


**THE IMPACT OF TALENT MANAGEMENT ON ORGANIZATIONAL DEVELOPMENT/A
FIELD STUDY IN THE MINISTRY OF COMMERCE, THE GENERAL COMPANY FOR
FOODSTUFF TRADE / SALAH ETEACH**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 27 January 2023</p> <p>Accepted 22 March 2023</p> <p>Keywords:</p> <p>Talent Management; Talent Attraction; Talent Retention and Talent Development; Organizational Development.</p> 	<p>Purpose: The current study aims to investigate the impact of talent management on organizational development in the General Company for Foodstuff Trading ,This paper explained the meaning of talent management and its importance, as well as the factors that are important in order to implement organizational development.</p> <p>Theoretical framework: For this, the employees of the General Company for Foodstuff Trade were selected, and data were collected from the selected employees by means of an organized questionnaire, The study is based on a review of the various literature presented in the paper.</p> <p>Design: For the purpose of the current study, a sample of 200 participants working in the General Company for Foodstuff Trade was selected. Three dimensions of talent management such as talent attraction, talent development, and talent development were measured with the help of data on a five-point Likert scale. And indeed, organizational development has been measured. The study concluded that there is an impact of talent management on organizational development in the General Company for Foodstuff Trade at the general level.</p> <p>Findings: The company's management should plan clearly and set future plans to attract talented employees in order to maintain human resources within the company.</p> <p>Practical Implications: If leaning towards a talent management strategy, the company's management must ensure how it defines and needs to align with the organization's goals.</p> <p>Originality: This paper will be valuable to all companies seeking to understand talent management and its impact on organizational development.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i4.1205</p>

**O IMPACTO DA GESTÃO DE TALENTOS NO DESENVOLVIMENTO ORGANIZACIONAL/
ESTUDO DE CAMPO NO MINISTÉRIO DO COMÉRCIO, A EMPRESA GERAL DO COMÉRCIO DE
ALIMENTOS / SALAH ETEACH**

ABSTRATO

Objetivo: O presente estudo visa investigar o impacto da gestão de talentos no desenvolvimento organizacional da Empresa Geral de Comércio de Alimentos. Este trabalho explicou o significado da gestão de talentos e sua importância, bem como os fatores importantes para implementar o desenvolvimento organizacional.

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Estrutura teórica: Para isso, foram selecionados os funcionários da Empresa Geral de Comércio de Alimentos, e os dados foram coletados dos funcionários selecionados por meio de um questionário organizado, O estudo se baseia em uma revisão da literatura apresentada no documento

Projeto: Para o propósito do estudo atual, foi selecionada uma amostra de 200 participantes trabalhando na Empresa Geral de Comércio de Alimentos. Três dimensões da gestão de talentos, tais como atração de talentos, desenvolvimento de talentos e desenvolvimento de talentos, foram medidas com a ajuda de dados em uma escala Likert de cinco pontos. E, de fato, o desenvolvimento organizacional foi medido. O estudo concluiu que existe um impacto da gestão de talentos no desenvolvimento organizacional na Companhia Geral para o Comércio de Alimentos em nível geral.

Conclusões: A administração da empresa deve planejar claramente e estabelecer planos futuros para atrair funcionários talentosos a fim de manter os recursos humanos dentro da empresa.

Implicações práticas: Se inclinando-se para uma estratégia de gestão de talentos, a administração da empresa deve assegurar como ela define e precisa se alinhar com os objetivos da organização...

Originalidade: Este documento será valioso para todas as empresas que procuram compreender a gestão de talentos e seu impacto no desenvolvimento organizacional.

Palavras-chave: Gestão de Talentos, Atração de Talentos, Retenção de Talentos e Desenvolvimento de Talentos, Desenvolvimento Organizacional.

EL IMPACTO DE LA GESTIÓN DEL TALENTO EN EL DESARROLLO ORGANIZATIVO/UN ESTUDIO DE CAMPO EN EL MINISTERIO DE COMERCIO, LA COMPAÑÍA GENERAL PARA EL COMERCIO DE PRODUCTOS ALIMENTICIOS / SALAH ETEACH

RESUMEN

Propósito: El presente estudio tiene como objetivo investigar el impacto de la gestión del talento en el desarrollo organizacional en la Compañía General de Comercio de Productos Alimenticios, Este documento explica el significado de la gestión del talento y su importancia, así como los factores que son importantes para poner en práctica el desarrollo organizacional.

Marco teórico: Para ello, se seleccionó a los empleados de la Compañía General de Comercio de Productos Alimenticios y se recopilaron datos de los empleados seleccionados mediante un cuestionario organizado, El estudio se basa en una revisión de las diversas publicaciones presentadas en el documento.

Diseño: A efectos del presente estudio, se seleccionó una muestra de 200 participantes que trabajaban en la Empresa General de Comercio de Productos Alimenticios. Se midieron tres dimensiones de la gestión de talentos, como la atracción de talentos, el desarrollo de talentos y el desarrollo de talentos, con la ayuda de datos en una escala de Likert de cinco puntos. Además, se ha medido el desarrollo organizativo. El estudio concluyó que existe un impacto de la gestión del talento en el desarrollo organizativo en la Compañía General de Comercio de Productos Alimenticios a nivel general.

Conclusiones: La dirección de la empresa debe planificar claramente y establecer planes de futuro para atraer a empleados con talento con el fin de mantener los recursos humanos dentro de la empresa.

Implicaciones prácticas: Si se inclina por una estrategia de gestión del talento, la dirección de la empresa debe asegurarse de cómo la define y necesita alinearse con los objetivos de la organización..

Originalidad: Este trabajo será valioso para todas las empresas que buscan entender la gestión del talento y su impacto en el desarrollo organizacional.

Palabras clave: Gestión del Talento, Atracción del Talento, Retención del Talento y Desarrollo del Talento, Desarrollo Organizativo.

INTRODUCTION

Present living conditions are of digital and high-tech innovative advances and, therefore, mechanical, social & political changes are unavoidable. So for all organizations and firms it becomes mandatory to attract and retain talented employees by using tools like succession planning, providing chances for job enrichment. Drawing in capable workers to the business,

keeping up with them by fulfilling their satisfaction & fidelity to the business, accessibility of further education and chances of professional advancement are considered as significant focuses for any firm to thrive and flourish. The staff is now permitted to come up with their thoughts which are upheld and nurtured. TM has turned into a principle issue in the public and private associations and various business organization fields. The work market has entered another period because of advancement, information improvement, globalization and amplified competition (shrivastava, 2022), therefore, organizational development is a natural phenomenon in the life of administrative organizations of great importance in increasing the efficiency and effectiveness of job performance, It is an organized effort aimed at improving the organization's ability to make decisions, solve problems, and form a balanced relationship between environmental developments, especially technology (Al-Dasht, 2021), research objectives, this modest scientific contribution comes in line with the interests shown by the researchers in the field of talent management and organizational development. Thus, the current research seeks to achieve a set of basic goals, namely, Identify the impact of talent management on organizational development in the researched company, development shed light on the level of talent management in the researched company, disclosure of the organizational level in the company under study, through the results that will be reached, the researcher hopes to provide solutions for the application of talent management, with its impact on organizational development in the researched company, research problem the institutions have different types of talents in order to develop work in light of the trends of the economy and the existing competition between companies, as the company's excellence is linked to the presence of competencies with outstanding talents in its development processes, the company seeks to invest them as a priority of its priorities. consequently, the research challenge might be stated as follows: Is talent management having an effect as shown by (talent attraction, talent retention and talent development) in organizational development in the General Company for Foodstuff Trading, the following points highlight the significance of the study, the research coverage of talent management needs more academic efforts .the researcher thinks that by sharing these findings, he or she will be able to provide some insightful advice to the managers at the General Company for Foodstuff Trading.

LITERATURE REVIEW

This paper presents a comprehensive analysis of the most important ideas related to talent management and organizational development, these ideas, their definitions, and the many

ways in which they can be measured are at the center of both conversations and arguments. Therefore, the conceptual framework for each variant, as well as after it, is presented with an explanation and justification.

MATERIAL AND METHODOLOGY

Talent Management: In recent years, the body of literature on talent management has grown significantly, and there has also been a continuing relationship between HR roles and HRM practices . Mergers and acquisitions (Liua, 2021) .Further definitions of talent management include , the development process, developing and retaining new individuals, developing and retaining existing individuals, working to attract skilled individuals to work in the organization ((Mhaibis, 2020). (khalaf & jassim, 2020)talent management was defined as a set of capabilities, in terms of quantity and quality, that individuals possess to include knowledge, experience, skill, and all the capabilities that it provides for use in developing work and making performance in it high in the interest of the organization

The Importance of Talent Management

Interests have increased in most organizations regarding the transition from the traditional methods of human resource management to modern methods and working to follow modern methods that contribute to achieving addition in work, including the management of human talents, as the availability of its activities, its practice and its dimensions, which is a source of the availability of human resources with positive qualities that are capable To access opportunities for organizational development and enhance levels of organizational performance (Hassoun, 2021).

Dimensions of Talent Management

There are organizations that seek to attract talented employees and some others seek to retain them, and this is called the “talent war” by investing in human resources and developing a system to manage these talents. The three dimensions of talent management (talent attraction, talent retention, and talent development) have been chosen. (Based on the study of (Al-Najjar, 2018) (Wali & Abu Bakril, 2021), (Hammadi & Ahmed , 2021),. attracting talent :organization wish to be successful in this highly competitive world are those that systematically and proactively take action to ensure that they attract the best talented workforce. talent Retention: talent retaining represents the method that encourages continual investment in working people

with a strategic emphasis on talent retention inside the firm .Numerous variables, such as economic growth that creates alternatives for employment outside the company, force firms to enhance their interest in keeping talent. talent development: Attracting highly talented employees is not enough, as it is expected that these skills and abilities for these employees will not remain for the duration of their employment. Therefore, it is necessary to rely on the processes of development, training, and development of skills and capabilities, which should occur at all levels of the organization. Whereas, many organizations in developed countries adopt strategies to retain and develop talent.

The Concept of Organizational Development

Organizational development is one of the modern concepts and main applications of change that have captured the attention of researchers and writers, and which have emerged after the rapid and tremendous changes in the work environment, and in various political, technological, economic and social fields, and represents one of the important applications of organizational behavior science, and is concerned with developments surrounding the organization, which is reflected in the development of the organization, which is one of the basic features of successful organizations, because the environment surrounding the organization is changing (Hashem & Al-Khashab, 2021).

Organizational development has been defined as: a comprehensive and planned long-term organizational process that includes the organization as a whole, planned and managed by the senior management, with the aim of improving performance and increasing through modifying individual and collective behavior , an organization's effectiveness may be increased, and the environment and systems of the organization (Al-Dasht N. H.-F., 2021).

Organizational development can be defined as: a long-term effort to Capabilities and problem solving in the organization and enabling it to deal with changes in its external environment with the help of external and internal consultants (Singh, R. , 2020) .

The Importance of Organizational Development

It is manifested by helping organizations to adapt to the increasing complexity, confirmed technology, economics, politics and cultural change ((Daharat, & Ismail, 2022) It plays a key role in helping organizations to change themselves, and the development of organizational development enables the organization to evaluate itself, and also enables it to evaluate its environment in order to activate its strategy and rebuild its organizational structure

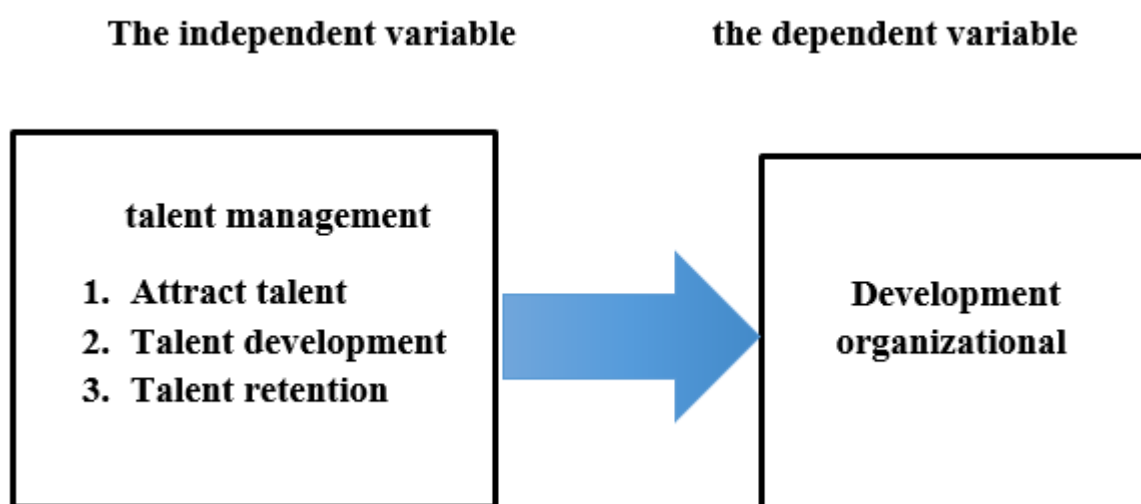
as well as design its organizational processes , It can enhance career progression, success and enrichment of career , Organization Commitment Employees whose commitment to the company is high are invested emotionally and loyally in the success of the business. It may also be thought of as the degree to which a person feels a sense of belonging to and pride in a certain group ,It helps managers and employees to perform their duties effectively, by providing the necessary knowledge and skills necessary to establish personal relationships at work.

Organizational Development Strategies

Organizational development strategies focus on how to get things done and completed by an organization that is concerned about system-wide change and that is developed through programs that are characterized by the following: (Mansour & Mal Allah, 2020) 1. It enables managers to run organizations efficiently .It uses cognitive behavioral sciences and aims to improve the way in which the organization lists the requirements of change. It focuses on ensuring and implementing business and human resource strategies.

RESULTS AND DISCUSSION

Research Methodology: The main hypothesis: There is an effect of talent management represented by (talent attraction, talent retention, talent development) on organizational development in the researched Company



Source: Researcher numbers

A questionnaire was designed consisting of 20 items dealing with two dimensions: talent management containing (10) items, and organizational development (10) items, and the scores were distributed on the items of the questionnaire according to the five-point Likert scale, the spss program was used for statistical analysis and the stability of the questionnaire was tested using Cronbach's alpha stability coefficient according The research hypothesis was tested using the following statistical methods: Descriptive statistics, which are the arithmetic mean and standard deviation .Arithmetic mean test. Lists of the questionnaire: research community and sample It is represented by the General Company for Foodstuff Trading, Salah El-Din Branch, where the number of workers in the company reached (200) employees and the research included a random sample from different administrative levels equal (132) workers, with an accuracy level of 5% and a level of significance of 0.05, so the appropriate sample size in this case is equal to Approximately 132, as the retrieved forms that can be analyzed reached 100 questionnaires, with a response rate of 75%.

Talent Management Description

Attracting Talent

Table No. (1) shows the arithmetic mean, standard deviation and order of the respondents' answers, On Attracting Talent (5) Paragraphs:

Table (1) The response of the research sample individuals to attracting talents

n	Paragraph	Mean	standard deviation	T. value	Relative importance	rank ing
1	The company's management conducts regular predictive studies to determine its talent needs	3.6308	0.93293	7.709	72.62%	2
2	The company determines its future needs of employees in light of current and future requirements.	3.5385	1.01274	6.062	70.77%	4
3	The company uses various sources of recruitment for human talent.	3.6385	0.95645	7.611	72.77%	1
4	The company's management clearly plans to attract talented employees	3.4846	0.99794	5.537	69.69%	5
5	The company's management conducts a gap analysis to determine its needs for talent	3.6077	0.97644	7.096	72.15%	3
Total		3.5800				.631200

Source: Prepared by researchers

The study sample's responses to the questions about administrative leadership are shown in Table No. 1, where the arithmetic averages ranged from 3.981 to 4.011 and the overall average was 3.992 on the Likert quintuple scale. This high level of administrative leadership responses in the study sample's mean indicates that the sample as a whole has strong administrative leadership characteristics. The highest arithmetic average was for paragraph No. 1, which states that the administrative leadership can quickly identify the real problems and solve them by 0.752 standard and address them in the organization in question. The lowest arithmetic average was for paragraph No. 5, which states that the administrative leadership can quickly identify the real problems and solve them by 0.64651 standard and address them in the organization.

Talent Development

It is clear from Table (2) that the numerical average, standard deviation, and ranking of the respondents' responses to five questions measuring skill development

Table No. (2) The response of the research sample members to talent development

n	paragraph	Mean	standard deviation	T. value	Relative importance	ranking
1	The company has effective training programs to develop the capabilities of talented employees	3.7753	0.91087	9.820	75.84%	1
2	The management of the company seeks to improve the knowledge of talented employees through seminars.	3.7285	0.95893	8.680	74.76%	2
3	The management of the company creates a positive environment that helps to improve knowledge sharing among talented people	3.6192	0.93326	8.079	73.39%	4
4	The company's management provides development opportunities for talented employees	3.6362	0.96933	7.513	72.90%	5
5	The company's management rewards outstanding employees	3.7200	1.00216	7.942	73.00%	3
Total		3.8090	0.60699			

Source: Prepared by researchers

The hypothetical mean of paragraph (2) served as the basis for the calculation of the tabular t-value at the level (1.99) (0.05). The table below lists the research sample participants' responses related to talent development. The arithmetic mean ranged between (7357.3) -336.62) with a total mean of (3.8090), indicating a high level of responses for the research sample

regarding talent development .The talents of brilliant personnel with a variance of (0.91087), whereas the lowest mean of my computation was for paragraph No. (2) The company's management provides development opportunities for talented employees with a deviation of (0.96933).

Talent Retention

The arithmetic mean, standard deviation, and ranking of the responses from the talent retention study sample, which were calculated using (5) paragraphs, are evident from Table No. (3).

Table No. (3) The response of the research sample individuals to the retention of talents

n	paragraphs	Mean	standard deviation	14.826	Relative importance	ranking
1	Based on the standards they are familiar with, the business adopts particular basis to identify the needs of staff development plans.	3.7308	1.01759	8.188	74.62%	1
2	Personal information, years of service, and performance management data are used to create people development programmers for employees.	3.6462	1.01814	7.236	72.92%	3
3	Plans for employee development are defined by consistency and long-term renewal based on evolving knowledge about the workplace and skilled employees.	3.6231	0.94225	7.540	72.46%	4
4	The company's management helps talented employees and managers to form a development plan based on the methods of performing the job.	3.4769	0.99779	5.450	69.54%	5
5	Links the compensation systems in my organization to the employee development plan to guarantee the relationship between pay and performance	3.7154	0.90848	8.978	74.31%	2
Total		3.6385	0.58142			

Source: Prepared by researchers

The above table demonstrates that the research sample's responses related to talent retention, with the arithmetic mean ranging between 3.7308 and (3.4769) with a total mean of 3.6385, which indicates a high level of answers. The value of the tabular t at the level of (1.99) (0.05) was calculated based on the hypothetical mean of the paragraph of (3). The research sample is about talent development. The findings in Table No. (3) make it evident that the arithmetic mean for Paragraph No. (1) had the greatest value. The corporation uses particular grounds to establish the specifications for individual growth plans based on standards. They

were aware of it, and its standard deviation was (1.01759), whereas the lowest arithmetic mean for Paragraph No. 4 was (1.01759), which said that the management of the organization assists talented employees and managers in developing a development plan based on job performance techniques (0.99779).

Organizational Development /Originality:

Table (4) displays the responses of the respondents' arithmetic means, standard deviations, and order. In evaluating originality, the following four criteria were used:

Table No. (4) The arithmetic mean and standard deviation of the response of the study sample to the originality

n	paragraphs	Mean	standard deviation	T. value	Relative importance	ranking
1	There is an approved organizational structure in the company that is constantly reviewed	4.1231	0.78013	17.573	84.46%	1
2	Employees in the company participate in the preparation and development of the organizational structure	3.7569	0.97560	9.079	75.54%	2
3	The job description is updated according to the requirements of the development process	3.7208	0.95370	8.717	74.62%	4
4	The number of functional units and administrative levels in	3.6131	1.02321	6.947	72.46%	5
5	the organizational structure in the company is proportional to the workload.	3.7469	0.96038	8.944	75.54%	3
	Total	3.8162	0.59479			

Source: Prepared by researchers

Based on the arithmetic mean of paragraph (4), the value of the tabular t at the level of (1.99) (≤ 0.05) was computed. The table shows the study sample's responses about the organizational structure, and the arithmetic mean varied between 4.1231-3.6131 mean. Overall, 3,8162), which shows that the level of the research sample's answers is high towards the organizational structure, as shown by the results in Table No. (4) that the highest mean of my account was for Paragraph No. (1) There is an approved organizational structure in the company that is constantly reviewed with a deviation of its amount) 0.78013), while the lowest arithmetic mean for Paragraph No. (4) was proportional to the organizational structure with the number of functional units and administrative levels in the company with the workload with a deviation of (1.02321).

Human Resources Management

It is clear from Table No. (5) that the research's arithmetic mean, standard deviation, and ranking of the responses sample on human resource management, which was measured, depend on (5) paragraphs:

Table No. (5) Response of individuals to the research sample about human resource management

n	paragraphs	Mean	standard deviation	T. value	Relative importance	ranking
1	The company's management is keen on developing the capabilities of its employees.	3.6362	0.93792	7.837	72.92%	3
2	There are clear plans to train employees of the company according to their functional needs	3.6515	0.87551	8.615	73.23%	2
3	The company's management conducts an objective evaluation of the employee development programs and activities	3.6131	0.91424	7.735	72.46%	4
4	The company's management encourages the spirit of competition among the company's employees.	3.5746	1.00120	6.641	71.69%	5
5	Organizational development programs develop the spirit of innovation and creativity among the company's employees	3.7715	0.89519	9.679	75.23%	1
Total		3.6554	0.58291			

Source: Prepared by researchers

A level of (1.99) 0.05 for the tabular t value The default mean of paragraph (3) was used to determine the value of the tabular t, and the table below displays the study sample's responses about human resources management, where the total mean was equal to the range of the arithmetic mean (3.7715-3.5746) Its score of 3.6554 reveals that the study sample's responses to questions on the effect of human resources management are of a high quality. Based on the results in Table No. 5, the organizational development programmes develop the spirit of innovation and creativity among the company's employees, which had the highest arithmetic mean with a deviation of (19895) 0; in contrast, the company's management's efforts to foster a spirit of competition among the employees, which had the lowest arithmetic mean, had a deviation of (19895) 0. (.001201).

Technology

The arithmetic mean, standard deviation, and ranking of the responses from the technology research sample are shown in Table No. (6) and were calculated using (5) sentences as the basis.

Table No. (6) The response of the research sample members about technology

n	paragraphs	Mean	standard deviation	T. value	Relative importance	ranking
1	The company's management uses modern technological methods in the organizational development process	3.7208	1.01859	8.178	74.62%	1
2	The optimal use of databases contributes to the organizational development process of the company	3.6562	1.01714	7.246	72.92%	3
3	The company's management uses modern technology to communicate with employees	3.6131	0.94325	7.510	72.46%	4
4	The use of modern technology contributes to the workers' follow-up of the latest professional practices.	3.4669	0.99579	5.420	69.54%	5
5	The company's management works to accomplish its tasks as quickly as possible using modern technology	3.7254	0.90748	8.968	74.31%	3
	Total	3.6384	0.58242			

Source: Prepared by researchers

The table displays the research sample's responses to questions about technology, where the arithmetic means ranged from 3.3708 to 4.669 with a total mean of 4.242. This indicates that the research sample's responses to questions about technology were at a high level, and the results in Table No. (6), where the highest arithmetic mean for Paragraph No (1). The company's management uses modern technological methods in the process of organizational development with a deviation of (1.01859) Where the lowest mean of my calculation was for Paragraph No. (4) The use of modern technology contributes to the workers' follow-up to the latest professional practices. With a standard deviation of (0.99579).

The results of testing the hypotheses of the study

The main hypothesis: The General Company for Foodstuff Trading's organizational growth is impacted by talent management at the statistically significant level (0.05). At the level of statistical significance (0.05), simple regression analysis was used to test this hypothesis and confirm the effect of talent management, which is represented by (talent attraction, talent

retention, and talent development), on organizational development in the General Company for Foodstuff Trading:

Table No. (7) The results of the impact of talent management on organizational development at the general level

organizational development talent management	Effect	R ²	F	morale level
	1β			
	0.868 (16.186)*	0.672	Calculated tabular	0.000
			3.84262.001	

Source: Prepared by researchers based on ready-made statistical programming outputs.

According to the statistical results contained in Table No. (7), It is evident that talent management positively affects organizational growth generally and statistically significantly, as the calculated value of (F) came to be (262.001) at a significant level (0.05) and two degrees of freedom (1.128) , which is smaller than its tabular value of (3.84), This deduces the amount to which electronic management has an influence on organizational performance, while the coefficient of determination (R²) reached its value (0.672), which indicates that talent management has contributed and explained its percentage (67.2%) of the effects in organizational development, and the rest is due to random variables that are out of control or not included in the regression model. Its tabular value of (1.960) is at a significant level (0.05), and thus accepts the alternative hypothesis, It claims that the General Company for Foodstuff Trading's organizational growth is statistically significantly impacted by talent management.

CONCLUSION

The company's management plans clearly and sets future plans to attract talented employees in order to preserve human resources within the company as well as create an advanced infrastructure that suits the number of functional units and administrative levels in the organizational structure in the company with the workloads of the company's management to provide development opportunities for talented employees In order to preserve human capital and pay attention to finding a clear policy that helps professional and career development in the development of talents in a thoughtful manner and in line with the needs of the employees of the company to bridge the knowledge and professional gaps as well as creating an advanced

infrastructure and good systems with an appropriate legal and legislative structure to provide protection and trust to those dealing with it.

Spatial boundaries: The General Company for Foodstuff Trade, Salah El-Din Branch,
Human limits: The human limits of this research are represented by the employees of the General Company for Foodstuffs Trading, Salah al-Din Branch. Suggestions for future work, Effect talent attraction on organizational development, role talent retention on organizational development

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