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The Role of Innovative Talent Strategies in Achieving Entrepreneurial Flexibility through the Mediating Role of Digital Transformation: An analytical study of the opinions of a sample of employees at Asiacell and Zain Telecom in the Middle Euphrates Region

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Abstract

This research aims to reveal the role of innovative talent strategies, represented by (talent investment strategy, talent retention strategy, talent attraction strategy, and talent localization strategy), in achieving entrepreneurial flexibility. This is achieved through the mediating role of digital transformation, represented by (leadership support, infrastructure, and resource allocation). The study relied on a questionnaire as a tool to measure the level of availability of innovative talent strategies, entrepreneurial flexibility, and digital transformation among employees of Asiacell and Zain Telecom in the Middle Euphrates region. The sample size was (187) employees. Using the special statistical packages (SPSS.V.29) and (AMOS.V.29), the results were extracted using normal distribution, structural equation modeling, reliability coefficients, arithmetic means, standard deviations, relative importance, correlation matrix, and regression coefficient. The study results showed that adopting clear strategies to attract, develop, and motivate innovative talent contributes directly to enhancing organizations' ability to adapt to changes in the business environment.

Keywords: Innovative Talent Strategies, Entrepreneurial Flexibility, Digital Transformation.

Introduction

The contemporary business environment is witnessing rapid changes and increasing challenges due to successive technological developments and digital transformations. This forces organizations to adopt innovative strategies that contribute to enhancing their competitiveness and ensuring their sustainability. Among these strategies, innovative talent strategies stand out as one of the main drivers of achieving excellence. Investing in innovative individuals and developing their skills is a fundamental pillar for achieving leadership and innovation in highly dynamic work environments. In light of these changes, entrepreneurial flexibility has become a strategic requirement for organizations, representing the ability to quickly adapt to unexpected circumstances and capitalize on new opportunities. This contributes to ensuring sustainable performance and the ability to face competition. Digital transformations play a pivotal mediating role in this equation, empowering innovative talent strategies by creating a supportive digital work environment that provides the necessary tools and technologies to stimulate innovation and transform ideas into actionable practices. Given the importance of this topic, this analytical study aims to shed light on the role of innovative talent strategies in achieving entrepreneurial flexibility through the mediating role of digital transformation. This study examines the opinions of a sample of employees at Asiacell and Zain Telecom in the Middle Euphrates region. The study seeks to uncover the nature of the relationship between these variables and the extent to which they contribute to enhancing performance efficiency and achieving sustainable success in the vital communications sector.

Part One: Research Methodology

First: Research Problem

The business environment in the telecommunications sector is undergoing rapid transformations, requiring companies to adopt innovative strategies to ensure their continued flexibility in the face of technological change and increasing competition.

In this context, innovative talent strategies emerge as a pivotal tool for supporting companies' ability to adapt to challenges and seize new opportunities. Furthermore, employing these talents alone may not be sufficient unless coupled with an effective digital transformation process that creates a flexible and constantly revitalizing work environment. Despite the growing importance of this integration between innovative talents and digital transformation, many telecommunications companies in the Middle Euphrates region, such as Asiacell and Zain Iraq, still face challenges related to how to strategically invest the energies of their innovative workforce to enhance entrepreneurial flexibility, enabling them to cope with market fluctuations and rapid technological developments. Accordingly, the research problem is represented by the main question: What is the role of innovative talent strategies in achieving entrepreneurial flexibility, and to what extent does digital transformation contribute as an intervening variable to this role, from the perspective of employees at Asiacell and Zain Telecom in the Middle Euphrates region?

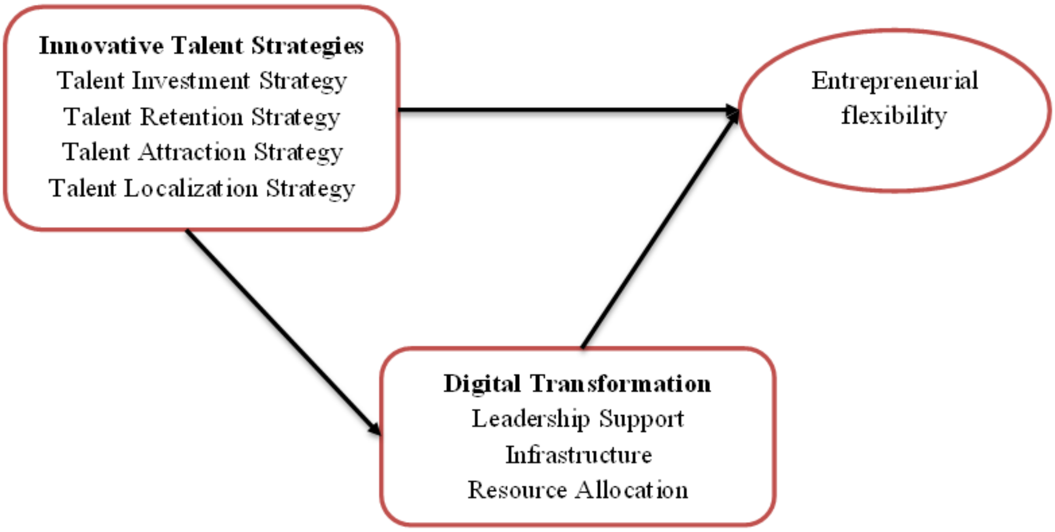
Second: Importance of the Research

1. The current study aims to explore the relationship between its theoretical variables (innovative talent strategies, entrepreneurial flexibility, and digital transformation) within a single hypothetical framework. Therefore, the current study is unique in examining the nature of the relationship between the three variables in order to bridge the knowledge gap between them.
2. The importance of the current study lies in clarifying the interest of Asiacell and Zain Telecommunications in implementing digital transformation for innovative talent strategies, as it complements the global interest in their impact and contributions to achieving and enhancing entrepreneurial flexibility.
3. In light of the challenges and crises currently facing us, the importance of the current study becomes clear, given the urgent and necessary need for digital transformation in telecommunications companies to enable them to emerge from these challenges and crises safely and with minimal damage.

Third: Research Objectives

In light of the proposed study problem, the most important objectives the study seeks to achieve can be summarized as follows:

1. To identify the extent of the availability of innovative talent strategies in the surveyed companies.
2. To identify the extent of entrepreneurial flexibility in the surveyed companies.
3. To identify the extent of digital transformation in the surveyed companies.
4. To demonstrate the impact of innovative talent strategies on achieving entrepreneurial flexibility through the mediating role of digital transformation in the surveyed companies.



Source: Prepared by the researchers

Fig 1: Hypothetical plan of the study

The hypotheses represent expected claims that align in their directions with the diagnosis of the study's problem and the intellectual and field-based questions raised. Therefore, by relying on logical reasoning and deduction based on the inherited administrative and organizational thought, and the researchers' specific perception of the reality of the two companies under study, we developed a set of hypotheses to test the study's hypothetical outline, embodying the trends of the relationship and influence between its variables. The hypotheses of the current study were formulated in a new way that aligns with the study's directions and practical analysis, using digital transformation as an intervening variable in the relationship between innovative talent strategies and entrepreneurial flexibility.

1. **The First Main Hypothesis:** There is a statistically significant correlation between innovative talent strategies (talent investment strategy, talent retention strategy, talent attraction strategy, talent localization strategy) and entrepreneurial flexibility.
2. **Main Hypothesis Two:** There is a statistically significant correlation between innovative talent strategies (talent investment strategy, talent retention strategy, talent attraction strategy, talent localization strategy) and digital transformation (leadership support, infrastructure, resource allocation.
3. **Main Hypothesis Three:** There is a statistically significant correlation between digital transformation (leadership support, infrastructure, resource allocation)

and entrepreneurial flexibility.

4. **Main Hypothesis Four:** There is a statistically significant effect of innovative talent strategies (talent investment strategy, talent retention strategy, talent attraction strategy, talent localization strategy) on entrepreneurial flexibility.
5. **Main Hypothesis Five:** There is a statistically significant effect of digital transformation (leadership support, infrastructure, resource allocation) on entrepreneurial flexibility.
6. **Main Hypothesis Six:** The impact of innovative talent strategies on entrepreneurial flexibility is magnified by digital transformation.

Fifth: Research Sample

The research sample consists of employees of Asiacell and Zain Telecommunications in the Middle Euphrates region, totaling (187) employees. The questionnaire was distributed electronically in line with the requirements of digital transformation, which is the basis of our study, by sending it to the head of the training unit in both companies, based on the instructions of the Iraqi General Communications Commission.

Part Two: The Theoretical Side

First: The Concept of Innovative Talent Management

Before delving into explaining the concept of innovative talent management, it is necessary to clarify the concept of "talent" itself. It refers to an individual's intelligence and ability to perform a specific activity (Pearnpitak, 2018: 133) [19]. Talent differs from ability in that talent is capable of development, while ability represents a limited level of energy that cannot be exceeded (Sabuncu & Karacay, 2016: 444) [20]. Organizational management faces significant difficulty in attracting and retaining talent. This has prompted them to pay attention to this aspect and engage in strategic practices to retain useful employees and work to develop these talents in line with the work, as poor human resource management reduces their competitive position (Anwar *et al*., 2014: 1150) [5].

Therefore, various viewpoints have emerged regarding the construction of an integrated concept of talent management. Al-Ariss *et al*., 2014: 174 [2], stated that talent management is the process and activities that involve developing a group of talents from current high-performing job holders. During human resource engineering, it is necessary to facilitate the filling of positions with qualified individuals and ensure their continuity within the organization to achieve sustainable advantage. Sparrow (2019:162) [24] indicated that talent management is an advanced term for empowerment management. It is defined as an integrated set of processes and procedures that systematically attract and develop talent, and retain those who will have an immediate and lasting positive impact in order to achieve desired goals in the future (Awashreh & Al Ghunaimi, 2024:212) [6]. Mahjoub *et al*. (2018:676) [13] explained that talent management is a set of policies related to managing the human element, which plays a crucial role in success and growth. It involves identifying, attracting, developing, rewarding, and retaining employees, which can support sustainable organizational success and development. Therefore, it can be defined as the approach or behaviors followed by senior management to take the necessary steps to attract and manage employees and provide the necessary means to develop them, increasing their loyalty to the organization, which in turn contributes to raising the level of performance. Performance (Ghosh *et al*., 2023: 1182; Othman & Khalil, 2020: 521) [8].

From the above, it can be concluded that innovative talent management is an adaptable system for nurturing a company's human capital through innovative recruitment and performance management initiatives. Since employee talent is a key driver of company performance, having a talent management strategy helps attract and retain top-performing employees, enabling the organization to evolve with the changing demands of each era, challenging work or implementation mechanisms, and developing plans for the coming years that ensure the organization maintains its market share, while giving it a competitive advantage in the global marketplace.

Second: The Importance of Innovative Talent Management

The importance of a innovative talent management strategy lies in providing the conditions in which the skills of talented employees are recognized and utilized in a timely manner. Due to a lack of proper recognition of their employees' capabilities, some organizations have been unable to achieve the expected results. Most rehiring, waste, lack of motivation, and inadequate productivity (Ingram, 2016: 196) [10], as well as the lack of implementation of designed programs, are all the result of a failure to recognize the talents of individuals within the organization's scope of work. Such conditions lead to organizational disintegration and an increased likelihood of losing talented employees, as employees are reluctant to consider joining the organization and remaining there until they retire (Shaemi, 2011: 231) [23]

Attracting, selecting, and developing individuals is the primary focus of innovative talent management in order to gain a competitive advantage (Zhang *et al*., 2019: 2011) [26]. Although wages and benefits initially attract individuals, the leadership within the organization is responsible for developing and retaining these talents, as leadership in selecting individuals is an important part of maintaining future excellence (Oladapo, 2014:2021) [17]. Developing talent to occupy leadership and key positions enables the internal system to enhance organizational performance and administrative behaviors followed in internal dealings by assessing weaknesses and strengths, then focusing on weaknesses and addressing them in response to the organization’s needs. These resources are developed through the capacity and talent of the project workforce, which is one of the most important factors influencing the success of projects and is conditional on the selection of competent managers to achieve organizational goals, as the competence and commitment of the project manager not only leads to the success of the project but also to the satisfaction and acceptance of the employer (Mahjoub *et al*., 2018:677) [14]. In addition, the importance of practicing talent management stems from the fact that talented individuals have a strategic ability that can increase production capacity and efficiently achieve a competitive advantage for service organizations. And productivity (Oham & Ejike, 2024:) [16], and through these policies, newly organized individuals are motivated to be more enthusiastic and active, and this process is made obligatory for everyone (Sabuncu, Karacay, 2016: 444) [21].

Third: Innovative Talent Management Strategies

1. Talent Investment Strategy

Whether in the processes of discovering and attracting talent, or in recruitment and localization processes, because talent is expensive for organizations, organizations must invest in it by understanding its added value and defining scenarios and policies to employ it in the positions it has been attracted to and empower it. This is where talent in organizations must be warned against being merely cosmetic and advertising tools within organizations. If this happens, the expected benefits of attracting and employing it will backfire (Alsawalhah, 2020: 77) [4].

2. Talent Retention Strategy

Especially in the general climate in which the talent war has become a reality in the world of contemporary competition. Each organization is well defined by its circumstances, capabilities, and options, and therefore must determine its methods for retaining its talent accordingly (Shaemi, 2011: 231) [23].

3. Talent Attraction Strategy

It should be noted that attracting talent is not an end in itself. It must be aligned with the organization's actual needs, as determined by its strategy, given the inherently high costs of this talent. The strategy for attracting talent from the market is among the determinants of needs outlined in the first point. It should be noted that attracting talent is not an end in itself. It must be aligned with the organization's actual needs, as determined by its strategy, given the inherently high costs of this talent (Othman & Khalil, 2020: 521) [18].

4. Talent Localization Strategy

Adapting talent attracted from outside the organization, which assumes: value and cultural harmony between the values and culture of the recruited talent and the values and culture of the organization. Placing the desired talent in the desired position and job (Alsawalhah, 2020: 77) [4].

Fourth: The Concept of Digital Transformation

Information and communications technology has revolutionized the world of data and information, becoming a fundamental criterion for measuring the progress of nations. This is because it represents a trend constantly being renewed by new generations of digital technologies (Verina & Titko, 2019: 9-10), especially since the business environment requires companies to change more rapidly, as it has become more volatile and complex than in the past (Nasir, 2021: 3). The digital transformation of the business model represents an example of modern trends in industry and the business sector. Among these sectors is the telecommunications sector, which will be greatly affected by this transformation, which forces companies to shift from the traditional system (manual labor) to digital work, which focuses on providing digital value to beneficiaries (Sandkuhl & Lehmann, 2017: 49**.**

The digital transformation of the business model has become a fundamental element of companies' operations due to the increasing pressures on them, the alignment of their business strategy with the technological changes taking place in the environment, and the necessary improvements to services to reach beneficiaries (Heiligm, *et al*., 2017: 1350). The digital transformation of the business model also represents a comprehensive program that affects the organization's work and its method of operation, as well as the provision of services to the market (Barholomae, 2018: 23-25). The idea of the digital transformation of the business model is a new way to deal with existing problems and find unique and innovative solutions that help address them and create innovative working methods that keep pace with the new millennium (Al-Qarawi, 2022: 37-52), especially since the digital transformation of the business model contributes to supporting advanced work programs, in addition to re-engineering operations to be compatible with customer requirements by relying on the latest technology to simplify procedures and facilitate operations, which requires the support of senior management to implement this technology in the organization (Berghaus & Back, 2017: 1). From this perspective, the digital transformation of the business model has become a strategy that impacts new companies' business models and the value propositions of the products they offer to their customers to ensure their survival in the market (Udovita, 2020: 520). Therefore, the specificity of the digital age has forced companies to consider their IT strategy as a business unit-level strategy, not a functional-level strategy (Maciag, 2022: 2). The digital transformation of the business model is a type of strategy that changes an organization's business model, ultimately providing customers with various intangible goods and services by leveraging new or existing digital technologies. This is especially true given that the competitive landscape is constantly changing in many industries due to the digitization of businesses (Mitroulis & Kitsios, 2019: 2). Companies face threats of digital disruption from new market entrants, while digitally savvy customers demand more from the organization, as the digital transformation of the business model impacts the organization's work as a whole (Gassmann, *et al*., 2014: 10). The potential of digital technologies to transform the market is often broader than sales channels, supply chains, and business processes. Digital technologies are an essential part of value generation for telecom companies as well as for new market players (Goerzin, *et al*., 2018: 541). Moreover, the digital transformation of the business model provides the possibility of meeting current customer requirements for a highly flexible supply of products.

From the above, it can be said that digital transformation is a change in the way companies operate, ensuring they achieve their strategically defined goals at the lowest cost and with greater accuracy by harnessing digital technologies to achieve operational transparency. Furthermore, it contributes to reducing the routine and cumbersome traditional procedures in their operations.

Fifth: The Importance of Digital Transformation

The importance of digital transformation can be defined as follows (Al-Farouk, 2023: 1048) [3]; (Mahraz, *et al*., 2017: 924) [15]; (Santalova, *et al*., 2020: 1285) [22]

1. Creating opportunities that enhance the provision of innovative, innovative products that achieve customer satisfaction and ensure competitive responsiveness**.**
2. Speeding up transactions and operational processes to achieve efficiency and effectiveness in work and ensure the satisfaction of beneficiary parties**.**
3. Expanding and spreading the scope of companies' work to reach the largest segment of beneficiaries**.**
4. Replacing traditional workflows with digital operations. In light of the COVID-19 pandemic, which has led to global health authorities imposing a comprehensive

lockdown to contain the pandemic, many companies, particularly telecommunications companies, have adopted the possibility of working from home, known as hybrid work. These companies have been able to provide their services to stakeholders remotely, leveraging their core competencies in adopting a digital business model, which has been reflected in their market share.

5. Increasing workflow efficiency and reducing technical errors.

Sixth: Dimensions of Digital Transformation

1. Leadership Support

Leadership represents the critical element in the success of any organization. Leadership plays the role of the president in formulating the vision and mission that define the organization's philosophy and values. Leadership plays a fundamental role in guiding tasks and motivating employees to achieve organizational goals (Demirbas, 2018: 312)

2. Infrastructure

Infrastructure is the primary driver of any organization, as it represents the essential component of organizational development and the ability to address the challenges facing businesses, especially if the organization possesses the capacity and determination to address environmental challenges (Oyakawa, *et al*., 2021: 11)

3. Resource Allocation

The process of resource allocation encompasses all activities involved in securing new and additional resources for the organization. It also includes the optimal use and maximization of existing resources. Resource mobilization is often referred to as new business development that supports digital transformation, with individuals possessing the knowledge and skills in technology and digital transformation to ensure successful implementation of the chosen strategy in the business model (Fuchs, 2018: 216).

Seventh: The Concept of Entrepreneurial Flexibility

Flexibility refers to the ability to recover from bending, stretching, compression, or other deformation (Zautra, 2011:14). Flexibility is also used to describe individuals who are able to overcome setbacks related to their lives and career aspirations (Rutter, 2008:4). When referring to an individual, flexibility is used to mean recovering easily and quickly from such setbacks (Ungar *et al*., 2007:168) [25]. For an entrepreneur, flexibility is a key characteristic. Enhancing entrepreneurial flexibility is achieved by fostering communication and forming a professional network of coaches and mentors, accepting that change is a part of life, and avoiding viewing crises as unsolvable (Eggerman & Panter-Brick, 2010:73)

Primarily, flexibility is best understood as a process or an individual characteristic, a concept commonly referred to as flexibility (Bullough & Renko, 2013:346). Sheffi (2005:15) indicated that flexibility is primarily the result of individuals' interactions with their environments and processes that either enhance their well-being or protect them from the overwhelming impact of risk factors (Hedner *et al*., 2011:1) [9]. Therefore, flexibility, in its psychological and social sense, is generally understood as something learned. Such processes can serve as individual coping strategies or can be assisted through support from families, schools, communities, and social policies that increase the likelihood of developing flexibility (Duchek, 2018:431)

Sun *et al*. (2011:183) indicated that flexibility is a multidimensional construct, using various sets of personal and behavioral traits or factors to describe it, such as optimism, realism, flexibility, self-confidence, resourcefulness, motivation, creativity, and innovation. Flexibility as a process represents the ability to adapt and adjust according to changing circumstances and requirements (Leal *et al*., 2020:166). Therefore, it is a process that allows an individual, organization, or system to change and adapt easily and quickly to meet the challenges and changes that occur in the organization (Barlette & Baillette, 2022: 106).

From the above, it can be concluded that entrepreneurial flexibility is the ability to make sound entrepreneurial decisions and adapt to changes and challenges in the business market and the general environment in a proactive and innovative manner.

Eighth: The Importance of Entrepreneurial Flexibility

Entrepreneurial flexibility is crucial in the modern business world (Upadhyay *et al*., 2023: 81), as modern organizations require adapting to rapid technological developments and economic, social, political, and environmental changes (Ahlstrom *et al*., 2020: 412), through the ability to deal with challenges and changes in the business and market environment quickly and effectively (Li *et al*., 2021: 700). Entrepreneurial flexibility gives an organization a strong competitive advantage that enables it to survive, continue, and thrive in a turbulent business environment and rapid transformations (Elali, 2021: 2) [7].

Ninth: Characteristics of Entrepreneurial Flexibility

Entrepreneurial flexibility has several characteristics (Ungar *et al*., 2007:168; Hedner *et al*., 2011:2; Liao, 2004:133; Adnan *et al*., 2016:176) [25, 9, 12, 1]:

Access to Material Resources: Enhancing access to material resources through the provision of assistance and opportunities in the financial, educational, medical, and employment fields.

1. **Access to Supportive Relationships:** Enhancing access to supportive relationships with significant others, including peers and adults within the family and community.
2. **Developing a Desired Personal Identity:** Personal identity represents the development of a personal and collective sense of purpose and the ability to self-evaluate strengths, weaknesses, aspirations, beliefs, and values, including spiritual and religious identity, leading to a desirable sense of self.
3. **Experiences of Power and Control:** Enhancing the individual's ability to care for themselves and others and to effect change in the social and physical environment to access health resources, leading to experiences of power and control.
4. **Commitment to Cultural Traditions:** Enhancing commitment to, and deepening knowledge of, local and/or global cultural practices, values, and beliefs.
5. **Social Justice Experiences:** Enhancing the creation of a meaningful role in one's community that brings acceptance and social equality, leading to experiences of social justice.

Part Three: The Practical Side

First: Stability of the study's measuring tool (questionnaire)

Stability of the study's measuring tool refers to yielding similar or close results when the experiment is repeated on the same workers under similar and different conditions. Stability was calculated using Cronbach's alpha coefficient for internal consistency**:**

To ensure that the questionnaire measures the intended factors, the researchers used the Cronbach's alpha equation. Obtaining a value of (0.70 ≤ alpha) is generally acceptable in studies related to management and human sciences. Table (1) shows the results of the reliability of the adopted study tool.

Table 1: Cronbach's alpha test results for the internal consistency scale

Variables and Sub Dimensions	No.	Cronbach's Alpha
Innovative Talent Strategies	17	0.905
Talent Investment Strategy	5	0.935
Talent Retention Strategy	4	0.930
Talent Attraction Strategy	5	0.921
Talent Localization Strategy	3	0.925
Digital Transformation	14	0.934
Leadership Support	5	0.879
Infrastructure	5	0.908
Resource Allocation	4	0.902
Entrepreneurial Agility	10	0.932
The Survey as a Whole	41	0.889

The results of Table (1) indicate that all the stability values of the Cronbach's alpha coefficient for the sub-variables appeared to be greater than (0.70), which is greater than the assumed value to indicate the stability of the questionnaire, as the questionnaire achieved a high stability value at the overall level, reaching (0.889), and this result indicates the existence of internal consistency for the questionnaire in general.

Second: Descriptive Statistics for the Variables

This section was designed to reveal the results of descriptive statistics for the study variables, including their dimensions and the items they represent, according to a number of statistical analysis tools. These tools include the measure of central tendency, which represents the arithmetic mean of the sample's responses to each item within the dimensions of the variables in the questionnaire and their expressions, as the primary tool for collecting data in this study. Also used were dispersion measures, which included the standard deviation and the coefficient of variation, which determines the relative importance of the questionnaire items, ending with the dimensions studied for each variable. The statistical description also included determining the response level for each of these items. Table (2) shows the results of the analysis of the main and sub-variables related to innovative talent strategies, digital transformation, and entrepreneurial flexibility, using statistical indicators (arithmetic mean, standard deviation, and coefficient of variation**.**

1. Innovative Talent Strategies

The overall mean (3.287) was high, indicating employees' awareness of the importance of these strategies in the workplace. Among the sub-dimensions, the talent retention strategy ranked first (arithmetic mean = 3.324, coefficient of variation = 15.519), reflecting organizations' focus on retaining talent as their most valuable resource. This was followed by the talent attraction strategy (3.303) and the talent investment strategy (3.290). The talent localization strategy ranked last (3.232, highest coefficient of variation = 18.420), indicating the challenges of integrating talent within the local workplace**.**

2. Digital Transformation

The mean (3.166) showed a high level, but with a greater spread across the answers (coefficient of variation of 19.659), indicating a disparity among employees in assessing the impact of digital transformation. Leadership support ranked first (3.239), followed by resource allocation (3.191), and infrastructure ranked last (3.068, highest coefficient of variation of 20.340), revealing that technological infrastructure remains a major challenge to digital transformation**.**

3. Entrepreneurial Agility

The mean (3.104) recorded a high level, but the lowest compared to the other variables, and a coefficient of variation (20.822), the highest among all indicators, reflecting a clear discrepancy in respondents' opinions about their organizations' ability to effectively adopt entrepreneurial agility**.**

Thus, the results indicate that all main and sub-variables were at a high level, reflecting leaders' and employees' awareness of the importance of innovative talent strategies and digital transformation in supporting entrepreneurial flexibility. However, the high coefficients of variation in some dimensions (such as infrastructure and entrepreneurial flexibility) indicate the presence of application gaps that require further attention and development.

Table 2: Results of descriptive statistics for variables

Variables and Sub-Dimensions	Mean	SD	CV	Answer level	Importance
Innovative Talent Strategies	3.290	.6380	15.574	high	3
Talent Investment Strategy	3.324	.6500	15.519	high	1
Talent Retention Strategy	3.303	.7230	16.740	high	2
Talent Attraction Strategy	3.232	.7490	18.420	high	4
Talent Localization Strategy	3.287	.7370	18.628	high	-
Digital Transformation	3.239	.7780	18.829	high	1
Leadership Support	3.068	.8390	20.340	high	3
Infrastructure	3.191	.7510	18.155	high	2
Resource Allocation	3.166	.8170	19.659	high	-
Entrepreneurial Agility	3.104	.8160	20.822	high	-

Third: Testing the Study Hypotheses

1. The first main hypothesis: There is a statistically significant correlation between innovative talent strategies (talent investment strategy, talent retention strategy, talent attraction strategy, talent localization strategy) and entrepreneurial flexibility.

Table 3: Correlation coefficients between innovative talent strategies and entrepreneurial flexibility.

Variable	Entrepreneurial Agility
Talent Investment Strategy	0.503
Talent Retention Strategy	0.702
Talent Attraction Strategy	0.694
Talent Localization Strategy	0.779
Innovative Talent Strategies	0.706
Correlation is significant at the 0.01 level (2-tailed).	

2. The second main hypothesis: There is a statistically significant correlation between innovative talent strategies (talent investment strategy, talent retention strategy, talent attraction strategy, talent localization strategy) and digital transformation (leadership support, infrastructure, resource allocation).

Table 4: Correlation coefficients between innovative talent strategies and digital transformation

Variable	Leadership Support	Infrastructure	Resource Allocation	Digital Transformation
Talent Investment Strategy	0.566	0.523	0.538	0.574
Talent Retention Strategy	0.735	0.678	0.689	0.741
Talent Attraction Strategy	0.674	0.642	0.676	0.704
Talent Localization Strategy	0.735	0.685	0.707	0.751
Innovative Talent Strategies	0.779	0.838	0.813	0.882
Correlation is significant at the 0.01 level (2-tailed).				

3. The third main hypothesis: There is a statistically significant correlation between digital transformation (leadership support, infrastructure, resource allocation) and entrepreneurial flexibility.

Table 5: Correlation coefficients between digital transformation and entrepreneurial flexibility

Leadership Support	Entrepreneurial Agility
Infrastructure	0.810
Resource Allocation	0.780
Digital Transformation	0.793
Leadership Support	0.842
Infrastructure	0.810
Correlation is significant at the 0.01 level (2-tailed).	

4. The fourth main hypothesis: There is a statistically significant effect of innovative talent strategies (talent investment strategy, talent retention strategy, talent attraction strategy, and talent localization strategy) on entrepreneurial flexibility.

This hypothesis was tested through simple regression analysis. In light of this hypothesis, a functional relationship was formulated between the true value of the independent variable (innovative talent strategies) and the dependent variable (entrepreneurial flexibility). Based on Table (6) for the analysis of variance, the model's statistics appear according to the F test, as shown in the table.

Table 6: Analysis of the impact of innovative talent strategies on entrepreneurial flexibility

The explanatory variable and its dimensions Innovative talent strategies	Constants		(R^2)	Value (F)	(P-Value)	Responding variable
	a	β				
Talent investment strategy	0.315	.9190	0.253	631.426	0.000	Entrepreneurial flexibility
Talent retention strategy	1.214	0.691	0.493	226.209	0.000	
Talent attraction strategy	1.021	0.763	0.482	562.237	0.000	
Talent localization strategy	0.731	1.176	0.607	383.684	0.000	
The explanatory variable and its dimensions	0.977	0.762	0.498	476.042	0.000	
n = 187						

5. The fifth main hypothesis: There is a statistically significant effect of digital transformation (leadership support, infrastructure, resource allocation) on entrepreneurial flexibility.

The results of Table (7) show that the calculated F value is (1363.953), which means it is greater than its tabular value (6.1) at a statistic of (0.01), with a confidence level of (99%), indicating the presence of an effect of the independent variable (innovative talent strategies) on the dependent variable (entrepreneurial flexibility). The results of Table (6) also indicate that the value of the coefficient of determination (R2) reached (0.253), which means that (0.253) of the variance in (entrepreneurial flexibility) is due to the (innovative talent strategies) that entered the model.

Table 7: Analysis of the impact of digital transformation and entrepreneurial flexibility

Independent Variable	Constants		(R^2)	Value (F)	(P-Value)	Responding variable
	a	β				
Leadership Support	0.873	0.467	0.656	1363.953		Entrepreneurial flexibility
Infrastructure	0.798	0.788	0.608	862.435	0.000	
Resource Allocation	0.737	1.039	0.629	764.319	0.000	
Digital Transformation	0.796	0.794	0.709	1013.096	0.000	
Table F value at a significance level of 0.01= 6.1 Table F value at a significance level of 0.05= 3.55					n = 187	

6. The sixth main hypothesis: The impact of innovative talent strategies on entrepreneurial flexibility is magnified through digital transformation.

The results of testing this hypothesis are shown in Table (7), which describes the results of the direct and indirect impact of innovative talent strategies as an independent variable through digital transformation as an intervening variable on the dependent variable, entrepreneurial flexibility. These two types of impact, when combined, produce what is known as the total impact. The mechanism for diagnosing the nature of the mediating role is determined by the statistical analysis of the results of the aforementioned impact test. When both types of impact (direct and indirect) are statistically significant, the mediating variable partially mediates the relationship between the independent and dependent variables, while the mediating variable mediates this relationship completely (Baron & Kenny, 1986).

Table 8: Direct influence relationships between the studied variables

Variable	Direction of influence	Variable	Estimate	SE	CR	P
Innovative Talent Strategies	--->	Entrepreneurial flexibility	0.229	.0680	3.365	.0000
Digital Transformation	--->	Entrepreneurial flexibility	.8410	.0650	12.884	.0000
Innovative Talent Strategies and Digital Transformation	--->	Entrepreneurial flexibility	0.795	-------	-------	000.0

Part Four: Conclusions and Recommendations

First: Conclusions

1. The results showed that adopting clear strategies to attract, develop, and motivate innovative talent directly contributes to enhancing companies' ability to adapt to changes in the business environment.
2. The results demonstrate that entrepreneurial flexibility is a pivotal factor in the sustainability of telecom companies, enabling them to respond quickly to the opportunities and challenges associated with technological and market changes.
3. The study demonstrated that digital transformation plays an important mediating role in linking innovative talent strategies with entrepreneurial flexibility, by enabling human competencies to exploit technology in innovative ways.
4. The results demonstrated that achieving leadership does not depend solely on talent strategies or digital transformation in isolation, but rather on the integration of the two aspects, which enhances opportunities for innovation and renewal.
5. It was observed that providing a flexible digital environment facilitates the adoption of innovative practices among employees and increases their willingness to participate in developing innovative business models that adapt to market changes.
6. The results indicated that combining innovative talent and digital transformation contributes to building a sustainable competitive advantage for telecom companies in the Middle Euphrates region.
7. The study concluded that spreading a culture of innovation within companies constitutes a fundamental foundation for transforming innovative talent strategies into practical practices that achieve entrepreneurial flexibility and support the digital transformation process.

Second: Recommendations

1. The study recommends the design and implementation of ongoing training programs focused on developing employees' innovative capabilities, ensuring the sustainable flow of new, viable ideas.
2. Company management should instill in employees the conviction that digital transformation is not merely a technical option, but rather a fundamental pillar for supporting creativity and enhancing entrepreneurial flexibility.
3. The study recommends adopting more flexible policies for attracting and motivating talent, such as innovation-based incentive systems and recognizing the efforts of innovative employees.
4. Telecom companies should invest in modern digital infrastructure, enabling employees to use tools and technologies that support the implementation of innovative talent strategies more efficiently.
5. The study encourages the creation of a collaborative work environment between innovative human talent and digital systems, enhancing the integration of innovative ideas with technical solutions.
6. It is essential to establish periodic evaluation mechanisms and performance indicators to measure the contribution of talent strategies to achieving entrepreneurial flexibility and digital transformation.
7. The study recommends establishing research and academic partnerships that contribute to providing companies with new talent and innovative ideas, enhancing their capabilities to innovate, and keeping pace with digital changes.

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