



Research Article



The Role of the Skills-Based Organization in Talent Management: An Analytical Study of the Opinions of a Sample of Employees at the Salah Al-Din Health Directorate

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Abstract: Given the current importance of skills and capabilities to improve organizational efficiency and human resource management practices, the current research aims to show the role of skills-based organization in the field of talent management, based on an analytical study of the opinions of a sample of employees in the Salah Al-Din Health Directorate. The research problem was related to strengthening the orientation to HRM skills among the aspects that help to better attract, develop, and retain human resources. The research used descriptive analytical approach to fulfill the aim of the research. The study populations were employees in the Salah Al-Din Health Directorate, 260 questionnaires were distributed and 257 were retrieved. The questionnaires were then checked and unsuitable questionnaires were excluded and the number of questionnaires suitable for statistical analysis was (253). It was found that there was a statistically significant positive correlation between the two variables as well as a significant effect on the skills-based organization on talent management. The results also revealed significant relationships and effects between the dimensions of the skills-based organization and the dimensions of talent management, which proved that human skills and capabilities play an important role in improving the talent management practice. The research, therefore, provided a set of recommendations, among which the following are particularly significant: enhancing the focus on the skills-based organization, establishing mechanisms for identifying and managing skills, increasing the focus on talent development, and connecting employees' skills with job requirements, all of which helped to better utilize human resources and increase organizational performance.

Keywords: Skills-Based Organization, Talent Management, Salah Al-Din Health Directorate



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INTRODUCTION

The business world is undergoing rapid changes that have brought about the re-thinking of the way organizations manage their human resources, particularly with the increasing importance of human capital as one of the most crucial factors in attaining organizational excellence and sustainability. The possession of material and technological resources is no longer the most important determinant of organizational efficiency; its capacity to recruit employees with the right kinds of skills, develop them, and make efficient use of their capabilities is now a key determinant of its achievement of organizational objectives. This has led to the development of new managerial approaches that attempt to create environments in organisations that are more able to detect the skills needed and connect them with organisational roles and jobs. The one that stands out among these is the idea of the skills-based organization.

The skills-based organization is based on reorganizing work and managing human resources according to the skills and capabilities possessed by employees, rather than relying exclusively on traditional jobs and job titles, thereby contributing to achieving better alignment between individuals' skills and work requirements. Besides optimizing the utilization of available human resources and allocating them based on their capacities and skills, this approach helps organizations to better understand their skill inventories, determine skill gaps and target learning and development processes to real needs.

At the opposite end, talent management is one of the key managerial strategies that emphasizes recruiting the best people, grooming them, keeping them and working with them to leverage their talents to benefit the business goals. With the identification of the talent and inherent capabilities of talent, talent management has come to be synonymous with the use of these talents in the roles that will maximize value for the organization. Therefore, skills-based organization can be a key factor in improving the talent management practices: Skills can be used to identify what skills an employee possesses, to recognize and nurture the talent, and to better direct the talent towards areas of which the employee's skills are compatible and where they are needed.

The importance of this topic is further accentuated in the healthcare institutions as human resource is crucial in these institutions and their specializations and skills are diverse, and the nature of the job in the healthcare field necessitates people having specialized skills and being able to react to the changes in the job. From this point of view, the importance of studying the relationship between the skills-based organization and talent management at the Salah Al-Din Health Directorate comes from identifying the level of integration of the skills-based organization and the extent to which it helps in enhancing the skill of talent management from the point of view of a sample of employees.

Accordingly, the current research seeks to provide an analytical framework that clarifies the role of the skills-based organization in talent management and reveals the nature of the relationship and effect between the two variables, in a manner that may contribute to providing a set of conclusions and recommendations that assist the management of the Salah Al-Din Health Directorate in utilizing employees' skills and talents more effectively, thereby enhancing its ability to achieve its objectives and improve its organizational performance.

METHOD

First: Research Problem

Contemporary organizations face increasing challenges as a result of rapid changes in the business environment, evolving job requirements, and the diversity of skills necessary to perform work efficiently. This has made it necessary to move from traditional approaches to human resource management toward more flexible approaches capable of utilizing the capabilities and skills available among employees. In this context, the skills-based organization emerges as a managerial approach that focuses on identifying the skills required by the organization and linking them to employees' capabilities, thereby contributing to the optimal utilization of human resources.

One of the important problems that organizations may face is the lack of sufficient alignment between the skills possessed by employees and those required by organizational jobs and tasks, in addition to the difficulty of identifying latent talents and capabilities and utilizing them in appropriate positions. This may affect the effectiveness of attracting, developing, retaining, and utilizing talent, particularly in institutions characterized by a diversity of jobs and specializations, as is the case with healthcare institutions.

Accordingly, the research problem is defined by the attempt to identify the extent to which adopting a skills-based organization can contribute to enhancing talent management among employees at the Salah Al-Din Health Directorate, and the extent to which focusing on identifying, developing, and utilizing skills can improve talent management practices. Therefore, the research problem can be formulated through the following main question: **What is the role of the skills-based organization in talent management at the Salah Al-Din Health Directorate from the perspective of a sample of employees?**

A number of sub-questions arise from this main question, as follows:

1. What is the level of availability of the dimensions of the skills-based organization at the Salah Al-Din Health Directorate?
2. What is the level of talent management practices among employees at the Directorate?
3. What is the nature of the relationship between the skills-based organization and talent management?
4. Is there a statistically significant effect of the skills-based organization on talent management?
5. Which dimensions of the skills-based organization contribute most to explaining the variation in talent management?

Research Significance

The relevance of the study is in the emerging importance of HR as one of the main pillars that organizations depend on to accomplish their goals and boost their capacity to deal with the swift changes in the work environment. In this regard, the skills-based organization approach becomes more and more relevant, as it involves identifying what skills the organization needs, what skills employees have and how to align these two sets so that they are optimally utilised. Talent Management is also underscored as one of the managerial practices that support attracting talent, developing and retaining them and leveraging their talents in a way that leads to value generation for the organization.

The significance of the research can be clarified through the following two aspects:

First: Scientific Significance

1. The research contributes to enriching the body of knowledge related to the concepts of the skills-based organization and talent management, particularly within the Iraqi organizational environment.
2. It highlights the relationship between the skills-based organization and talent management, thereby helping to clarify the role that skills can play in supporting talent management practices.
3. It provides a theoretical framework that may benefit researchers and those interested in the field of human resource management and opens the way for future studies addressing the two variables in different organizational environments.
4. It contributes to addressing part of the research gap by studying the topic in an Iraqi healthcare institution and in light of the opinions of its employees.

Second: Practical Significance

1. The research assists the management of the Salah Al-Din Health Directorate in identifying the level of its orientation toward the skills-based organization and the extent to which this is reflected in talent management.
2. The research findings may help identify strengths and weaknesses related to utilizing employees' skills and identifying and developing talent.
3. The research provides indicators that can be utilized to improve employment, development, and training decisions and to allocate employees according to their skills and capabilities.
4. It contributes to providing practical recommendations that assist management in enhancing the utilization of talent and human potential in a manner consistent with the requirements of healthcare work.
5. The research findings may contribute to establishing a managerial approach that relies more heavily on skills in dealing with employees, thereby enhancing the efficiency of human resource utilization and supporting the achievement of the Directorate's objectives.

Third: Research Objectives

The current research aims to achieve a set of objectives consistent with the research problem and questions, which can be identified as follows:

1. To identify the level of availability of the skills-based organization at the Salah Al-Din Health Directorate from the perspective of the research sample.
2. To identify the level of talent management practices among employees at the Salah Al-Din Health Directorate.
3. To determine the nature of the relationship between the skills-based organization and talent management at the Directorate.

4. To test the effect of the skills-based organization on talent management and determine the extent of its contribution to enhancing talent management practices.
5. To determine the effect of the dimensions of the skills-based organization on talent management and identify the dimensions with the greatest effect.
6. To diagnose the current state of utilizing employees' skills and talents at the Directorate and identify the aspects that require further attention and development.
7. To provide a set of proposals and recommendations that may assist the management of the Salah Al-Din Health Directorate in strengthening its orientation toward the skills-based organization and improving talent management.

Fourth: Research Hypotheses

First Main Hypothesis: There is a statistically significant correlation between the skills-based organization and talent management.

The following sub-hypotheses are derived from it:

1. There is a statistically significant correlation between the skill identification and management dimension and the talent management variable with its dimensions.
2. There is a statistically significant correlation between the skill development dimension and the talent management variable with its dimensions.
3. There is a statistically significant correlation between the skills-based alignment and mobility dimension and the talent management variable with its dimensions.

Second Main Hypothesis: There is a statistically significant effect of the skills-based organization variable on the talent management variable.

The following sub-hypotheses are derived from it:

1. There is a statistically significant effect of the skill identification and management dimension on the talent management variable with its dimensions.
2. There is a statistically significant effect of the skill development dimension on the talent management variable with its dimensions.
3. There is a statistically significant effect of the skills-based alignment and mobility dimension on the talent management variable with its dimensions.

Fifth: Hypothetical Research Framework

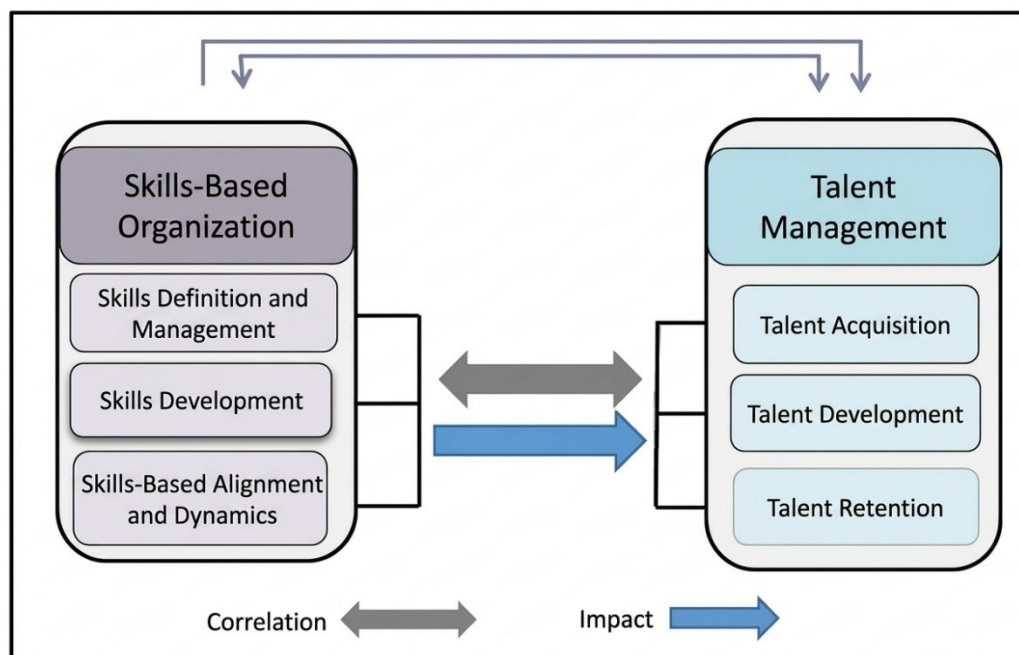


Figure 1. Hypothetical Research Framework

Source: Prepared by the Researcher

Sixth: Research Methodology

The current research adopted the descriptive-analytical approach due to its suitability to the nature of the research problem and objectives. This approach enables the description and analysis of the current state of the skills-based organization and talent management at the Salah Al-Din Health Directorate, as well as the identification of the nature of the relationship and effect between the two research variables.

The descriptive aspect is in gathering data and information about the two research variables and their dimensions which are drawn from existing literature and previous studies. The analytical aspect included analyzing the field data collected from a sample of the employees in the Salah Al-Din Health Directorate by applying a series of suitable statistical methods to test the research hypotheses and conclude about the nature of the relationships and effects between the skills-based organization and talent management.

The research used the questionnaire as the main tool for collecting data from the sample members because it can provide quantitative data which can be analyzed statistically and then the results can be used to find the answer to the research questions and test the research hypothesis, which can help to achieve the objectives of the research.

Seventh: Research Population and Sample

The research population comprised individuals who were working in Salah Al-Din Health Directorate. This population was chosen because the healthcare sector is a vital industry for a study of the skills-based organization and as a variety of skills and specializations are required in that industry, it was an appropriate population where to study the role of the skills-based organization in the field of talent management.

The study used a descriptive approach involving field sampling at the Salah Al-Din Health Directorate employees. One hundred and sixty (260) questionnaires were sent out and one hundred and fifty-seven (257) were returned. The questionnaires retrieved were analysed and found that (253) were complete and fit for statistical analysis while (2) were returned as invalid questionnaires.

Chapter Two / Theoretical Framework

Skills-Based Organization

First: The Concept of the Skills-Based Organization

The fast changing business environment and ever changing job nature have resulted in the evolution of modern organizational approaches which aim to rethink organizational structure and human resource management. Given these changes, the idea of the skills-based organisation has become prevalent as it departs from the job and job title approach to work organisation and staff management, and focuses instead on employees' skills and capabilities. This approach identifies that skills, knowledge, and capacities are not requirements for a particular job or role, but rather a collection of skills, knowledge and capabilities that an employee brings to the organization to carry out multiple jobs/activities. [1].

The skills-based organisation concept is about the re-design of work in a way that enables the identification of the skills that are needed to do the work, the identification of the skills that are already held by the employees and the alignment of the two. This results in a transition from the job as the fundamental unit of work to the focus on 'skills' as a tool that can be used flexibly in different jobs, tasks and projects [2]. Accordingly in this model, employees are not considered solely based on their current positions, but rather in the context of understanding their capabilities and skills more comprehensively, so that the organization will better understand the potential skills that exist within it and use it optimally.

The skills-based organisation also marks a shift in human resource (HR) management practices, with skills being instrumental to many decisions in recruitment and hiring, development and training, internal mobility, and workforce planning. Having some understanding of what skills are available in the organization is important to identify skill gaps and to compare these with the skills needed in the future, which allows the organization to focus development and learning on real needs of the work [3]. Therefore, employee investments are more closely related to the skills that the organization needs, and not only to the positions they occupy and to the traditional job structures.

The skills-based organization is also considered a means for enhancing organizational flexibility

as it enables the reallocating of employees based on their skills and capabilities, and in response to changing work demands. An organization with a correct knowledge of the skills in their possession is better prepared to adapt to the changes, to find the right person to perform the right role for the organization, to utilise the available human potential in the organisation instead of depending on outside recruitment alone to fulfil their skill requirements [4]. This also helps to improve the organisation's capacity to train employees and keep them on board by offering more flexible ways of learning, developing and progressing their careers.

The skills based organization is especially notable from a talent management perspective because when employees' skills are accurately identified it can be useful for management to find talent and to determine those who have skills that can be applied to other roles. In addition to identifying the skills that current employees require to grow, linking skills to tasks and organizational needs can also help to direct talent to jobs that will create the most value for the organization [1]. Therefore, the skills-based organization is a structure that can be utilized to facilitate integration between workforce planning, employee development and talent management.

Second: Importance of the Skills-Based Organization

The importance of the skills-based organization stems from its ability to keep pace with the rapid transformations in the work environment by shifting the focus from jobs and job titles to the skills and capabilities possessed by employees, thereby helping achieve better alignment between individuals' skills and work requirements and enhancing organizational flexibility [5].

This approach also contributes to improving the utilization of human resources by identifying the skills available within the organization and redeploying them according to actual needs, in addition to identifying skill gaps and directing training and development toward the most important skills [6]. Its importance is also evident in supporting talent management, as it helps the organization identify employees' capabilities and recognize talent more accurately, and link them to appropriate tasks and roles, thereby enhancing opportunities for talent development, retention, and utilization [7].

Third: Dimensions of the Skills-Based Organization

In light of recent literature, three main dimensions of the skills-based organization can be identified: skill identification and management, skill development, and skills-based alignment and mobility. These dimensions reflect the organization's ability to identify and develop employees' skills and then utilize them in tasks and roles that are appropriate to those skills.

1. Skill Identification and Management: This dimension refers to the organization's ability to identify, classify, and validate the skills possessed by employees, in addition to identifying the skills required by the organization at present and in the future. This contributes to establishing a clear skills base and supporting decisions related to recruitment, development, and workforce planning [8]. The existence of a clear skills framework also provides a common language that helps the organization link skills to various human resource management processes.

2. Skill Development: Skill development refers to a set of practices aimed at developing employees' capabilities and enhancing their skill levels through learning, training, and reskilling, in a manner consistent with continuous changes in work requirements. The OECD report emphasizes the importance of providing flexible and sustainable pathways for skill development, particularly work-based training and continuous learning, to address rapid changes in the demand for skills [9].

3. Skills-Based Alignment and Mobility: This dimension focuses on achieving alignment between employees' skills and the organization's needs, while enabling employees to move between internal jobs, roles, and projects according to their skills and capabilities. This approach helps identify skill gaps, direct employees toward appropriate opportunities, and enhance employee retention by providing pathways for development and internal mobility [10].

Talent Management

First: The Concept of Talent Management

Talent management is regarded as one of the contemporary human resource management practices and has become more significant as organizations realize that knowledge, skills and capabilities of employees are a key asset to ensure performance and competitive advantage. It is no longer just about high-performing employees but about managing talent in a more holistic and comprehensive manner, and aligning the same with the need and goals of the organization

[11]. Talent Management is a collection of processes and practices that welcomes individuals who have the necessary abilities, discovers them, cultivates their capabilities, utilizes their talents, and retains them in the organization so that the organization's requirements complement the employees' capabilities [12].

It also represents a strategic process aimed at ensuring the availability of the right people in the right roles at the right time by planning for future talent needs and developing the organization's internal capabilities, thereby helping address changes and reduce skill gaps [13].

Talent management is also associated with employee development and capability enhancement through providing learning and development opportunities and establishing career paths that help employees realize their potential, thereby enhancing the retention of talent and human competencies [14]. Recent literature has also tended to expand the concept of talent management to include identifying talent within the organization, redeploying it, and developing it according to changing needs, thereby achieving more efficient utilization of human capabilities and enhancing organizational agility [15].

Accordingly, talent management can be viewed as an integrated system of practices that links organizational needs with employees' capabilities, beginning with identifying and attracting talent, proceeding through its development and utilization, and ending with its retention, thereby contributing to building a workforce capable of achieving organizational objectives and responding to changes in the work environment [16]. Accordingly, the researcher operationally defines talent management as a set of practices adopted by the Salah Al-Din Health Directorate to identify, attract, develop, utilize, and retain employees with outstanding skills and capabilities, thereby ensuring the effective utilization of their talents and achieving the objectives of the Directorate.

Second: Importance of Talent Management

The importance of talent management stems from its role as a strategic approach that helps organizations attract, develop, utilize, and retain employees with outstanding capabilities, thereby ensuring the availability of appropriate talent in roles that generate the greatest value for the organization [17]. Talent management also contributes to achieving alignment between employees' capabilities and the organization's strategic objectives, thereby enhancing its ability to cope with changes and achieve better outcomes at both the individual and organizational levels [18]. Its importance is also evident in identifying and developing talent, as effective talent management practices help identify valuable capabilities and direct development programs toward them, thereby enhancing employee growth and the sustainability of human capital [19]. Talent management is also associated with the organization's ability to retain talented employees by providing development opportunities and appropriate career paths, thereby reducing the likelihood of losing critical competencies [19].

On the other hand, talent management has become increasingly important amid digital transformations and changing work requirements, as it helps organizations address skill gaps and develop a workforce that is better able to adapt to future requirements [20].

Third: Dimensions of Talent Management

Talent management requires a set of interrelated practices that begin with attracting individuals who possess appropriate capabilities and skills, followed by developing and directing their capabilities in accordance with organizational needs, ultimately leading to retaining them and ensuring their continued contribution to the organization. Accordingly, three main dimensions of talent management can be adopted: talent attraction, talent development, and talent retention.

1. Talent Attraction: Talent attraction refers to the organization's ability to attract individuals who possess the knowledge, skills, and capabilities that align with its current and future needs by developing recruitment sources and utilizing selection methods capable of reaching qualified individuals. Effective talent attraction is not limited to filling job vacancies; rather, it focuses on building a talent pool capable of contributing to the achievement of organizational objectives and enhancing competitive capability [21].

2. Talent Development: Talent development is a collection of practices that focus on developing the knowledge and skills of talent employees and improving their abilities through training, ongoing education, mentoring and career path development. This dimension allows the organization to harness the employees' potential and develop them to take on more complex

tasks and roles in the future, thus making the organization more ready and human resources more sustainable [22].

3. Talent Retention: Talent retention refers to the organization's ability to retain employees with critical capabilities and competencies by providing an appropriate work environment, opportunities for professional development and growth, and fair systems of rewards and recognition, thereby reducing the likelihood of their moving to other organizations. Talent retention is an important component of talent management because the loss of valuable employees may result in the loss of knowledge, experience, and skills that are difficult to replace [23].

RESULT AND DISCUSSION

Chapter Three / Practical Aspect of the Research

This chapter addresses the practical aspect of the research. It aims to present and analyze the field results obtained through the responses of the research sample members, thereby contributing to testing the research hypotheses and verifying the extent to which its objectives have been achieved. The chapter includes presenting the results of the statistical analysis of the data using a set of appropriate statistical methods to identify the nature of the correlation and effect relationships between the research variables and their dimensions. It also includes interpreting and discussing the results in light of the adopted hypotheses, leading to deriving findings that reflect the reality of the variables in the organization under study.

First: Characteristics of the Research Sample

The tables below present the demographic characteristics of the research sample and the participation rate of each category in the responses to the questionnaire items, as follows:

1. Distribution of the Research Sample Members by Gender

Table 1. Distribution of Sample Members by Gender

Variable	Category	Number of Respondents	Percentage
Gender	Male	209	82.61%
	Female	44	17.39%
Total		253	100%

Source: The table was prepared by the researcher.

It is evident from Table (1) that the majority of the research sample members are males, with (209) respondents, representing (82.61%) of the total sample of (253) respondents, whereas the number of females was (44) respondents, representing (17.39%). This indicates a higher participation rate of males compared to females within the research sample.

2. Distribution of the Research Sample Members by Age

Table 2. Distribution of Research Sample Members by Age

Variable	Category	Number of Respondents	Percentage
Age	Less than 30 years	130	51.38%
	30–39	57	22.53%
	40–49	44	17.39%
	50 years and above	22	8.70%
Total		253	100%

Source: The table was prepared by the researcher.

Table (2) shows that less than 30 years age group was the first with (51.38%) of respondents, followed by 30-39 years age group with (22.53%) of respondents, and lastly, 40-49 years age group with (17.39%) of respondents. The age group (50 years and above) was the last ranking with (22) respondents or (8.70%). This suggests that the majority of the samples are from younger than the average population age.

3. Distribution of the Research Sample Members by Educational Qualification

Table 3. Distribution of Research Sample Members by Educational Qualification

Variable	Category	Number of Respondents	Percentage
Educational Qualification	Bachelor's	174	68.77%
	Diploma	41	16.21%
	Master's	25	9.88%
	Ph.D. / Doctorate	13	5.14%
Total		253	100%

Source: The table was prepared by the researcher.

It is evident from Table (3) that the highest percentage of the research sample members held a bachelor's degree, with (174) respondents, representing (68.77%) of the total sample of (253) respondents, reflecting the high representation of this category within the sample. The diploma category ranked second, with (41) respondents, representing (16.21%), while the number of master's degree holders was (25) respondents, representing (9.88%). As for doctoral degree holders, their number was (13) respondents, representing (5.14%), which was the lowest percentage among the educational qualification categories.

4. Distribution of the Research Sample Members by Years of Service

Table 4. Distribution of Research Sample Members by Years of Service

Variable	Category	Number of Respondents	Percentage
Years of Service	Less than 5 years	127	50.20%
	5–10 years	65	25.69%
	More than 10 years	61	24.11%
Total		253	100%

Source: The table was prepared by the researcher.

It is evident from Table (4) that the category of less than 5 years ranked first, with (127) respondents, representing (50.20%) of the total sample, followed by the category of 5–10 years, with (65) respondents, representing (25.69%), while the number of respondents in the category of more than 10 years was (61), representing (24.11%). This indicates that more than half of the sample members have less than five years of work experience.

Second: Description and Diagnosis of the Research Variables

This section aims to conduct a descriptive analysis of the research variables based on the indicators of the arithmetic mean, standard deviation, and coefficient of variation for each variable, as follows:

1. Description and Diagnosis of the Skills-Based Organization

Table (5) presents the results of the descriptive analysis of the dimensions of the skills-based organization variable by employing the arithmetic mean, standard deviation, and coefficient of variation, with the aim of diagnosing the level of adoption of the skills-based organization from the perspective of the sample members.

Table 5. Descriptive Analysis of the Dimensions of Skill-Based Organization

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Skills Identification and Management	3.628	0.763	21.05%
2	Skills Development	3.830	0.641	16.75%
3	Skill-Based Alignment and Mobility	3.512	0.572	16.27%

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
Overall Total		3.657	0.659	18.02%

Source: Prepared by the researcher based on SPSS software

The findings from Table (5) show that the skills-based organization was adopted high with an overall arithmetic mean of (3.657), a standard deviation of (0.659) and a coefficient of variation of (18.02%). The skills development dimension had the highest mean (3.830), the lowest standard deviation (0.641) and the lowest coefficient of variation (16.75%) followed by skills identification and management with an arithmetic mean of (3.628), a standard deviation of (0.763) and a coefficient of variation of (21.05%). At the same time, the skills-based alignment and mobility dimension scored third with arithmetic mean (3.512), standard deviation (0.572) and coefficient of variance (16.27%). The results suggest that skills development dimension is the most common element among the respondents in the sample, while the dimension of skills-based alignment and mobility was last in the rank list, implying that it needs greater attention and improvement.

2. Description and Diagnosis of Talent Management

Table (6) presents the results of the descriptive analysis of the dimensions of the talent management variable, based on the arithmetic mean, standard deviation, and coefficient of variation, with the aim of diagnosing the level of talent management from the perspective of the sample members.

Table 6. Descriptive Analysis of Talent Management Dimensions

No.	Dimensions	Mean	Standard Deviation	Coefficient of Variation
1	Talent Attraction	3.889	0.736	18.91%
2	Talent Development	3.780	0.687	18.18%
3	Talent Retention	3.851	0.627	16.29%
Overall Total		3.840	0.683	17.79%

Source: Prepared by the researcher based on SPSS software

The results of Table (6) indicate that the level of talent management was high, with an overall arithmetic mean of (3.840), a standard deviation of (0.683), and a coefficient of variation of (17.79%). At the level of dimensions, the talent attraction dimension ranked first, with an arithmetic mean of (3.889), a standard deviation of (0.736), and a coefficient of variation of (18.91%), followed by the talent retention dimension, with an arithmetic mean of (3.851), a standard deviation of (0.627), and a coefficient of variation of (16.29%). Meanwhile, the talent development dimension ranked third, with an arithmetic mean of (3.780), a standard deviation of (0.687), and a coefficient of variation of (18.18%). These results indicate that talent attraction represents the most prevalent aspect among the dimensions of talent management, whereas talent development ranked last, indicating the importance of increasing attention to talent development practices and enhancing employees' capabilities.

Third: Testing the Research Hypotheses

1. Testing the Correlation Hypotheses

The First Main Hypothesis: There is a statistically significant correlation between the skills-based organization and talent management.

Table (7) presents the results of the Pearson Correlation coefficient test to measure the nature and strength of the relationship between the skills-based organization as the independent variable and talent management as the dependent variable. This test aims to verify the existence of a statistically significant correlation between the two research variables and to determine its direction and strength, in order to test the validity of the main correlation hypothesis of the research.

Table 7. The Relationship Between Skill-Based Organization and Talent Management

Independent Variable	Dependent Variable	Pearson Correlation Coefficient (r)	Significance Level (p-value)
Skill-Based Organization	Talent Management	0.710	0.000

Source: Prepared by the researcher based on SPSS software

It is evident from Table (7) that there is a strong positive correlation between the skills-based organization and talent management, with a Pearson correlation coefficient of ($R=0.710$). This relationship is statistically significant at the significance level of (0.05), as the (Sig.) value was (0.000), which is lower than the adopted significance level. This indicates that the greater the organization's orientation toward adopting a skills-based organization, the higher its level of talent management. Accordingly, the first main hypothesis, which states that there is a statistically significant correlation between the skills-based organization and talent management, is accepted.

Testing the Sub-Hypotheses

1. There is a statistically significant correlation between the skills identification and management dimension and the talent management variable with its dimensions.
2. There is a statistically significant correlation between the skills development dimension and the talent management variable with its dimensions.
3. There is a statistically significant correlation between the skills-based alignment and mobility dimension and the talent management variable with its dimensions.

Table 8. Correlation Coefficients between Dimensions of Skill-Based Organization and Talent Management Dimensions

No.	Dimensions of Skill-Based Organization	Dimensions of Talent Management		
		Talent Attraction	Talent Development	Talent Retention
1	Skills Identification and Management	0.731	0.669	0.558
2	Skills Development	0.714	0.670	0.484
3	Skill-Based Alignment and Mobility	0.402	0.501	0.193

Source: Prepared by the researcher based on SPSS software

The results of Table (8) indicate the existence of positive correlations between all dimensions of the skills-based organization and the dimensions of talent management; however, the strength of these relationships varied from one relationship to another. The strongest correlation was recorded between the skills identification and management dimension and the talent attraction dimension, with a correlation coefficient of (0.731), followed by the relationship between the skills development dimension and the talent attraction dimension, with a value of (0.714). The correlation between skills identification and management and talent development was (0.669), while that between skills development and talent development was (0.670). Meanwhile, the correlation between skills identification and management and talent retention was (0.558), and that between skills development and talent retention was (0.484). As for the skills-based alignment and mobility dimension, its correlation with talent attraction was (0.402), and with talent development was (0.501), whereas the weakest relationship in the table was between skills-based alignment and mobility and talent retention, with a value of (0.193). Overall, these results indicate that increased attention to the dimensions of the skills-based organization is associated with higher levels of the dimensions of talent management, with variations in the strength of correlation among the different dimensions.

1. Testing the Effect (Regression Analysis)

The Second Main Hypothesis: There is a statistically significant effect of the skills-based organization variable on the talent management variable.

Table 9. Simple Linear Regression Analysis

Independent Variable	β	R ²	F	t	Significance Level (p-value)	Decision
Skill-Based Organization	0.704	0.504	255.33	15.979	0.000	Accept Hypothesis

Source: Prepared by the researcher based on SPSS software

The results of Table (9) indicate a statistically significant effect of the skills-based organization on talent management, as the regression coefficient ($\beta = 0.704$) indicates a positive effect of the skills-based organization on talent management. The coefficient of determination ($R^2 = 0.504$) indicates that the skills-based organization explains 50.4% of the variations in talent management, while the remaining percentage is attributable to other factors not included in the model. The F value was 255.33, supporting the significance of the regression model. The T value was 15.979, with a significance level of Sig. = 0.000, which is lower than the adopted significance level (0.05). Accordingly, the second main hypothesis, which states that there is a statistically significant effect of the skills-based organization on talent management, is accepted.

Testing the Sub-Hypotheses (Multiple Effect)

Testing the First Sub-Hypothesis: There is a statistically significant effect of the skills identification and management dimension on the talent management variable with its dimensions.

Table 10. Multiple Regression Analysis for "Skills Identification and Management" Dimension on Talent Management Dimensions

Path	β	t	R ²	Sig. (p-value)	Decision
Skills Identification and Management → Talent Attraction	0.687	16.121	0.509	0.000	Accept Hypothesis
Skills Identification and Management → Talent Development	0.602	14.277	0.448	0.000	Accept Hypothesis
Skills Identification and Management → Talent Retention	0.459	10.662	0.312	0.000	Accept Hypothesis

Source: Prepared by the researcher based on SPSS software

The results of Table (10) indicate a statistically significant effect of the skills identification and management dimension on the dimensions of talent management. The regression coefficient ($\beta = 0.687$) for its effect on talent attraction, the coefficient of determination ($R^2 = 0.509$), and the T value ($T = 16.121$) were recorded. The skills identification and management dimension also had an effect on talent development, with a β value of 0.602, a coefficient of determination of $R^2 = 0.448$, and a T value of 14.277. As for its effect on talent retention, the regression coefficient was $\beta = 0.459$, the coefficient of determination was $R^2 = 0.312$, and the T value was 10.662. The significance level was Sig. = 0.000 for all effect paths, confirming the statistical significance of the effects. Accordingly, the first sub-hypothesis, which states that there is a statistically significant effect of the skills identification and management dimension on the talent management variable with its dimensions, is accepted.

Testing the Second Sub-Hypothesis: There is a statistically significant effect of the skills development dimension on the talent management variable with its dimensions.

Table 11. Multiple Regression Analysis for "Skills Development" Dimension on Talent Management Dimensions

Path	β	t	R ²	Sig. (p-value)	Decision
Skills Development → Talent Attraction	0.819	16.166	0.510	0.000	Accept Hypothesis
Skills Development → Talent Development	0.718	14.302	0.449	0.000	Accept Hypothesis
Skills Development → Talent Retention	0.474	8.772	0.235	0.000	Accept Hypothesis

Source: Prepared by the researcher based on SPSS software

The results of Table (11) indicate a statistically significant effect of the skills development dimension on the dimensions of talent management. The strongest effect was observed on talent attraction, with a regression coefficient of ($\beta = 0.819$), a coefficient of determination of ($R^2 = 0.510$), and a T value of ($T = 16.166$). The results also revealed an effect of the skills development dimension on talent development, with a β value of (0.718), a coefficient of determination of ($R^2 = 0.449$), and a T value of ($T = 14.302$). Meanwhile, the effect of skills development on talent retention was reflected by a regression coefficient of ($\beta = 0.474$), a coefficient of determination of ($R^2 = 0.235$), and a T value of ($T = 8.772$). The significance level (Sig. = 0.000) was recorded for all effect paths, confirming the statistical significance of these effects. Accordingly, the second sub-hypothesis, which states that there is a statistically significant effect of the skills development dimension on the talent management variable with its dimensions, is accepted.

Testing the Third Sub-Hypothesis: There is a statistically significant effect of the skills-based alignment and mobility dimension on the talent management variable with its dimensions.

Table 12. Multiple Regression Analysis for "Skill-Based Alignment and Mobility" Dimension on Talent Management Dimensions

Path	β	t	R ²	Sig. (p-value)	Decision
Skill-Based Alignment and Mobility → Talent Attraction	0.517	6.954	0.162	0.000	Accept Hypothesis
Skill-Based Alignment and Mobility → Talent Development	0.602	9.165	0.251	0.000	Accept Hypothesis
Skill-Based Alignment and Mobility → Talent Retention	0.212	3.120	0.037	0.000	Accept Hypothesis

Source: Prepared by the researcher based on SPSS software

The results of Table (12) indicate a statistically significant effect of the skills-based alignment and mobility dimension on the dimensions of talent management. The effect on talent attraction was reflected by a regression coefficient of ($\beta = 0.517$), a coefficient of determination of ($R^2 = 0.162$), and a T value of ($T = 6.954$). The results also revealed an effect of this dimension on talent development, with a regression coefficient of ($\beta = 0.602$), a coefficient of determination of ($R^2 = 0.251$), and a T value of ($T = 9.165$). As for its effect on talent retention, the regression coefficient was ($\beta = 0.212$), the coefficient of determination was ($R^2 = 0.037$), and the T value was ($T = 3.120$). The significance level (Sig. = 0.000) was recorded for all effect paths, confirming the statistical significance of the effects. Accordingly, the third sub-hypothesis, which states that there is a statistically significant effect of the skills-based alignment and mobility dimension on the talent management variable with its dimensions, is accepted.

CONCLUSION

1. The orientation by the Salah Al-Din Health Directorate towards a skills-based organization is an indication of the increasing awareness of the importance of maximising the capabilities and skills of employees as a resource to be utilised for the betterment of administrative work and investment in human resources.
2. The results show that the skills development of employees is one of the main elements of the Directorate's orientation, which has the potential to improve the readiness of employees to better meet changing work needs.
3. The high level of effectiveness in human resource utilisation is related to the organisation's capacity to find and systematically manage the skills at its disposal, in order to deploy these skills in the areas where they can be used most effectively.
4. In addition to the need for career mobility (i.e., redeploy skills in response to changes in work and the need of the organization), the study highlights the need to match employees' skills with what is required for the job and with the organizations' roles.
5. Talent management is an important strategy to boost the effectiveness of human resources, especially by recruiting human resources with skills and capabilities that are congruent with the nature and requirements of the work, in the Directorate.
6. To keep talent, it is necessary to provide the organizational and professional environment that invokes employees who have special abilities to stay and give them suitable opportunities for development and promotion. Talent development is one of the practices that should receive continuous attention, as identifying talent does not achieve its objectives unless it is accompanied by programs and mechanisms that contribute to its development and effective utilization.
7. The findings of the study confirmed that the skills-based organization is positively associated with talent management, reflecting the importance of adopting a skills-based approach to human resource management in supporting talent management practices.
8. The results demonstrated a positive relationship between the dimensions of the skills-based organization and the dimensions of talent management, confirming that addressing skills management and talent management in an integrated manner can enhance the effectiveness of human resource practices.
9. The study concluded that adopting a skills-based organization contributes to enhancing talent management, confirming that systematic investment in employees' skills can constitute an important approach to improving talent attraction, development, and retention.

Recommendations

1. Institutionalize the orientation toward a skills-based organization at the Salah Al-Din Health Directorate by integrating skills and capabilities into various human resource management practices in a manner that enhances the efficiency of human capital utilization.
2. Design sustainable professional development programs based on the actual needs of employees and job requirements, while periodically updating the content of these programs to keep pace with changes in the work environment.
3. Have a institutional tool to recognize and control skills, the skills are documented and their documentation is updated continuously, and this helps management in the direction of human resources based on their skills and specialization.
4. Review how employees are allocated and moved on to various jobs in order to better match the skills of job holders to job characteristics, and facilitate job mobility on the basis of competence and actual skills.
5. Create strategies for recruitment and selection that are based on specific criteria that target skills/competencies needed and are aligned to the needs of the Directorate at present and into the future.
6. Create an organisation where talent retention is achieved through improved career development opportunities, the right incentives and the rewards of outstanding skills, thus enabling employees with excellent talent to stay within the organisation. Give greater priority to talent development within human resource policies by developing

career paths and specialized training programs that contribute to developing the capabilities of talented employees and transforming their potential into added value for the organization.

7. Strengthen integration between skills management and talent management by adopting skills as a foundation in the stages of talent attraction, development, and retention, thereby ensuring the organization's transition from traditional human resource management to a more capability-based approach.
8. Adopt an integrated perspective in human resource management that combines identifying, developing, and aligning skills with work requirements, and linking this to talent attraction, development, and retention practices to achieve greater consistency among human resource practices.
9. Adopt the skills-based organization as a strategic approach to talent management by developing long-term policies and plans for investing in employees' skills and talents, thereby supporting the Directorate's ability to achieve its objectives and improve its organizational performance effectiveness.

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