives**

Identifying the main points in the strategic direction towards building unique talents that enable the organization to achieve organizational excellence in a way

that cannot be imitated, with the condition of continuity based on continuous improvement.

iii. the importance of research

The importance of the research is evident from the nature of the topics covered, which represent modern administrative practices, as shown in the following:

- a) Strategies for managing human talent have a major role in helping organizations develop their work practices to adapt to the requirements of the environment, overcome them, and lead them to excellence.
- b) Embodying talent management (attraction, training, development, retention) in promoting organizational excellence through (leadership, creativity, competitive advantage, total quality) processes.
- c) Focusing on work sites and the effectiveness of operations in hotel organizations.

iv. the community, its sample, and the statistical methods

The research adopted the descriptive analytical approach as its main approach, due to its suitability in describing the two dimensions of the research. The community was determined by hotels in Baghdad city. The sample was formed from AlmansourHotel and Baghdad hotels as an intended sample. To analyze the data and verify the hypotheses, the statistical program spss 20 was used, depending on correlation and regression tests

v. hypothesis structure : null hypothesis are :

- a) There is no effect of talent management strategy on organizational excellence
- b) There is no effect of talent management strategy on leadership excellence
- c) here is no effect of talent management strategy on cultural excellence

- d) There is no effect of talent management strategy on inovation excellence
- e) There is no effect of talent management strategy on excellence in total quality

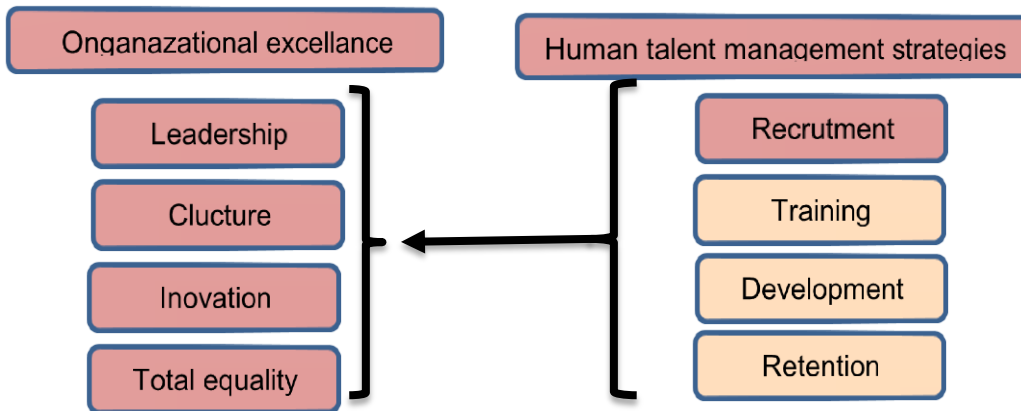


Figure (1) hypothesis structure

3. Human talent management strategies:

Increased interest in organizations led to move from the traditional way of working to unconventional methods, and this required organizations to search for those innovations, unfamiliar works, or human talents. They are known as human talents, as they cannot be imitated, and they are a competitive advantage that is difficult to simulate or reproduce (Hassoun, 289: 2021), The matter went beyond that the issue of obtaining individuals with talent became a war between competing organizations, as McKinsey published a research titled (The Talent of War) in 1997, and from here the need emerged to develop a definition of the concept of talent management, which also varied due to the views of researchers in this regard. They were divided into four groups, the first says that it is a fixed concept, the other that it is dynamic, the third that it is strategic, and finally that it is an

element in performance management (Ibrahim and Saad, 2015: 551-552), This required the development of the concepts of human resource management to the concept of human talent management, which was referred to as a concept by (Watkins David, 1998), who drew attention to the need to pay attention to human resources, which is a mass of feelings and emotions, and the success of the organization depends on the good management of these Talents, and this concept has meant for some the supreme value, and how talents can be managed. In general, talents are present in all employees, but determining the type of talent depends on that effective management that is able to discover those precious gems and refine them in a way that is considered an exceptional value that cannot be imitated. (jomaa, 2015: 136), In general, the talent management process went through a number of stages, which were characterized by the emergence of the concepts of talent, which are strongly associated with different fields such as excellence, intelligence, and other fields. Focus on mental ability and others on academic achievement, and in general, the talented show a set of characteristics, including speed, leadership, initiative, and perseverance. From here, interest in talent management began (Tawahi, 2020: 303), through the strategy of talent management, it is possible to provide those requirements that make talent management an issue of great importance in the organization. Managing such individuals with talent requires a management that has the knowledge, skills, and capabilities to be able to perform roles and responsibilities in order to make human talent in the organization a competitive tool (Al-Hamdani et al., 2020: 315), and talent management has several dimensions:

3.1. Training

Under talent management, the apparent and non-apparent capabilities of the talented are discovered in order to reach the features inherent in their capabilities. Through management, these capabilities are directed towards achieving unfamiliar achievements, and here comes the role of training as an essential step after recruit talent or non-talent individuals to achieve their harmony with the requirements of organization, training is an essential part of the good management of individuals (Parkash & Sharma, 2015:128), to achieve sustainable development, there must be training that embraces talents to present the organization to society as a sustainable entity of interaction (Duque et al., 2022:2),

Training takes different forms between formal and informal and replacement of workers in different job (Giovannini, 2013:4), Training has become a priority in strategies, and it is not an option for organizations, but rather it has become a necessity, (Batool & Batool, 2012) refer to training strategy is the issue that every organization must face, and for this reason, the quantity and quality of training is implemented differently from one organization to another Specific training and the effects that the organization aspires to achieve it (Batool & Batool, 2012:60), Training has strategic goals set by the organization to achieve goals and objectives that the organization seeks to benefit the organization through (Vemic, 2007:211), (Farooq, 2011:27):

- a) Removing weaknesses in the employees' performance of their job, and this can only be done through actual practice of training.

- b) Improving the reactions of individuals working in the organization and changing their practices to work for the better in the future.
- c) Helps the organization to achieve its goals by adding value to the main resources, This means that training is an investment process to enable individuals to perform their best to create innovation and creativity, improve traditional practices and keep pace with development in the field of work.
- d) Raising the employee's effectiveness, professional, scientific and cultural, this is done by moving him from one organization to another or even between countries to receive the necessary training.
- e) Aims at the level of the organization to communication and openness to the outside community by renewing the needs organization from information to implement its decisions and policies.

3.2. Recruitment

It is the process of identifying and attracting potential job seekers to collect, measure and evaluate available information about their specifications in order to place them in the appropriate positions and to identify the correct skills and abilities that lead to the success of their work in the organization, (Kumar & Garg, 328: 2010). And so is the process of discovering, identifying and attracting candidates from interested individuals who are able to receive vacant and expected jobs, as it represents a form of competition to attract and recruiting qualified individuals, (Nuri and Cortel, 2011: 172), the sources of obtaining talent can be summarized through the following:

- i. **Internal sources:** (Mathis & Jachson, 1997: 229; Gomez-Mejia, et al 2009: 156; Mathis & Jachson, 1997: 228; Mondy & Mondy, 2010: 134).
 - a) Work site: It is a system through which the employer announces a set of observations related to a specific job within the organization, and in light of that, individuals respond to those observations. This system provides each employee with an opportunity to move towards a better job within the organization.
 - b) Upgrading and transfers: Many tourism organizations choose to fill their job vacancies through promotion and transfer when possible. Another job, because the new job may require different skills, as not all distinguished workers are fit to become successful supervisors.
 - c) Family of current workers: Many studies indicate that workers who have been employed in the tourism organization and who have acquaintances (acquaintances, friends and family members) will stay with the organization for a longer period and their loyalty will be higher and their satisfaction with work will be more than those workers who were employed by other means.
 - d) Re-recrument of former employees and candidates: Former candidates represent another source of polarization, and although these are not an internal source in every sense of the word, some information related to them is found in the company's files or databases.
- ii. **External sources:** It refers to the policy of obtaining the necessary human resources to fill vacancies from outside the organization. The most important of these sources are as follows: (Denisi & Griffin, 2001:181; Mondy & Mondy,

2008: 143; Gatewood & Field, 2001: 12; Cliffs, 1977: 174; Gatewood & Feild, 2001: 12) :

- a) **Media:** The media is a message that contains general information about the job and the tourist organization, represented by a variety of means (newspapers, radio, television, and commercial magazines). These means are either local, regional, or international that can serve the general public or a specific group of people.
- b) **Recruitment Schools:** Recruitment by schools is a technique that enables the organization to draw an attractive picture of its job opportunities and conduct an advanced examination of the candidates, and then the best candidates are invited to visit the organization, in addition to that good contacts with school officials help in presenting suitable candidates to the organization.
- c) **Universities and institutes:** Many large organizations make periodic visits to universities in order to meet graduates who are suitable for the work of the organization. Organizations may visit several colleges at the country level or at a regional level. Qualifications and experience required to fill the vacant positions.
- d) **Private Employment Agencies:** Private recruitment companies initially screen job seekers, and establish communication between business owners and job seekers, in return for commissions they charge from both parties, as they provide important services that include achieving compatibility between qualified candidates and employers.
- e) **Public employment agencies:** They are public offices run by the government, where they register the names and data of individuals wishing to work. These agencies have become increasingly complex in meeting people using technology,

professionalism and high administrative positions, as some of their uses are in the field of electronic work systems to help In the process of polarization, processing services without remuneration from the employer or the searcher.

- f) **Recruitment through the information network:** Polarization via the Internet can provide a list of businesses through many organizations, and then it is possible to see the locations of these businesses, the business address, the name of the company or organization offering the work, its geographical location, and so on.

3.3.Development

Talent development is a multi-stage process that begins with the acquisition of knowledge by a group of individuals, which will be translated into a set of work skills that emerge during application or confrontation between the talented worker and the customer, and ends with behaviors that are supposed to be displayed by the customer according to the aforementioned knowledge and skills. And the talented worker must possess a variety of talents that help him deal with different types of customers, especially with the case of service provision that requires human intervention in a very large way, and accordingly, development is the process of transferring knowledge and skills and modifying the required behaviors to workers and improving them Continuously, in accordance with the nature of the case that the talented worker deals with (Hussein and Muhammad, 2018: 315), And the issue of enabling workers to perform the tasks required of them is considered a basic issue for any talent development process. Without a talent development process, the organization will not be able to maintain the existing individuals. This is on the one hand, and on the other hand, individuals should give the opportunity

to all workers to develop their skills, which helps to highlight the hidden aspects of their skills and the development of current skills to rise to the level of talent. In addition to that, any process of neglecting the development of skills for talented individuals or the general staff, the organization will cost two losses. They only work with it, but rather it is a weapon in the hands of the workers in the event that the current organization wants to dispense with them, or that the current organization has lost its business and they have been forced to search for new jobs, and accordingly, without having developed imitative talents and the reality of work, they will not be able to obtain job opportunities (Hamad, 2014: 15), the talent development process is directed in two directions, the first is to identify the current talent pools of the workers and thus determine the amount of development required to be accomplished or practiced on their skills to raise them to the level of talent, and the second is to offer a set of work tools or means to upgrade the workers from routine to creative methods (Al-Shammari and Al-Nuaimi, 2020: 104), the talent development process is defined as “the process of helping individuals acquire the skills and knowledge they need to succeed and improve performance” (Muhaibis and Abdel-Hussein, 2020: 86).

3.4.Retention

When carrying out the process of selecting individuals, organizations must check the current levels of knowledge, skills, and behaviors that they display or wish to display in order to identify those undiscovered areas of skills or rather undiscovered talents in order to be able to determine the level of development required to be able to perform their job, The development is a good tool to increase

the talents of the workers and identify the deficiencies that block the workers from promotion to the degree of a talented worker, and these procedures will enable the organization to retain the workers and increase the workers' commitment towards the organization in which they work. The process of building talents is very costly for the organization, and therefore any recruitment process by other organizations will constitute a great loss for the organization that cannot be easily compensated. Talented workers will transfer with them the secrets and experiences they gained through work to competing organizations (Al-Shalma, 2019: 141-142) For the purpose of retaining talent, the process requires a number of considerations indicated by each of (chuai, 2008; Tamimi, 2016) (Ali, 2018: 212-213):

- a) Selection and development of employees associated with the same values and beliefs.
- b) Developing employees with a real commitment to belonging to the organization.
- c) Ensure that employees feel accomplished in their field of specialization.
- d) Spreading training and education methods that help develop relations and cooperation among individuals in various departments

4. Organizational excellence

Organizational excellence emerged into existence through the product of theories that form the roots of administrative development, starting from the scientific management movement up to the modern theory (Jassim and Taha, 2022: 413), Accordingly, organizational excellence is an administrative philosophy that seeks to achieve satisfactory results and exceed expectations in a way that helps satisfy all interested parties, and this requires adopting a philosophy of continuous

improvement in a way that helps the organization achieve competitive advantage. Which will be reflected in organizational excellence (Ali and Daoud, 2022: 35), It is one of the concepts that the theories related to organization and work systems have tried to study in different historical stages to reflect the developments that occur in this concept. Shirvani & Iranban, 2013: 3010). An organization that achieves organizational excellence has a number of characteristics, including accepting business with great challenges, as it is not a classic organization, provides an efficient leadership style, has the ability to withstand difficulties, and possesses expertise outside the scope of the current work, in addition to possessing distinct training programs and accuracy in predicting events in the external environment. (Al-Jumaili and Al-Jubouri, 2019: 472), Accordingly, in light of organizational excellence, stability will be achieved for the organization and an increase in the opportunity for its survival, expansion and continuation of work, and this situation will be confirmed in light of the intensification of competition in the business environment. Through organizational excellence, the organization will be able to identify strengths and weaknesses, determine the optimal organizational structure and achieve superiority against competitors (Jasim, 2022: 113-114), Based on all of the above, organizational excellence is the superiority of the organization over its competitors. It is superior in administrative practices and exceeds the expectations of customers, and from here the organization will be able to claim that it is superior (Hussain and Dhaidan, 2021: 174), Evidence indicates that organizational excellence does not see the light except in the presence of a

training program that is acceptable on the social and skill level (Seoane et al., 2019:4).

4.1. Leadership:

The basis on which the relationship is based on the influence between the leader and his subordinates and the excitement and inspiration of their motives in order to reach the achievement of the desired goal and the goal that the organization wants to achieve. It is an inspirational process as it is based on an inspiring leader who makes and sets creative plans for it to make competition through the future (Suresh, 2012: 3), From another point of view, it is the process of effective influence in directing behavior and employing and activating energies to achieve common goals (Al-Fateh, 2013: 11). The characteristics of leaders are summarized according to the point of view of (Al-Shalma, 2009: 13):

- a) **The power of imagination:** This comes through the (charisma) and personal charm of the leader, expressed in the personal capacity that he possesses and the characteristics that distinguish him from jealousy by arousing loyalty to the organization and the leader by the followers, directing the followers and arousing enthusiasm in them. The leader is also distinguished by the power of imagination and reading the future to think beyond accepted ideas. And a statement of what is practical and what is the immediate application that is taking place in the current conditions for the purpose of deducing ideas that are suitable for a better future.
- b) **Organizational strength:** The ability of the leader to manage the organization in proportion to his ability to manage the organizational and administrative processes and through the basic functions of the organization.

c) **The ability to take risks:** the leader is the one who has the ability and willingness to take risks and venture into things that are insured, and he takes the initiative in a timely manner and takes appropriate measures and is able to bear risks by taking steps step by step towards risks and at critical times , It also identified a set of ideas, skills, and characteristics required in the leader, which must be taken into consideration in distinguishing leaders from others, The ability to define the vision to the different contexts of leaders and to the various activities (Dereli, 2003: 24).

4.2. **Culture:** The distinction of culture is achieved by broadcasting the basic values that the members of the organization share, which is considered the identity of the organization (Al-Manzu'a and Dawood, 2022: 337) ,Accordingly, it is a set of knowledge, beliefs, and moral values that are common in the organization's environment and shared by all employees to become the basis for any thinking process and behaviors that are reflected in the methods of completing tasks, and from here organizations start to achieve excellence through their cultures that are not subject to imitation by others (Al-Shalamah and Al-Sarraf, 2018: 100).

(Al-Taie and Al-Qaisi, 2016: 35) refers to the methods that achieve organizational excellence, which are:

1. Determining future directions through the strategic direction.
2. Determine the quality control mechanisms.
3. Reliance on flexible organizational structures.
4. Circulation of information among all parts of the organization.
5. Adopting advanced systems in human resource management.
6. Evaluation and improvement of employee performance.

7. Maintaining channels of communication with customers to reflect their views on the organization's work

4.3. **Creativity:** Excellence is achieved through creativity by presenting non-traditional ideas that will achieve a substantial and effective impact on the success of the business of any organization. Through it, the organization will be able to survive and develop a vision with a long impact that will enable the organization to acquire value, as well as possessing a competitive advantage, especially with increasing the intensity of competition, which requires retaining customers, which in turn requires reducing costs (Kazem et al., 2022: 139), Any contribution by employees of an unconventional nature must lead to the presentation of creative ideas that work to change the basic processes for the achievement of the organizational product. At various organizational levels, provided there is adoption by the various departments (Khudair and Saud, 2022: 70)

4.4**Total quality:** This relatively recent concept is one of the concepts through which organizational excellence can be achieved because it is based on a set of specific principles that can be achieved in an accurate and measurable manner. Habib and Al-Fakiki, 2021: 175), And whenever the organization was able to implement total quality management, it achieved excellence, and this can only be achieved through the application of the objectives of total quality, which are (environmental support that helps to involve all employees, increasing the value of production processes, a culture that focuses on customer service, fruitful cooperation between various Administrative levels, spreading the spirit of continuous improvement, making basic decisions based on facts) (Al-Ta'i and Al-Fakiki, 2012: 49), It is important

for workers in the field of quality to understand the nature of their profession and how it contributes to providing value to customers, because without added value, the organization will not be able to compete, continue and succeed, and here organizational excellence is achieved by providing high value to customers and continuously exceeding what competitors offer (Davis, 2014 :2), In order for the organization to achieve excellence through total quality practices, it must fulfill the basic requirements of this philosophy, which are (Al-Mamouri and Al-Amiri, 2019: 140):

- a) Work to meet what customer's desire, but rather exceed their expectations.
- b) That the basic pillars of this philosophy include all parts of the organization.
- c) Every person working in the organization must be a key partner to achieve this philosophy
- d) Getting everything done right the first time.
- e) Change what needs to be changed for quality improvements.

5. Hypothesis testing

The current research seeks to test the hypotheses of the study by relying on the spearman correlation and multi-regression tests to prove the validity of the hypotheses or not, in addition to determining the agreement of the research sample's answers about the degree of the answer in the five-point Likert scale.

i. statistical frequencies

Table (1) provides the calculation of the means and standard deviations for the study sample answers.

Table 1: Statistical frequencies

Statistical Frequency										
	Trainin g	recruitme nt	developme nt	retentio n	talent	leadershi p	cultur e	Innovatio n	qualit y	excellenc e
Mean	2.2571	2.2357	2.1214	2.2714	2.2214	2.2000	2.0071	2.1000	2.0357	2.0857
Std. Deviation	.85176	.88452	.83505	.95563	.80225	.98583	.91971	.93729	.79266	.84271

From the results shown in Table (1), the following is evident:

1. There are no missing data to indicate that there are no losses in the number of questionnaires that were distributed.
2. The average of the responses was within the value 2, which corresponds to the answer with the word (strongly agree).
3. The homogeneity of the answers of the study sample, as it did not exceed the value of one correct standard deviation, as it reached the highest value within the creativity dimension, which is related to the talent management variable, with a value of(0.937)

ii. **Testing the hypotheses of the study by correlation**

Table 2: Correlations between the main and sub-variables

correlation											
rho		Training	recruitment	development	retention	talent	leadership	culture	Innovation	quality	excellence
		Training	1.000	.870**	.696**	.876**	.950**	.816**	.645**	.575**	.670**

	.	.000	.000	.000	.000	.000	.000	.000	.001	.000	.000
recruitment	.870**	1.000	.741**	.792**	.931**	.768**	.724**	.649**	.696**	.802**	
	.000	.	.000	.000	.000	.000	.000	.000	.000	.000	
development	.696**	.741**	1.000	.558**	.808**	.555**	.676**	.439*	.691**	.668**	
	.000	.000	.	.002	.000	.002	.000	.019	.000	.000	
retention	.876**	.792**	.558**	1.000	.891**	.792**	.709**	.670**	.654**	.777**	
	.000	.000	.002	.	.000	.000	.000	.000	.000	.000	
talent	.950**	.931**	.808**	.891**	1.000	.840**	.761**	.645**	.774**	.839**	
	.000	.000	.000	.000	.	.000	.000	.000	.000	.000	
leadership	.816**	.768**	.555**	.792**	.840**	1.000	.675**	.664**	.665**	.833**	
	.000	.000	.002	.000	.000	.	.000	.000	.000	.000	
culture	.645**	.724**	.676**	.709**	.761**	.675**	1.000	.705**	.727**	.874**	
	.000	.000	.000	.000	.000	.000	.	.000	.000	.000	
Innovation	.575**	.649**	.439*	.670**	.645**	.664**	.705**	1.000	.695**	.870**	
	.001	.000	.019	.000	.000	.000	.000	.	.000	.000	
quality	.670**	.696**	.691**	.654**	.774**	.665**	.727**	.695**	1.000	.872**	
	.000	.000	.000	.000	.000	.000	.000	.000	.	.000	
excellence	.743**	.802**	.668**	.777**	.839**	.833**	.874**	.870**	.872**	1.000	
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.	

It is noted from Table (2) that:

1. A strong direct correlation between the main and sub-variables of the study variables, talent management and organizational excellence in their dimensions.
2. The significance of the correlation between all dimensions reached (0.000) to indicate the strength of the correlation between the dimensions and at a significant

level of 0.01 to give test confidence limits of 99%, except for the correlation between the dimension of development and creativity as it was significant, but at the level of 0.05 to give confidence in the test by an amount 95%.

3. The correlation between the variables was positive to indicate the direct movement of the relationship between the dimensions of the study. For example, when the amount of training increases at a certain level, the level of excellence in quality will rise with it, and by the same amount.

Through the results shown in Table (2), the alternative hypothesis, which states that there is a correlation between the variables and dimensions of the study, has been proven.

iii. Testing the impact hypotheses related to the main variables and sub-dimensions of the study:+

1. Testing the hypothesis that (the talent management variable in itself and its sub-dimensions has an impact on organizational excellence in general):

Table (3) the multiple regression of the talent management on organizational excellence

Excluded Variables	constant	Beta	Sig.	F	R Square	independent variables
recruitment	0.051	0.322	0.000	18.166	0.872	talent
		0.156				development
		0.216				retention
		0.221				Training

Through the results shown in table (3), it is noted that the talent management variable and its dimensions development, retention and training are responsible for the changes that occur in the organizational excellence by 87.2%, and the rest of the influence, amounting to 12.8%, is due to other variables that were not tested in the study, the model proved correct. The tested hypothesis that the talent management variable with its dimensions affects organizational excellence, as the value of F reached (18.166), which is explained by its significance of (0.000), interesting in the study is the exclusion of the sub-variable (recruitment) of the talent management dimension from the impact of the analysis, to indicate that the model works without the need for the sub-dimension of recruitment, to indicate the orientation of the researched organization towards depending on internal human resources without the need to recruitment new individuals from outside the organization on the one hand. The fact that the talent management process focuses primarily on individuals within the organization and not recruitment from outside, and the beta parameter is used to know the amount of impact that will be achieved. For example, if the development dimension is increased by one unit, the organizational excellence will increase by 0.156.

- 2. Testing the hypothesis that (the talent management variable in itself and its sub-dimensions has an impact on leadership excellence):**

Table (4) the multiple regression of the talent management on leadership excellence

Excluded Variables	constant	Beta	Sig.	F	R Square	independent variables
recruitment	-0.175	1.234	0.000	29.801	0.838	talent
		-				development
		0.391				retention
		-				Training
		0.063				
		0.269				

Through the results shown in table (4), it is noted that the talent management variable and its dimensions development, retention and training are responsible for the changes that occur in the leadership excellence variable by 83.8%, and the rest of the influence, amounting to 16.2%, is due to other variables that were not tested in the study, and the model proved correct. The tested hypothesis that the talent management variable with its dimensions affects leadership excellence, as the value of F reached (29.801), which is explained by its significance of (0.000). The value of the beta parameter, for example, if the retention dimension is increased by one unit, the leadership excellence will increase by (-0.063), so the negative sign indicates the reverse movement of the leadership excellence dimension. The development process will cause a reverse movement, since the development process is not required according to the answers of the research sample, the same is

the case with regard to the retention process, but what is required is only the training of leaders.

3. Testing the hypothesis that (the talent management variable in itself and its sub-dimensions has an impact on cultural excellence):

Table (5) the multiple regression of the talent management on cultural excellence

Excluded Variables	constant	Beta	Sig.	F	R Square	independent variables
recruitment	-0.18	-0.454	0.000	9.630	0.626	talent
		0.538				development
		0.480				retention
		0.355				Training

Through the results shown in table (5), it is noted that the variable of talent management and its dimensions of development, retention and training are responsible for the changes that occur in the variable of cultural excellence by 62.6%, and the rest of the influence, amounting to 37.4%, is due to other variables that were not tested in the study, The model proved the validity of the tested hypothesis that the talent management variable in its dimensions affects the cultural distinction, as the value of F reached (9.630), which is explained by its significance of (0.000), For example, the beta value of the talent management variable was (-0.454), and the process of increasing it by one unit for this variable will lead to a decrease in cultural excellence by the mentioned amount. And between accepting new cultural changes.

4. Testing the hypothesis that (the talent management variable in itself and its sub-dimensions has an impact on creative excellence):

Table 6. Multiple regression of talent management on innovation excellence

Excluded Variables	constant	Beta	Sig.	F	R Square	independent variables
recruitment	0.157	0.357	0.000	8.323	0.591	talent
		0.048				development
		0.331				retention
		0.132				Training

Through the results shown in table (6), it is noted that the talent management variable and its dimensions development, retention and training are responsible for the changes that occur in the creative excellence variable by 59.1%, and the rest of the influence, amounting to 40.9%, is due to other variables that were not tested in the study, The model validated the tested hypothesis that the talent management variable with its dimensions affects creative excellence, as the value of F was (8.323), which is explained by its significance of (0.000), The beta parameter is used to know the amount of impact that will be achieved, For example, if the development dimension is increased by one unit, the organizational excellence will increase by(0.048)

5. Testing the hypothesis that (the talent management variable in itself and its sub-dimensions has an impact on excellence in quality):

Table 7: Multiple regression talent management on quality excellence

Excluded Variables	constant	Beta	Sig.	F	R Square	independent variables
recruitment	0.239	0.149	0.000	11.145	0.660	talent
		0.429				development
		0.119				retention
		0.127				Training

Through the results shown in table (7), it is noted that the talent management variable and its dimensions development, retention and training are responsible for the changes that occur in the quality excellence variable by 66%, and the rest of the influence, amounting to 34%, is due to other variables that were not tested in the study, The model validated the tested hypothesis that the talent management variable with its dimensions affects excellence in quality, as the value of F reached (11.145), which is explained by its significance of (0.000), The beta parameter is used to know the amount of effect that will be achieved. For example, if the training dimension is increased by one unit, the organizational excellence will increase by (0.127)

Conclusion

This research reviewed the impact of talent management strategies on achieving organizational excellence and the crucial role of these strategies in promoting and maintaining excellence ,the main question “Is it possible to adopt the human talents that the organization possesses as a basis for achieving organizational

excellence without recruiting talents from outside the organization? “, The need for talented individuals is concentrated with those organizations that provide services, as is the case with the hotel service that formed the community of the current study. The set of skills acquired by talented workers cannot be easily simulated by the organization, and with the geographical proximity of hotels in Baghdad governorate, this necessitated the importance of preserving talented human resources due to the intense state of competition among workers in the hotel sector. The results of the analysis showed that the issue of recruitment was not given great importance in the answers of the research sample, as the organizations studied focused on the process of training, development and retention, because recruitment is not a priority for talent building, These results are consistent with what has been discussed in previous literature

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