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TALENT DEVELOPMENT AND ITS IMPACT ON SMART ORGANIZATIONS: AN ANALYTICAL STUDY IN THE IRAQI MINISTRY OF COMMUNICATIONS

O DESENVOLVIMENTO DE TALENTOS E SEU IMPACTO NAS ORGANIZAÇÕES INTELIGENTES: UM ESTUDO ANALÍTICO NO MINISTÉRIO DAS COMUNICAÇÕES DO IRAQUE

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Abstract
This study analyzes the relationship between talent development and the building of smart organizations and examines its impact on organizational performance, with an applied focus on the Iraqi Ministry of Communications. Using a descriptive-analytical approach, data were collected through a structured questionnaire distributed to 85 employees, with 78 valid responses analyzed. Statistical techniques, including mean, standard deviation, Pearson correlation, and simple linear regression, were employed using SPSS and AMOS after confirming the reliability and validity of the research instrument. The findings indicate that the Ministry demonstrates a commitment to human resource development through training and professional development initiatives; however, there remains a need to expand the focus toward future-oriented skills and to enhance employee empowerment for more effective leadership roles. The results confirm a statistically significant relationship between talent development and the development of smart organizational capabilities. The study concludes that sustained investment in human capital is essential for achieving organizational sustainability and excellence and recommends adopting strategic talent development policies and strengthening analytical and predictive capabilities to enable the Ministry to anticipate environmental and technological changes and enhance its transformation into a smart and resilient organization.

Resumo
Este estudo analisa a relação entre o desenvolvimento de talentos e a construção de organizações inteligentes e examina seu impacto no desempenho organizacional, com foco aplicado no Ministério das Comunicações do Iraque. Utilizando uma abordagem descritivo-analítica, os dados foram coletados por meio de um questionário estruturado distribuído a 85 funcionários, tendo sido analisadas 78 respostas válidas. Técnicas estatísticas, incluindo média, desvio padrão, correlação de Pearson e regressão linear simples, foram empregadas utilizando o SPSS e o AMOS após a confirmação da confiabilidade e validade do instrumento de pesquisa. Os resultados indicam que o Ministério demonstra um compromisso com o desenvolvimento de recursos humanos por meio de iniciativas de treinamento e desenvolvimento profissional; no entanto, permanece a necessidade de ampliar o foco para habilidades voltadas para o futuro e de aumentar o empoderamento dos funcionários para funções de liderança mais eficazes. Os resultados confirmam uma relação estatisticamente significativa entre o desenvolvimento de talentos e o desenvolvimento de capacidades organizacionais inteligentes. O estudo conclui que o investimento sustentado em capital humano é essencial para alcançar a sustentabilidade e a excelência organizacionais e recomenda a adoção de políticas estratégicas de desenvolvimento de talentos e o fortalecimento das capacidades analíticas e preditivas para permitir que o Ministério antecipe mudanças ambientais e tecnológicas e

Keywords: Talent Development. Smart Organizations. Understanding the Environment. Collective Intelligence.

aprimore sua transformação em uma organização inteligente e resiliente.

Palavras-chave: *Desenvolvimento de Talentos. Organizações Inteligentes. Compreensão do Ambiente. Inteligência Coletiva.*

1 INTRODUCTION

Government institutions face increasing challenges due to rapid developments in technology and knowledge, requiring them to adopt modern management strategies to improve their efficiency. In this context, talent development emerges as a key element in supporting organizational performance by attracting, developing, and retaining outstanding talent. This management contributes to creating a work environment that encourages innovation and enhances organizations' ability to adapt and excel. In their quest to transform into smart organizations, organizations rely on elements such as understanding the environment and building collective intelligence. Talent development plays a pivotal role in enabling this transformation by developing competencies and enhancing teamwork and creativity. This study aims to examine the impact of talent development on building smart organizations, with a focus on the Iraqi Ministry of Communications.

1.1 Literature review

Talent development is a key component of talent management, as it has a direct impact on employee engagement and motivation. Continuous learning opportunities, professional development, and skill enhancement are closely linked to employee satisfaction and retention **[1]**.It is defined as a complex process that involves formulating strategies that consider specializations and diversity, while taking into account the impact of socioeconomic and cultural variables**[2]**.

Professional development is at the core of talent management activities, as research has shown that employees classified as talented are less likely to leave their jobs to maintain the rewards associated with that status **[3].** The importance of talent

development lies in its support for senior management in selecting and appointing the best employees to strategic positions that contribute to achieving the organization's goals **[4].** As for the benefits of talent development, there are many, as noted by**[5]**:-

- Enhancing loyalty and commitment among outstanding employees;
- Ensuring the availability of qualified successors for leadership positions, especially in volatile labor markets;
- Attracting high performers and ensuring a steady flow of talent;
- Supporting business performance in the short term (two to five years).

Given the importance of talent development in achieving organizational excellence, a set of sub-dimensions has emerged that contribute to its effective implementation. These dimensions include training and development, meaningful and challenging work, and performance management, as follows:

First: Training and development: Training and development contributes to enhancing employees' skills and knowledge at the strategic and individual levels, which enhances organizational performance effectiveness **[6].**Training is a structured process that provides employees with the skills necessary to perform their duties efficiently **[7].**It also enables the workforce to keep pace with new innovations and technologies, such as robotic services**[8].**

Training is pivotal in promoting career growth, trust, and commitment, which is reflected in employee retention **[9].**It also reflects an organization's commitment to employee development **[1]** .

Second: Meaningful and challenging work: Meaningful work is an effective means of motivating high performance and aligning talent management activities with the organization's strategic goals, giving these activities a sustainable corporate character **[10]**.The success of any organization is also linked to how effectively employees perform their tasks **[11].** Third: Performance Management: Performance management constitutes an integrated framework within talent management, as it helps identify employees' strengths, weaknesses, and development needs, and guides training and development strategies **[12]**. This management includes setting goals, providing feedback, and conducting evaluations, taking into account high performance and supporting low

performance**[12].** It also represents a platform for promoting the optimal use of skills and capabilities **[13].**

The term "agile organization" refers to knowledge-based, interconnected organizations capable of dynamically adapting to new organizational forms and practices, learning, and creating and exploiting available opportunities **[14]**. **[15]**. argues that an agile organization possesses comprehensive knowledge of all influencing factors in its environment, such as customers, society, recommendations, competitors, the economic environment, and organizational processes. This significantly impacts the quality of managerial decisions within the organization. In another context**, [16].**argue that agile organizations are characterized by high levels of performance, with a primary focus on achieving flexibility, developing knowledge, and enhancing employee skills, enabling them to adapt effectively to changes and challenges in the work environment **[17]** .defined it as "smart organizations" that are knowledge-based, interconnected, dynamically adapt to new processes and practices, learn, and are flexible in their ability to create and exploit available opportunities. Understanding the environment is achieved through an environmental scanning process that includes monitoring, evaluating, and distributing information about the internal and external environments to all members of the organization, with the goal of avoiding strategic problems and ensuring sustainable success **[18]** .Smart organizations rely on monitoring environmental information and assessing its impact on the organization, recognizing that the external environment is characterized by ambiguity and constant change, which increases the challenges of forecasting and the difficulty of developing long-term strategic plans [19]. Through a deep understanding of the environment, these organizations can enhance the well-being of their employees and increase their commitment to working in line with the organization's values **[20].** Collective intelligence is the product of simultaneous interaction and collaboration among individuals with diverse skills and abilities. It highlights the importance of individual acumen within teams and groups. Individuals with superior intelligence contribute to building more intelligent groups, and vice versa. This means that the essence of collective intelligence lies in the integration of individual experiences, skills, and cultures, as well as the integration and maturation of ideas within the group to achieve a joint effort that achieves a distinct collective goal **[21].**Collective intelligence embodies the enhanced ability of groups to participate effectively in decision-

making and thinking, making the team perform more efficiently than individuals working alone. Interest in this concept has recently grown, given its pivotal role in improving the quality of collective decision-making and problem-solving **[22]** .

2 METHODS

2.1 The research problem

The Iraqi Ministry of Communications, like other government institutions, faces increasing challenges due to rapid developments in technological and cognitive fields. This calls for the adoption of modern management models that focus on developing human capital as one of the most prominent strategic resources. Talent development is a pivotal tool in this context, given its prominent role in promoting institutional innovation, increasing the ability to adapt to changes, and supporting the transition to the "smart organization" model. Accordingly, the research problem revolves around the extent to which talent management and development impact the requirements of a smart organization within the Iraqi Ministry of Communications, while identifying appropriate administrative measures to activate this impact. This is achieved by analyzing the relationship between talent development and the characteristics of a smart organization, and studying the impact of investing in human capital on improving institutional performance in a dynamic and changing work environment.

2.2 The importance of the research

2.2.1 Theoretical importance

The theoretical importance of the study stems from its attempt to link two modern concepts in management science: "talent development" and "smart organizations." This linkage contributes to enriching theoretical knowledge in the field of public administration, particularly in the governmental institutional context, which still suffers from limited applied studies in this vital field.

2.2.2 Applied significance

The applied significance of the study lies in its use of tools and measures derived from leading international experiences and their application to the Iraqi Ministry of Communications. This contributes to diagnosing the reality of the relationship between talent development and building smart organizations and proposing applicable administrative solutions within the approved regulatory frameworks.

2.2.3 Societal significance

The societal significance of the study is highlighted by its emphasis on the role of talent development in building resilient organizations capable of keeping pace with change and innovation, improving the quality and efficiency of public services, and supporting sustainable development efforts at the national and societal levels.

2.3 Research objectives

This study aims to analyse the impact of talent development in supporting the building of smart organizations in the government sector by achieving the following objectives:

- Define the theoretical concepts of talent development and smart organizations, analyse the nature of the relationship between them, and measure the impact of talent development in enhancing the characteristics of smart organizations;
- Study the contribution of talent development to building institutional capacities related to resilience and innovation in the government environment;
- Provide scientific findings and practical recommendations to decision-makers, with the aim of supporting the implementation of talent development strategies within the framework of the transformation towards smart organizations.

2.4 Research methodology

This study adopted the descriptive-analytical approach due to its suitability for the nature of the available data. This approach allows the researcher to test the validity of the research's hypothetical framework and subsequently verify the validity of his hypotheses by analyzing the correlations and influences between the studied variables. This approach contributed to reaching a set of conclusions and recommendations that will contribute to improving the practical reality in the Iraqi Ministry of Communications, where the study was conducted. The study also surveyed sample members' opinions on ways to address the phenomenon under study.

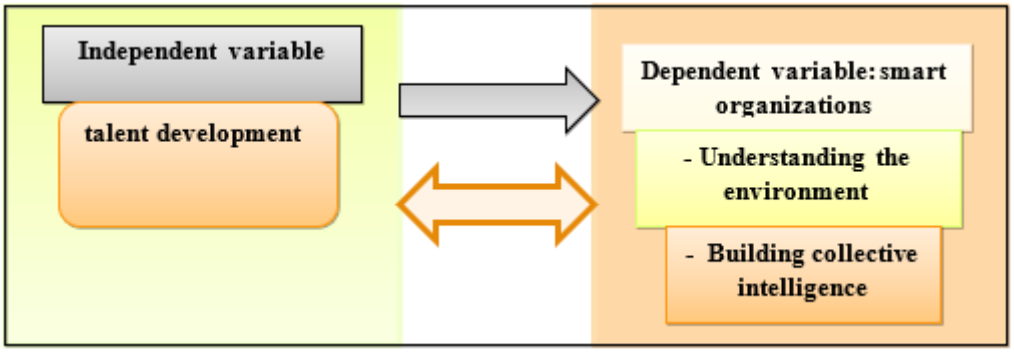
2.5 Data collection methods

Based on the descriptive and analytical approach the researcher followed in preparing the research, a questionnaire was used to collect research data, given its compatibility with the researcher's objectives and the time allocated for its completion. The researcher designed the questionnaire's paragraphs based on the ideas and trends of several established international standards, after adapting them to suit the research environment and the nature of the interrelationship between its variables, namely talent development and smart organizations.

2.6 Research model

The study builds a conceptual model that illustrates the relationship between talent development as an independent variable and smart organizations as a dependent variable, within the framework of their interaction and mutual influence**. Figure (1) illustrates the following:**

Figure 1. Research Model (1)



Sources: Authors.

2.7 Research hypotheses

Main Hypothesis 1: There is a significant correlation between the dimension of talent development and smart organizations.

Main Hypothesis 2: There is a significant impact of the dimension of talent development on smart organizations.

3 RESEARCH RESULTS

3.1 Descriptive analysis of research variables

3.1.1 Description, diagnosis, and measurement of the talent development dimension

Table (1) shows the results of the descriptive analysis of sample members' opinions on the second dimension of the "Talent Management" variable, namely, talent development, which was measured through nine items. The results generally indicate that the sample members' level of interest in the talent development dimension was relatively high, as evidenced by the mean value (3.453) and standard deviation (0.803), reflecting a moderate degree of variance in the sample members' responses. This was supported by a coefficient of variation (23.26%), which reinforces the relative homogeneity of opinions on this dimension. Analysis of the items in this dimension reveals that employees receive distinguished training that contributes to honing their skills and competencies, in addition to their participation in formal career planning courses aligned with their career paths.

This reflects the Ministry's interest in strategically developing human capital. The results also showed that the Ministry provides its employees with opportunities to participate in stimulating tasks that contribute to developing their capabilities and enhancing their ability to meet dynamic work requirements. Sample members indicated their effective contribution to achieving the Ministry's strategic objectives in a motivating and exciting manner, reflecting their positive integration into the work system. The results also highlighted the Ministry's respect for and support for employees' opinions and suggestions, especially when assigned specific tasks, in addition to receiving constructive feedback during performance evaluations that helps develop their capabilities. The results showed that the Ministry takes supportive corrective measures to help employees improve their performance, reflecting an organizational environment that supports continuous learning and professional development. Although competency development practices exist, more attention must be paid to expanding the scope of training programs to include future skills, while taking into account empowering employees to perform strategic leadership roles. At the individual item level, the item "I benefit from the various development opportunities provided by the Ministry" within "Training and Development" achieved the highest arithmetic mean of (3.667), which is a relatively good level, while its standard deviation was (0.907). The coefficient of variation of (24.73%) confirmed this result, placing it (1) in the item ranking. In contrast, the paragraph (I see that the Ministry evaluates my performance accurately and fairly) within (performance management) achieved the lowest arithmetic mean of (3.359) with a relatively average response level within the evaluation framework, while its standard deviation reached (1.081), as this paragraph came in rank (8) according to the paragraph arrangement based on the coefficient of variation, which reached (32.18%). ***Table (1)***

3.1.2 Description, diagnosis, and measurement of the environmental understanding dimension

Table (2) shows the results of the descriptive analysis of sample members' opinions on the second dimension of the "Smart Organizations" variable, namely, environmental understanding, which was measured through four items. The results generally indicate that the sample members' level of interest in the environmental

understanding dimension was relatively high, as evidenced by the mean value (3.410) and standard deviation (0.932), reflecting a moderate degree of variance in the respondents' answers. This was supported by a coefficient of variation (27.33%), indicating a reasonable degree of homogeneity among the sample members' opinions on this dimension. The results also showed that the Ministry has the ability to diagnose uncertainties surrounding the work environment, which contributes to facilitating more effective and flexible decision-making. In addition, the Ministry has competent human resources and specialized systems that help identify, assess, and address the impact of risk related to decisions, enhancing the Ministry's ability to adapt to environmental changes and reduce the potential levels of risk it may encounter. Despite the availability of these practices, there is a need to emphasize capacity building. A deeper foresight into dealing with the dynamic work environment, taking into account the development of smart decision support systems. At the level of individual items, the item (The Ministry takes uncertainty into account when making strategic decisions) achieved the highest arithmetic mean of (3.551), which is a relatively good level, while its standard deviation was (1.124). The coefficient of variation of (31.65%) confirmed this result, placing it in rank (1) in the item ranking. In contrast, the item (The Ministry develops alternative future plans based on an analysis of the external environment) recorded the lowest arithmetic mean of (3.256), with a relatively average response level within the evaluation framework, while its standard deviation was (1.037). This item ranked (2) according to the item ranking based on the coefficient of variation of (31.85%) ***Table (2)***.

3.1.3 Description, diagnosis, and measurement of the collective intelligence building dimension

Table (3) shows the results of the descriptive analysis of the sample members' opinions on the third dimension of the "Smart Organizations" variable, namely, building collective intelligence, which was measured through four items. The results generally indicate that the sample's level of interest in the collective intelligence building dimension was relatively average, according to the arithmetic mean value of (3.308), with a standard deviation of (1.014). This was reinforced by a coefficient of variation of (30.65%). The sample members' responses indicate that the Ministry has a collective intelligence team

comprised of diverse specializations and skills, covering all administrative levels, enabling it to flexibly deal with crises and environmental changes that the organization may face. The Ministry's management also supports working with a strategic team spirit by providing the necessary development programs and work requirements that enhance their efficiency, which contributes to achieving integrated efforts and stimulating collective innovation within the Ministry. Although the analysis results indicated that the Ministry has a collective intelligence team characterized by diverse specializations and skills and covering various administrative levels, which enables it to adapt to crises and environmental changes, this practice needs more attention and institutional support. However, it is necessary to emphasize strengthening the work environment that supports integration and cooperation among team members on an ongoing basis, taking into account the development of advanced training programs that contribute to the development of collective thinking skills and creative problem-solving. It is also recommended to expand the scope of initiatives that support working with a strategic team spirit and provide sufficient resources to ensure the sustainability of these efforts, given their essential role in enhancing institutional capacity for innovation and adaptation to environmental changes. At the level of individual paragraphs, the paragraph (The collective intelligence team participates in developing the Ministry's sustainable strategy) achieved the highest arithmetic mean of (3.385), which is a relatively average level, while its standard deviation was (1.165), and the coefficient of variation The percentage of respondents who responded to the questionnaire (34.42%) confirmed this result, placing it in rank (3) in the paragraphs' ranking. In contrast, the paragraph (The collective intelligence team consists of distinguished, creative, innovative, and knowledge-making employees) recorded the lowest arithmetic mean, reaching (3.269), with a relatively average response level within the evaluation framework. The standard deviation was (1.065). This paragraph ranked (2) according to the paragraphs' ranking, based on a coefficient of variation of (32.58%) ***Table (3) .***

3.2 Testing hypotheses of association and influence between research variables

3.2.1 Testing hypotheses of association and influence between research variables

The first main hypothesis: There is a significant correlation between the talent development dimension and smart organizations. Table (4) show the results of the correlation coefficient values for the talent development dimension and smart organizations, which recorded a value of (0.810**) at a significance level of (0.05). The calculated (Z) value was (9.760), which is greater than its tabular value of (1.96). This confirms the validity of the second sub-hypothesis emanating from the first main hypothesis, which states: "There is a significant correlation between the talent development dimension and smart organizations." The results of the statistical analysis revealed a significant correlation between the talent development dimension and the smart organizations variable, indicating that the Ministry's efforts to develop the skills and capabilities of its human cadres directly contribute to supporting the foundations of smart organizations and enhancing their readiness to deal with dynamic changes in the work environment. In other words, adopting sustainable professional development programs is not limited to enhancing individual efficiency, but extends to building work teams with high cognitive capabilities, capable of innovation, continuous learning, and the effective use of smart technologies. This confirms that talent development represents a strategic lever for stimulating collective thinking, improving the quality of corporate decisions, and ensuring the organization's ability to transform into a smarter, future-oriented environment. ***Table (4) .***

3.2.2 The second main hypothesis: there is a significant impact of the talent development dimension in smart organizations

The results of Figure (2) indicate that the calculated F value reached (145.353), which is greater than its tabular value (3.97) at a significance level of (0.05). The corrected coefficient of determination (R2) also showed that (65%) of the variance in smart organizations is explained by the talent development dimension included in the model. This indicates the impact of the talent development dimension on the dependent

variable (smart organizations). The value of the coefficient (β) indicates that a one-fold change in the talent development dimension will lead to an 84% change in smart organizations, and its impact is real, as evidenced by the extracted t value, which reached (12.056), which is greater than its tabular counterpart, which reached (1.990). This result confirms the second sub-hypothesis emanating from the second main hypothesis: "There is a significant impact of the talent development dimension in smart organizations." This impact reflects the importance of continuous investment in developing human resource skills and capabilities as a strategic tool to support the transformation toward a smart organizational environment. Providing quality training programs and professional development opportunities aligned with future requirements contributes to building highly efficient teams capable of adapting to technological and cognitive developments, enhancing the organization's ability to innovate, make data-driven decisions, and deliver high-quality services , Figure (2).

4 ETHICS APPROVAL

This study was conducted in accordance with ethical research standards. Formal ethical approval was not required for this study as per the regulations of the affiliated institution. The research involved voluntary participation of employees, and no sensitive personal data were collected. Participants were informed about the purpose of the study, and confidentiality and anonymity of responses were strictly maintained. The study did not expose participants to any physical, psychological, or professional risk.

5 INFORMED CONSENT

Verbal informed consent was obtained from all participants prior to their participation in the study. Participants were informed about the purpose of the research, the voluntary nature of their participation, and their right to withdraw at any time without any consequences. Verbal consent was deemed appropriate due to institutional procedures and the anonymous nature of the questionnaire.

6 RESULTS

The results revealed the Ministry's reliance on effective competencies and systems for risk assessment; however, there is an urgent need to strengthen its foresight capabilities, emphasizing the necessity of building analytical and predictive capacities that enable proactive responses to the accelerating environmental changes. The dimension of collective intelligence highlights the importance of developing integrated work teams and fostering a culture of collaboration and innovation, which are fundamental for achieving dynamic adaptation and effective participatory decision-making. The findings also indicated that the Ministry has made remarkable progress in adopting the characteristics of smart organizations; nevertheless, this progress requires enhancing collective intelligence practices and deepening environmental understanding to ensure a higher level of preparedness for future challenges. This confirms that the transformation into a smart organization is a long-term, integrated process that necessitates continuous strategic support to guarantee its sustainability and effectiveness. Furthermore, the areas of benefit in this study focus on raising awareness of the importance of linking talent management with smart organizations, strengthening their theoretical foundations, and identifying the key dimensions and criteria for measuring and analysing their outcomes. What distinguishes this study is the development of a new research model that integrates both variables within a single framework and applies it empirically for the first time in the Iraqi context, specifically within the Ministry of Communications.

7 DISCUSSION

There is an urgent need to develop competencies and enhance analytical and foresight capabilities within the Ministry, enabling it to monitor and respond to environmental and technological changes with flexibility and dynamism. This requires the establishment of specialized units dedicated to monitoring risks and exploring future opportunities in a systematic and organized manner. In this context, we recommend launching specialized training programs aimed at fostering a culture of teamwork and collaborative innovation among work teams. This will contribute to building effective collective intelligence capable of addressing complex challenges and devising creative

solutions. It is also proposed to develop a comprehensive smart transformation strategy that integrates advanced technology with institutional knowledge and fosters an organizational culture that encourages innovation. This strategy represents a clear roadmap that enables the Ministry to achieve its strategic objectives with high efficiency and long-term sustainability.

7.1 Competing interests

The author declares that there are no competing interests.

7.2 Data availability

The datasets generated and analysed during the current study are not publicly available due to ethical, institutional, and confidentiality considerations related to the Iraqi Ministry of Communications and the study participants. However, the data are available from the corresponding author upon reasonable request.

7.3 Funding

No funding was received for this work.

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APPENDIX

Table (1). Descriptive analysis indicators for the talent development dimension:

Answer Level	Paragraph order	coefficient of variation	standard deviation	arithmetic mean	Paragraphs	T
Agree	2	27.82	0.963	0.963	I receive excellent training that enhances my skills.	TD1
Agree	1	24.73	0.907	0.907	I benefit from the various development opportunities offered by the Ministry.	TD2
Neutral	9	32.44	1.094	1.094	I participate in formal career planning courses that suit my career path.	TD3
Agree	4	28.53	0.973	0.973	I have opportunities to participate in inspiring assignments that develop my capabilities.	TD4
Agree	5	29.25	1.016	1.016	I contribute to achieving the Ministry's strategic goals in an exciting way.	TD5
Neutral	3	28.27	0.957	0.957	I find my opinions and suggestions respected and supported when assigned specific tasks.	TD6
Neutral	8	32.18	1.081	1.081	I find that the Ministry evaluates my performance accurately and fairly.	TD7
Agree	6	29.59	1.028	1.028	I receive comprehensive feedback during my performance evaluation to support and develop my capabilities	TD8
Agree	7	30.69	1.066	1.066	I find that the Ministry takes corrective actions to help me improve my performance.	TD9
Agree		23.26	0.803	0.803		General average

Source: SPSS V.28 outputs.

Table (2). Descriptive analysis indicators for the environmental understanding dimension.

Answer Level	Paragraph order	coefficient of variation	standard deviation	arithmetic mean	Paragraphs	T
Agree	1	31.65	1.124	3.551	The Ministry takes uncertainty into account when making strategic decisions.	EU1
Agree	3	32.81	1.136	3.462	The Ministry has the ability to identify uncertainties to facilitate effective decision-making.	EU2
Neutral	4	33.16	1.118	3.372	The Ministry has competent personnel and systems to help identify, assess, and address the impact of risk related to decisions.	EU3
Neutral	2	31.85	1.037	3.256	The Ministry develops alternative future plans based on an analysis of the external environment.	EU4
		27.33	0.932	3.410		General average

Source: SPSS V.28 outputs.

Table (3). Descriptive analysis indicators for the dimension of building collective intelligence.

Answer Level	Paragraph order	coefficient of variation	standard deviation	arithmetic mean	Paragraphs	T
Neutral	4	35.04	1.150	3.282	he Ministry has a collective intelligence team with diverse specializations and skills at all administrative levels, capable of handling crises and environmental changes.	CIB1
Neutral	2	32.58	1.065	3.269	The team consists of distinguished, creative, innovative, and knowledge-generating employees.	CIB2
Neutral	3	34.42	1.165	3.385	The team contributes to the development	CIB3

					of the Ministry's sustainable strategy.	
Neutral	1	32.47	1.070	3.295	The Ministry's management supports strategic teamwork by providing development programs and allocating work requirements.	CIB4
		30.65	1.014	3.308		General average

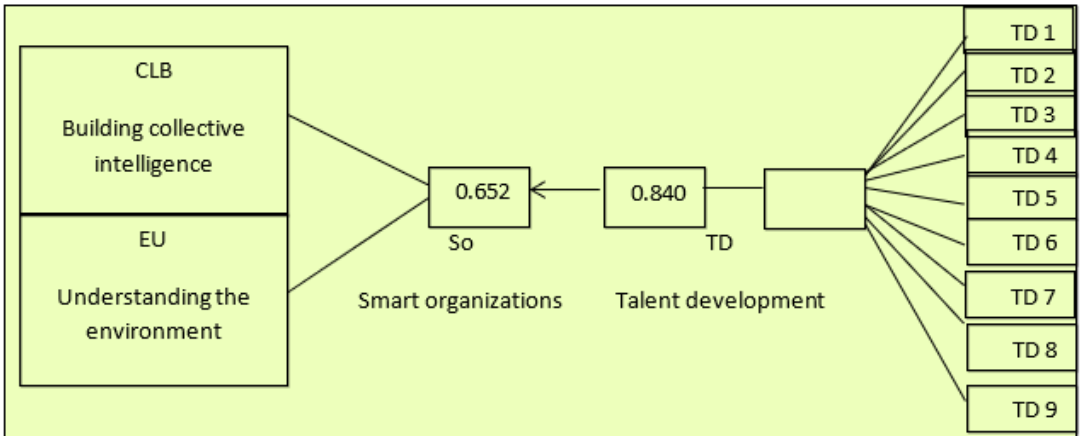
Source: SPSS V.28 outputs.

Table (4). Correlation coefficient values between talent management dimensions and smart organizations.

Type and direction of the relationship	Smart organizations	Statistical indicators	
A direct, positive and strong relationship	0.810**	**R**	Talent development
	0.000	**Sig**	
	9.760	**Z**	

Source: SPSS V.28 outputs.

Figure (2). Impact analysis of the talent development dimension in smart organizations.



Source: Smart Pls4 program outputs.

Authors' Contribution

All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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