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Talent Management and Its Impact on Organizational Performance in the Jordanian Telecommunications Sector

SUPERVISOR

Prof. PARZIALE ANDREA

CO-SUPERVISOR

Prof. COLANGELO GIUSEPPE

ID No. 742581

ALMOKDAD HUDA MAHMOUD

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CHAPTER ONE

INTRODUCTION

1.1 Background

Managerial positions are becoming increasingly complex and crucial as organizations confront ever-changing and unexpected conditions in their marketplace. As a result of globalization, tough competition, and organizational and technical developments, organizations are always striving to maintain their market position. Organizations all across the globe are now shifting their strategic priorities away from focusing on competitiveness, productivity, and distinction to strengthening their own internal resources, particularly human capital.

Human capital is considered the critical core pillar of organizational success and competitive advantage (Najm and Manasrah, 2017). Even though capital management receives more attention than human resources, the focus should not be just on human resources when the firm is seeking to transform. It's prudent for companies to hold on to their human capital or talent during bad times. In order to avoid additional costs and efforts in human resources education and the hunt for new talent, smart firms are using preventative steps. As a result, talent management strategies in an organization may assist in reducing attrition, enhancing employee retention and organizational performance by keeping people engaged, motivated, and happy. According to Muhammad (2020), organizations that manage their human capital effectively can accomplish organizational success, goals, and objectives and are more likely to improve their overall organizational performance. The sustainability and continuity of organizations rely on the organization's ability to hire the right individuals to fill the correct job position and work with and through employees to accommodate and achieve professional and practical objectives (Al-Jadayel, 2013). As mentioned earlier, it is crucial for companies to retain their pre-existing human capital and optimize the present talent rather than constantly fostering an environment of high employee turnover.

Talent management helps organizations to perform creatively by proposing ideas and applying new solutions to solve problems, which will benefit organizations to make the ultimate use of their resources and distinguish themselves from competitors. It is a strategy that focuses on the organization's future needs and is essential in the dynamic and rapidly changing business environment. Talent management is a goal-oriented and

integrated process of planning, recreating, developing, managing employees (Al Aina and Atan, 2020). The benefits acquired from strategic talent management goes beyond delivering high performance employees. It also helps in creating a fruitful culture and a safe space for employees to materialize their innovative ideas, thus empowering the brand through a solid team effort on an collective organizational scale.

According to Mangusho et.al (2015), talent management rewarding or acknowledging employee performance synergizes with other management tasks like talent management to manage low employee performance. Talent management training and development programs can also be utilized to improve low-performing employees' performance.

This also benefits the firm in that talent management enables the organization to plan the most qualified candidates for future leadership roles whenever a job becomes open. In a competitive environment, it is therefore critical for firms to fulfill their objectives so that their personnel are appropriately motivated and encouraged to complete their jobs and assignments. Hence, this research aims to explore the impact of talent management on organizational performance within the Jordanian telecommunications sector.

1.2 Problem Statement

One of the difficult tasks facing companies all over the world is to improve organizational performance to enable companies to continue to build and maintain a competitive advantage. Jordanian companies are facing various global challenges these days as a result of the rapid and continuous development in the business market, economic changes and lack of resources in Jordan. This has prompted companies to pay attention to and invest in talented employees, as well as to manage the current talent within the organization. It is indicated that talent management issues are becoming increasingly important in the SME sector that affects efficiency (2006, Lockwood). Therefore, this research aims to identify the impact of talent management on organizational performance in the Jordanian telecommunication sector in Jordan and provide recommendations to maximize positive outcomes and improve performance.

1.3 Research Questions

The main research question that this research attempts to answer is

What is the impact of talent management on organizational performance in the Jordanian telecommunications sector?

Sub Questions:

- 1.1 What is the impact of attracting talent on organizational performance in the Jordanian telecommunications sector?
- 1.2 What is the impact of learning and development of talent on organizational performance in the Jordanian telecommunications sector?
- 1.3 What is the impact of building a “talent pool “on organizational performance in the Jordanian telecommunications sector?
- 1.4 What is the impact of motivating talent on organizational performance in the Jordanian telecommunications sector?

1.4 Research Purpose and Objectives

The main purpose of this study is to investigate the impact of talent management on organizational performance in the Jordanian telecommunications sector

Specifically, this study sought to achieve the following objectives.

1. To investigate the effect of attracting talent on organizational performance in the Jordanian telecommunications sector.
2. To investigate the effect of learning and development of talent on organizational performance in the Jordanian telecommunications sector.
3. To investigate the effect of building a “pool talent” on organizational performance in the Jordanian telecommunications sector
4. To investigate the effect of motivating talent on organizational performance in the Jordanian telecommunications sector

1.5Significance of the Research

This study can be considered one of the important studies that study the impact of talent management on organizational performance in the Jordanian telecommunications sector.. The importance of the study lies in the fact that:

1.5.1 Theoretical Contribution and Practical Contribution

The importance of this study lies in addressing a gap in the existing literature that did not receive sufficient attention from researchers. The results of this study can be useful not only for the telecommunications sector in Jordan but also for other contexts.

The study has also represented the fact that it discusses which is the telecommunications sector in Jordan, and it plays an important and effective role in the national economy. The results of this study can be used to make a recommendation to the Jordanian telecommunications sector on the impact of talent management to improve organizational performance on success, development, and continuity.

Therefore, the importance of this study comes from the following

Scientific and Practical Considerations:

1. Shedding light on the importance of talent management in Jordanian telecommunications companies and its impact on organizational performance
2. Contribute to the development of telecommunications companies in Jordan, which may lead to keeping these companies operating effectively.
3. Helping decision-makers to take advantage of the advantages of the talent management application and give recommendations for their use

1.6 Research Hypotheses

Main Hypothesis:

H0: There is no significant impact of talent management on organizational performance in the Jordanian telecommunications sector, at level of significance ($\alpha \leq 0.05$).

Based on talent management components the main hypothesis can be divided into the following sub-hypotheses:

H01: There is no significant impact of attracting talent on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

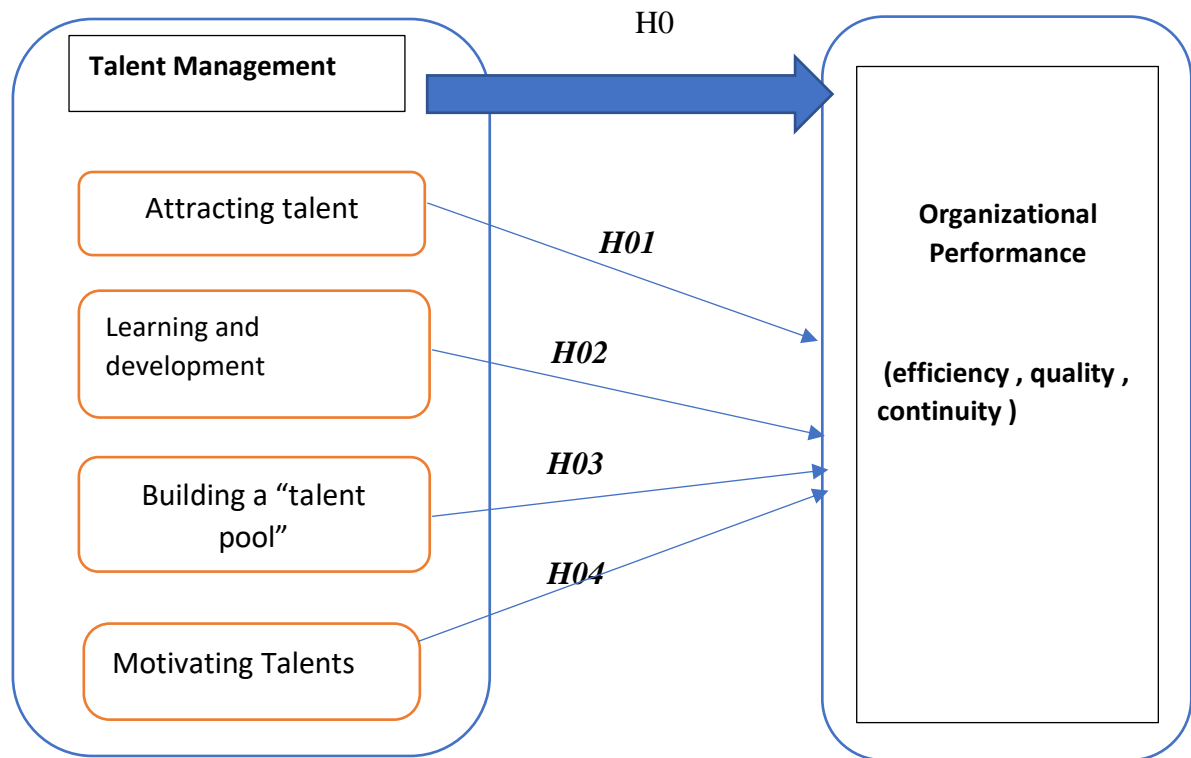
H02: There is no significant impact of learning and development of talent on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

H03: There is no significant impact of building a “talent pool” on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

H04: There is no significant impact of motivating talent on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

1.7 Conceptual Framework

its component, the following model has been developed to exemplify the impact of Talent Management on organizational performance in the Jordanian telecommunications sector, as shown in Figure (1).



Study model :

Sources Model was developed based on the previous studies:

Independent variable: *Almohtaseb, Shaheen, Alomari, & Yousef, (2020) Al Aina, & Atan,, (2020), Waheed et al., 2012, Al-Dalahmeh, & Héder-Rima,(2021)*

dependent variable : *Almohtaseb, Shaheen, Alomari, & Yousef, (2020)*

1.8 Definitions of Terms

Talent Management: It is the process by which an organization identifies, attracts, educates, develops, motivates, and invests in talents

Attracting talent: It means searching for individuals who possess different and rare talents, abilities, and skills and distinguishing them from others and choosing the best among them

Learning and development of Talent: Educating individuals and developing their abilities and skills through training and courses to achieve the highest level of performance.

Building a “talent pool”: The place where all potential candidates, recruiters, and prospects of their selection for future employment are located

Motivating Talent: A person's desire to accomplish something, if he is motivated, motivates them to do it and inspires them to positively participate.

Organizational performance: It refers to the ability of the telecommunications sector to achieve a high level of performance compared to competitors, and to achieve efficiency, quality, and continuity

1.9 scientific Limitations

Human Limitation: This study was be carried out on telecommunications companies managers

Place Limitation: The study was carry out in Jordan.

Time Limitation: This study was be implemented during 2022

CHAPTER TWO

LITERATURE REVIEW AND PREVIOUS STUDIES:

This chapter focuses on demonstrating the definitions of talent management and organizational performance and highlights the relationship between them. Moreover, it distinguishes this study from previous studies by reviewing the previous studies in the relevant field.

2.1 Talent Management

Talent is the combination of employees' skills, knowledge, potential, and cognitive ability. Hence, employees' values and work preferences are also of major importance (Aina and Atan, 2020). Talent management is tied in with adopting an essential strategy for pulling in, holding, and building up a labor force. Running an organization takes more than recruiting individuals who can perform required tasks. Organizations need to benefit from the labor force by sourcing popular abilities, putting resources into ceaseless mastering and expertise improvement, and overseeing and upgrading execution (Gallardo-gallardo, Thunnissen and Scullion, 2020). Talent management may also be defined as a process that ensures the organization's capacity to fill critical roles for future leaders, company future leaders, as well as jobs that support distinctive core competencies, unique skills and high strategic value. (Tusang & Tajuddin, 2015). The definition of Talent management has been conceptualized differently as it is highly influenced by the type of industry or occupation field (Gallardo *et al.* 2013). Furthermore, talent management contributes to employee engagement, which has been linked to increases in organizational cost-effectiveness, productivity, work happiness, and career contributions to organizational success. Employee engagement is a method of involving employees in activities that allow them to express themselves physically, emotionally, and cognitively (Kadiri Ismaila Bolarinwa, 2017).

Yet one of the common definitions of talent management is seen as the process of attracting talented people to work in the organization. Talent management includes several components, including developing and educating talented people, gathering talents, motivating them, and investing in them (Bouzidi, 2020). Talent management is also defined as a set of procedures that a firm uses to train and hire new personnel to increase performance (Dhanabhakym & Kokilambal, 2014) Talent management should

not be a different business measure. Instead, it should be coordinated into most business cycles and exercises in the organization. It can incorporate such things as associating individuals and work and improvement openings utilizing Workday Talent Marketplace, to companywide programs zeroed in on lifting talent through preparing, picking up, coaching, and customized work environment encounters. (Meyers *et al.*, 2020). According to Tepayakul & Rinthaisong (2016), it is considered a mean of maximizing the company's market position and making its personnel the most equipped for their positions, Talent Management is also a method of managing effective human resources. Human resource management views all employees as intangible assets, regardless of their level of education, training, or experience. However, TM focuses on specific pools of talent and production, whereas HRM focuses on all personnel (Jenkins, 2009; Schiemann, 2014). In contrast to HRM, TM has a broader vision and scope of productivity since it focuses on the organization's goals and expected outcomes (Sheehan & Anderson, 2015). Success in any business is largely influenced by an organization's ability to attract, keep and grow top-notch employees. As a result, the degree of TM inside a company can determine whether or not it succeeds or fails. (Luna-Arocas & Morley, 2015). Modern academics have had a difficult time connecting HRM and TM because of the misunderstanding that exists between the two ideas. The fact that TM and HRM are considered to be two sides of the same coin is problematic (Luna-Arocas & Morley, 2015). Finding, developing, and keeping high-potential people who can assist the company accomplish its goals is the purpose of talent management. Among the many competencies required are technical know-how as well as management prowess. Attracting, selecting, developing, and keeping knowledgeable workers is the goal of this collection of activities (Abdel Azem Mostafa et al., 2021). Talented people have unique features, attributes, traits, or talents that may help organizations achieve their objectives (Sheehan et al., 2018) TM is relevant to all employees, allowing everyone the opportunity to grow professionally. This may also help companies to pay greater attention to work together as a team. (Cerdin and Brewster, 2014).

2.1.1 Attracting talent

The execution of integrated strategies aimed at increasing employee productivity by building systems for attracting, developing, maintaining, and employing individuals with the essential skills and aptitude to fulfill current and future corporate demands is known as talent management (Ferreira et al., 2012).

Recruiting workers with special skills who will be potential leaders of the company is the first approach in talent management (Kagwiria, 2013). To catch and to measure a potential individual's ability, including expertise, dexterity, skill, and desire to develop is known as talent attraction (Obeidat et al, 2018). Moreover, talent acquisition plans are introduced when hiring qualified employees occurs in a company. Corporate branding is a significant tool for attracting and distinguishing qualified workers from rivals (Rawashdeh, 2018). There are other critical factors for recruiting workers and that include business prestige, work-life balance, competitive pay, and demanding work (Anwar, et al. 2014). Employees who connect more to the organization's information exchange should be rewarded. (Rabbi et al 2015). Therefore, compensation and incentive programs must support information exchange and talent. Establishing talent attraction programs that function as marketing strategies are important as they aim to envision the current opportunity in a way that best represents what the company organization will deliver to attract and retain desirable talents, such as salary, perks, and growth chances (D'Annunzio-Green, 2008).

2.1.2 Learning and development of talent

There is a lack of consensus on the definition and scope of learning and talent development. In certain academic circles, the term "talent management" is used interchangeably with human resources management (Collings and Mellahi 2009).

Based on the definition provided by Garavan et al. (2012), an organization needs to accomplish its strategic objectives to ensure that it has the existing and future talent. Talent development "focuses on the planning, selection, and implementation of development initiatives for the whole pool of talent". Learning and development have become a key to success in today's dynamic business environment; without continuous learning, maintaining performance may become impossible. As a result, strategy makers and employers are shifting their focus to the learning and development of talented employees to improve company performance. Employees' skills and attitudes are improved via talent development. (Williamson, 2011)

This process revolves around development. The development of concerned individuals means to gain experiences that help the organization achieve its goals. Moreover, employees must have a clear awareness of their strengths and weaknesses and agree to join development activities, which leads to improve their performance across

functions and levels. (Rabbi et *al.*, 2015.) Employee's learning and development has become a fundamental factor for organizational performance. Without continuous learning and development, employees can find it difficult to maintain their output in today's competitive environment. Therefore, learning and development are significant in the order to upgrade employee's skills to meet the demand of a constantly evolving world. (Rabbi et al., 2015) Top talents are always eager to improve. They understand that if their learning curve was not constant, their future opportunities may become limited. Top talents do not like having their opportunities to improve curtailed. Willingness to support others, to take some extra classes, to lead a project outside of their ordinary job, to be challenged with new opportunities, to serve on a cross-functional team, or to take an online class will ensure that they are improving (Daci, 2020). Telecommunications companies may use strategic human resources strategies, like career development courses, training courses, and training sessions, as part of their learning and development plan to boost productivity, raise motivation, engage skilled employees, and establish an effective staffing system. (Chen and Huang 2009).

2.1.3 Building a “talent pool”

Building the talent pool is linked to creating a matrix that managers and recruiters have for keeping data on their top job candidates (Ganaie and Haq, 2017). It comprises a mix of people ranging from those who applied for work in the organization before but weren't a right fit at that time, those with a certain expertise or generalist profile, former employees and passive candidates (Ganaie and Haque, 2017). Talent pooling is important because it implies candidate experience because of reduced/minimal chances of removal. It helps in empowering candidate experience by have less to no cases of rejection. It also makes life easier for the HR department and management. (Marsden-Huggins, & Warren, 2014). A talent pool can be created by adding sourced candidates, creating a dedicated landing page, re-engaging unsuccessful candidates, including internal talents and engaging students and graduates to be future employees. (Kichuk and Brown and Ladkin, 2019).

The creation of a global talent pool can effectively help in managing the risks associated with poor talent supply and demand matching (Vaiman, Haslberger, Vance, 2015). First, global talent pools allow firms to recruit prospectively and establish a regular "talent pool" for the organization, thus managing the danger of a talent supply and demand mismatch. Second, because nationality and geographical barriers have been

broken down, self-initiated expatriates with high talents and potentials may now be incorporated into the global talent pool, and significantly expand it. Finally, the global talent pool gives staff greater possibilities and room for progress, allowing companies to keep high-potential self-employed-pass on board. (Zhang, 2021).

2.1.4 Motivating Talent:

Motivation is described as a person's desire to do something because they want to do it. If a person is motivated, they should make good decisions to do something. (Damarasri and Ahman 2020), If the working conditions is enjoyable, even more so if workers already feel a sense of belonging to the organization, then motivation can be a measure of how long an individual will continue their business because motivation is a value that leads to the principles of human life based on total needs so that persons remain consistent (Yagyagi, 2015) Motivational practices that make them feel valued and encourage them to contribute positively and for a long-term to the activity of the organization. Talent management raises an organization's revenue by assisting the team in delivering greater performance than its competitors, resulting in a larger market share and increased revenue. (Brewster, Sparrow & Vernon, 2007). Talent management would eventually lead to greater levels of dedication, motivation, and allegiance. Employee engagement is boosted by motivational factors that encourage positive work attitudes (Bhuvaiah & Raya, 2015).

In his theory, Herzberg (Kiruja, 2013) includes two factors for motivation; motivators and hygiene factors. Motivators include dimensions like achievement, appreciation, work interest, obligation, and development, and they all have to be taken into consideration. On the other hand, the dimensions of hygiene considerations tend to be more prominent; such as wage and benefits, working conditions, company policy, status, job security, supervision and autonomy, office life, and personal life.

2.2 Organizational Performance

Performance is the accomplishment of objectives set by managers, the arrangement of administrations, or the acknowledgment of items paid to clients. It leads to the company's survival, advancement, development, and benefit. Performance could be procedure-related to each movement in an organization, and its execution depends on the organization, industry, and environment (Samsonowa, 2012).

Organizations and their workforces are being impacted by recent changes in Human Resource Management (HRM). (Goswami, 2016) , The capacity of an organization to achieve its objectives by utilizing resources in an efficient and effective manner is referred to as organizational performance. Another important factor is a company's capacity to meet its objectives. (Rop et al., 2015)

Organizational performance refers to various divisions within a company with complex schedules in place to accomplish the ultimate target at various levels. An organization can also accomplish its objectives by using resources efficiently and reliably. The efficiency of an organization is measured by a thorough examination of all of its divisions; the success and failure factors of an organization are determined. Organizations place a premium on efficiency, quality, and continuity. In terms of non-financial factors, employee conduct in the workplace is one of the most significant determinants of an organization's success. Employee performance has a direct impact on an organization's success or failure. (Ling and Hung, 2010) Organizational efficiency is divided into three areas: (a) budgetary execution (benefits, return on money, quantifiable profit, etc); (b) item business execution (deals, a piece of the pie, etc); and (c) investor return on investment (absolute investor return, financial worth included, etc). In order to ensure the long-term viability and success of a business, managers must communicate the goals and standards of performance to employees in order to inspire them to work more in the future. The evaluation of employee performance is based on whether or not employees perform well in their roles at work. (Shaki, & Khoshsaligheh, 2017).

Organizational success can be assessed by monitoring and understanding the operation and nature of the economic entity, as well as following up and understanding the financial and economic circumstances surrounding it. On the other hand, the organization's strength and weakness can be determined by using some financial methods like assisting the review, comparison, and assessment of financial data, as well as assisting in the relationship between financial data and organizational performance measurement financial analysis, and this includes the use of financial ratios in the analysis to compare past performance to expected future performance. Assessing organizational efficiency is significant for many reasons, the following points explain some of them (Simsek, 2007):

1. Measuring performance improves internal and external interactions between employees and the organization's clients and customers.
2. Measuring performance reveals how well an organization is meeting the society needs and making progress by achieving its objectives.
3. The "measurement process" emphasizes on the goals and encourages organizations to have the tools, time, and commitment required to achieve goals, as well as to attract and retain talent. This measurement also provides input on the progress in achieving goals and determining how the outcomes vary from the objectives. So, companies should focus on identifying and correcting performance gaps. (Almaaitah et al., 2020)

2.3 Relationships between talent management and organization performance

Talent management helps companies in identifying the most qualified workers as potential future leaders. The goal of talent management is not only to identify and focus on talented workers but also to ensure that strategic and growth initiatives are aligned with the organization's mission and vision, resulting in the organization's prosperity and long-term viability. Most researchers who have looked into the effects of talent management have found that it has a substantial impact on the long-term viability of an organization's success (Al Aina and Atan, 2020). These researchers supported the idea that talent management and organizational success have a positive relationship (Sheehan, 2012)

Furthermore, talent management increases employee effectiveness and efficiency (Kehinde, 2012). Attracting, creating, maintaining, and empowering employees are all activities that must be followed. Talent management strategies that lead to long-term competitive advantages and rewarding skilled workers have been viewed. The components of talent management that are intended to meet the strategic needs of the company and that includes "attracting talent, talent learning and development of talent, talent pool, and talent motivating" (Lyria, 2017).

2.4 Previous Studies

This section presents the most recent studies on talent management and organizational performance. The studies are presented and followed by the expected contribution of the current study in comparison with the previous research done to date.

1. Al-Dalahmeh, anHéder-Rima's (2021) study titled: **"The effect of talent management practices on employee turnover intention in the Information and Communication Technologies (ICTs) sector "** The study aims to examine the motivations of talented employee to leave a organization and how talent management practices could influence the employee intention to leave. The study used the descriptive method. To attain the research objectives, the hypothesis was tested using a survey data set of 210 questionnaires collected from employees working in 82 ICT companies in Jordan. The results show that talent management techniques have a considerable impact on employee intentions to quit a company. As a result, when companies use talent management strategies, the possibility of employees leaving goes down. The findings indicate that acquiring exceptional people had the greatest impact on reducing employee intention to quit whereas developing and rewarding brilliant employees has the least impact. The contribution/ recommendation that has been put forward is: ICT company executives must devise unique training programs to reward and promote skilled staff.
2. Akob (2021) study titled: **"The Role of Competitive advantage in the Relationship between Talent Management and Knowledge Management on Organizational Performance "**. The study aims to study the impact of competitive advantage on organizational performance in connection with talent management and knowledge management. The study uses a descriptive method of quantitative analysis. The results show that talent management and knowledge management have a considerable impact on competitive advantage and organizational performance in Indonesian Sharia Banks. The contribution/ recommendation is to boost organizational performance, policymakers and senior management to address knowledge management among employees by implementing effective management. Future research might use the model developed in this study to investigate the relationship between performance, competitive advantage, knowledge management,

and talent management on a larger scale, using other methodologies and analytic units to improve the viability of the findings.

3. Wiradendi Wolor, (2020) study titled: "**Implementation talent management to improve organization's performance in Indonesia to fight industrial revolution 4.0**" The study aims investigate companies that are looking for competent human resources with qualified skills and a positive attitude due to the growth of artificial intelligence throughout the world. Employees, in particular, are viewed as talents who work for the organization. Organizations must make talent management for employees to order to drive the organization to the optimal point of attaining firm performance in highly competitive market. This study expands on previous research and focuses more specifically on the practice of successful people management in the context of the Fourth Industrial Revolution. The study used a qualitative approach and the results show that organizational performance is influenced by talent management. As a result, an efficient talent management method is required to increase organizational performance in Indonesia in the face of the fourth industrial revolution. The findings add to literature by describing talent management in Indonesia in terms of accommodating and boosting organizational performance. The contribution/ recommendation put forward provides a crucial approach to talent management since some businesses still do not comprehend talent management's practice and learning process. These results stand as a ground for this hypotheses and future studies the same sector. However, it's important to acknowledge the study's shortcomings. There are some methodological issues that needs to be resolved. Also, additional empirical research is needed, such as adding quantitative data, to clearly determine the indicators that best reflect the talent management variable as this study employs a qualitative approach in addition to a research journal analysis.
4. Al Aina & Atan, (2020) study titled: "**The Impact of Implementing Talent Management Practices on Sustainable Organizational Performance**", the study aim is to look into the impact of talent management strategies on long-term organizational success in the United Arab Emirates real estate companies. The study used a descriptive method, A structured questionnaire was issued to a research sample of 306 real estate company managers in order to collect data. The results show that talent attraction and retention had little effect on long-term organizational success, while learning and growth and career management had substantial positive

effects. The contribution/ recommendation put forward by the study shows that according to the findings, management should focus on learning and growth, as well as employee career management. This can be done by focusing on coaching and training programs, as well as work rotation, to achieve long-term organizational success.

5. Almohtaseb, Shaheen, Alomari, & Yousef, (2020) study titled: " **Impact of Talent Management on Organizational Performance: The Moderating Role of an Effective Performance Management System**" the study aim is an efficient performance management system that has a moderating impact on the relationship between talent management and organizational performance. The information was gathered through a survey of 430 respondents, all of whom were public health professionals. SEM is a mathematical method used in AMOS. A software program for research was used. The results show that a performance management framework moderates the relationship between talent management and organizational performance in this research. The study's contribution/ recommendation demonstrates that a performance management framework can be used as a tool to recognize talented workers, to incorporate, re-strategize, and enhance the management-employee relationship to boost organizational performance.
6. Al-Rawashde, (2021) study titled: "**The Impact of Applying Talent Management Strategies on Achieving Happiness in the Work Environment: An Applied Study on the Royal Jordanian Airlines Company**". The study aims to understand the impact of talent management strategies at Royal Jordanian Airlines on achieving happiness in the work environment.), The study used descriptive and analytical methods, The study included 1669 Royal Jordanian Airlines employees with a variety of job designations. The investigator selected 180 participants using a basic random sampling procedure. The results show that the most important of which are: the members of the study sample have high perceptions of the level of talent management techniques in the researched organization, and individuals in the study sample have high perceptions of the level of satisfaction in the researched co-work operator's environment. Due to their favorable effect on organizational culture, the contribution/ recommendation put forward by talent management strategies and the crystallization of principles that express the ideals of participation and cooperation,

collaboration, and diversity of abilities be implemented within the firm for the attainment of collaboration and participation.

7. Alsawalhah, A. (2020) study titled: **“Talent Management Strategy and its Impact on Employee’s Development: An Empirical Study on Jordanian Pharmaceutical Companies “**. The study aim to investigate the influence of talent management strategies (attracting, localizing, investing, and retaining) on the employee development process, which will aid stakeholders in the creation of their plans. The study used descriptive and analytical methods. A questionnaire was created for this study and delivered to a random sample of the population; 239 questionnaires were received, representing an 85 percent response rate. The results show that illustrate that strategic talent management plays an essential role in employee development in Jordanian pharmaceutical enterprises, the contribution/ recommendation put forward by Creating a remuneration structure that encourages employees to stay with organizations, supports brilliant employees and includes them in key business decisions.

8. Almaaitah, Alsafadi, Altahat, & Yousfi, (2020) study titled: **“The effect of talent management on organizational performance improvement: The mediating role of organizational commitment “**. The study aim is Boost employee and organizational performance theoretically, organizational dedication is a mediating factor in this relationship. The model also incorporates atransformational leadership style as a possible mitigating factor in this relationship. The model also considers the transformational leadership style a possible moderating element. Using questionnaires, 385 Jordanian hotel workers were surveyed. The study used structural equation modeling (SEM). Questionnaires were used to collect data from 385 Jordanian hotel staff. The results show that talent management (TM) has a favorable impact on organizational performance, effective continuation, and normative commitment. It was also discovered that effective perseverance and normative commitment acted as mediators. , the contribution/ recommendation put, transformational leadership style is a motivating factor in talent management and organizational success. The findings highlight the importance of organizational commitment in reaching human resource performance objectives.

9. Al-Khateeb, A., & Al-Louzi, K. S (2020) study titled: **“An Exploratory Study on the Impact of Work/Life Balance and Employee Engagement on Talent Management and Organization Performance: A Case of Jordan Telecom and IT Sector “**. The study aim to look at the link between talent management, work-life balance, motivational drivers of employee engagement, and organizational performance in Jordan's telecommunications and information technology industry. As mediators between talent management and organizational performance, both work-life balance and motivational drivers of employee engagement were investigated. Talent management and its three components, namely talent acquisition, talent development, and talent retention, were found to have a favorable link with organizational performance in the study. The study used conducted both correlation and inferential statistics, the population was selected at random, and there were a total of 250 completed surveys. the results show that talent management and its three components had a good association with work-life balance. Talent management and its components were also found to have a good association with employee engagement motivating drivers. Finally, work-life balance was shown to somewhat mediate the association between talent management and organizational performance, whereas motivational drivers of employee engagement mediate the relationship. Many recommendations for further research were made in this study. The contribution/ recommendation put forward to Jordan's telecommunications and technology sector to strengthen its different recruitment strategies and approaches to attract more competent individuals to work with them.
10. Ibrahim, & AlOmari. (2020) study titled: **“The effect of talent management on innovation: Evidence from Jordanian Banks “**. Study aim the link between talent management, product innovation, process innovation, and marketing innovation is investigated using human capital, McGregor's X and Y, social exchange, and employee attraction theories. The study used Variance-based structural equation modeling to examine the collected data (PLS-SEM). The study sample, which included (120) personnel in senior and middle management roles, was surveyed using a questionnaire. The results show that people management had a large and beneficial impact on the product, process, and marketing innovations. Organizational

tenure was also a key driver for talent management, as well as product, process, and marketing innovations, according to additional ANOVA studies, the contribution/ recommendation of Individuals' enthusiasm and commitment to performing at their best is fueled through talent management, which includes patenting new inventions to their credit

11. Bibi (2019) study titled:" **Impact of Talent Management Practices on Employee Performance: An Empirical Study among Healthcare Employees** “. The study aims to assess the impact of talent management techniques on employee performance among individuals working in Pakistani healthcare institutions Design/Methodology; this study took a quantitative approach and used a cross-sectional methodology. 364 healthcare workers were surveyed as part of the study's sample. The results show that talent management methods such as recruitment and selection for talent attraction, coaching and mentoring for talent learning and development, and remuneration for talent retention have a significant favorable effect on employee performance, the contribution/ recommendation Organizations must establish proper management strategies for their talent personnel to assist them to achieve their objectives. Future studies should, on the other hand, look at the influence of talent management techniques on organizational performance. Other areas of talent management strategies should also be investigated to extend the viewpoint.
12. Al-Weshah, Al-Manasrah, & Al-Qatawneh, (2019) study titled:" **Customer relationship management systems and organizational performance: Quantitative evidence from the Jordanian telecommunication industry** " the study aim to research the impact of customer relationship management systems (CRMS) on the performance of Jordanian telecommunications organizations In Jordanian telecommunication firms, The study used quantitative approaches such as descriptive statistical analysis, linear regression, and hypothesis testing procedures, 300 surveys were delivered to Jordanian telecommunications company customer service representatives using the convenient sample. Only 140 of the original forms remained after editing. The results show that CRMS aspects have a considerable impact on the success of Jordanian telecommunications firms. In addition, each CRM factor (system quality, information quality, system utilization, and user happiness) has a substantial impact on the success of Jordanian telecommunication firms, the

contribution/ recommendation put forward gives real-world examples of how CRMS may be used to improve telecommunications company performance

13. Al-Qeed, Khaddam, Al-Azzam, and Atieh's (2018) study titled **"The effect of talent management and emotional intelligence on organizational performance: Applied study on Pharmaceutical industry in Jordan"**. The study aims to examine the effect of talent management on organizational performance at the pharmaceutical industry in Jordan. There were 1125 replies to the survey addressed to pharmaceutical company managers in Jordan, The study used Random stratified sampling to create the respondent sample. The model's hypothesized correlations were tested using the PLS-SEM. The results show that Positive correlations were discovered between (1) talent management and organizational performance, (2) talent management and emotional intelligence, and (3) emotional intelligence and organizational performance, according to the findings of the study. It is the first to use PLS route modeling to evaluate the structural model. In Jordan's pharmaceutical industry, the contribution/ recommendation put forward by the article underlines the importance of emotional intelligence as a mediator of the relationship between talent management and organizational success
14. Rawashdeh, (2018) study titled: **"The Impact of Talent Management Strategies on Bank Performance in Jordanian Commercial Banks "**the study aims to look into how people management techniques affect bank performance in Jordanian commercial banks. The study used descriptive analysis and an independent t-sample test in SPSS. Participants in this survey were HR and line managers from large corporations' top tiers. There were 120 participants in the study. As part of the research, random sampling was employed. The results show that between attracting, developing, and retaining people and bank performance. To cope with changes in the business climate and remain competitive, bank management is urged to continue developing the attractive mechanism they have implemented. To retain talented employees and reduce labor turnover, the contribution/ recommendation forward to continue updating the motivating system in labor market conditions and competitiveness. As the main key to retaining talents, it should focus on the rewards mechanism. Larger sample numbers will be required in future investigations. Furthermore, prospective research should use these characteristics to compare Jordanian bank performance to that of other Middle Eastern banks.

15. Alrowwad, Obeidat, Yousef, Al-Khateeb, & Masa'deh, (2018) study titled: "**The Role of Work/Life Balance and Motivational Drivers of Employee Engagement on the Relationship Between Talent Management and Organization Performance: A Developing Country Perspective** " the study aim to In Jordan's telecommunications and information technology industry, investigate the link between talent management, work-life balance, motivating drivers of employee engagement, and organizational success. As mediators between talent management and organizational performance, both work-life balance and motivational drivers of employee engagement were investigated, A random sample of 3305 workers from the three major Jordanian telecommunications companies, Zain, Orange, and Umniah, was selected for the study, and a total of 250 questionnaires were completed by the study's participants. the results show that, the study discovered a link between organizational performance and talent management and its three components, namely talent acquisition, talent development, and talent retention. The findings also revealed that talent management and its three components had a good association with work-life balance. Talent management and its components were also found to have a good association with employee engagement motivating drivers. The contribution/ recommendation to work-life balance was shown to somewhat mediate the association between talent management and organizational performance, whereas motivational drivers of employee engagement mediate the relationship.
16. Najm and Manasrah's (2017) study titled "**The effect of talent management on organizational performance: applied study in Jordanian banks**", the study aim is to Analyze the impact of TM dimensions on organizational success metrics. Aligning TM to policy, sustaining, evolving, and finally attracting and renewing talents are the four dimensions of TM that have been established. The study used the analytical method, The results show that TM dimensions have a positive impact on the three-success metrics in all six banks, the contribution/ recommendation Organizations should strive to expand support and development programs for high potential and performance at all levels of the business, rather than focusing just on senior managers and leaders at the top.
17. El Dahshan, Keshk, & Dorgham, (2018) study titled: "**Talent management and its effect on organization performance among nurses at her bin el-kom hospitals. International Journal of Nursing**" The study aims to look at the impact of talent

management on the Shebin El-Kom hospitals' performance. Methods and subjects: In two hospitals, Menoufia University and Shebin El-Kom Teaching Hospitals, a descriptive correlational study approach was used. The Talent Management and Organization Performance surveys were utilized as standardized questionnaires. The research sample consisted of a random sample of 273 nurses. The results show that, the results that nurses at Menoufia University Hospital were more satisfied than nurses at Shebin El-Kom Teaching Hospital in terms of overall score of talent recruitment, retention, and organizational performance, with a highly statistically significant difference. The contribution/ recommendation put forward to be competitive in today's healthcare market; all healthcare businesses should include a people management strategy in their strategic planning.

2.5 The difference between the previous studies and the current study

Evidence provided by a previous set of literature indicates that most of the previous research focused on the impact of talent management practices on organizational performance in other dimensions. This study is the only study that collects all dimensions and it is limited to the Jordanian telecommunications sector .

Most of the previous studies discussed the impact of talent management on organizational performance in various sectors, but the current study applies to the telecommunications sector in Amman as a study community.

Most of the previous research was conducted in Jordan telecom companies. The current research covers the entire sector.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research design, demographic and sampling, data collecting techniques, data analysis, study instrument, and validity and reliability tests are all covered in this chapter.

3.2 Research Design

The current study is considered a descriptive study. The researcher studies the phenomenon of interest as it occurs naturally in descriptive science. Individuals, situations, or incidents have not been manipulated in any way. This research design is deductive and quantitative as it depends on collecting and analyzing numerical data to explain and determine variables and the phenomenon of interest (Abu-Bader, 2021). This research starts with a literature review to identify the research problem and determine the main dependent and independent variables. The questionnaire has been prepared in its primary form and sent to various academics in different universities to evaluate and confirm the validity of the questionnaire that will be used to collect data to validate research hypotheses (Abu-Bader, 2021).

3.3 Population and Sample

For this study, the major telecommunications companies were selected including Umniah, Zain, and Orange. Also, other companies from the telecommunications sector were chosen at random; Huawei, Cell Avenue, Oxford, and Ericsson. The data collection period was extended to two months starting from December 2021 till the end of January 2022.

The study population consisted of (400) managers working in Jordanian telecommunications companies. The study population was identified by means of Morgan's table. The sample of this study is a suitable sample for managers across different levels of telecommunications companies. The questionnaire was delivered to the contact point within the Jordanian telecommunications companies identified by the management. A number of 300 questionnaires were delivered to the contact point that was selected on the basis of the companies' approval. As a result of the loss of value, repeated answers to different questions, and the failure to respond to a certain number

of telecommunications companies and exhibitions in the malls, 20 answers were deleted from the questionnaires. So, 280 legitimate answers were considered for data analysis.

3.4 Procedure for Data Collection

Data were obtained from two sources for this study: secondary and primary data. Books, research, essays, dissertations, theses, working papers, journals, and the Internet were used to gather secondary data. The secondary data is used to establish a solid embedded theoretical foundation and direction for the research.

Once the variables and the conceptual research framework are developed, primary data is obtained through questionnaires focusing on the conceptual framework's main variables.

3.5 The Questionnaire

The questionnaire was designed to reflect the main research aim, objectives, and conceptual model. The initial draft was sent for evaluation and validation by the judgment committee including academics as per the specific requirements of the University of Petra, Faculty of administrative and Financial Sciences. The review was conducted by 5 internal reviewers inside the faculty and 7 external reviewers from 7 from universities including Al-Zaytoonah University, Jordan University, Applied Sciences University , Mutah University, Al-Ahliyya Amman University, and the Middle East universities. The list of reviewers is presented in Appendix (1). To ensure the validity of the questionnaire, the evaluation highlighted unclear question styles, difficulties in the language used, improper response types for such questions, and the questionnaire clarity and comprehension. The reviewers also gave their opinion on the level of clarity of the tool's clauses, the validity of each paragraph in evaluating what was set for quantification, the level of precision and integrity of the text, and any shifts to the tool's wording, integration, deletion, or addition of paragraphs. The phrasing of various paragraphs has been amended and corrected in light of the arbitrators' revisions and criticisms.

The questionnaire used for this study consisted of three main parts:

1. **Participants Demographic:** it covers their gender, age, educational level, job position and years of experience.
2. **Independent variable** (talent management): which includes the following sub-variants: attracting talent, learning and development of talent, building a “talent pool “, and motivating talent.

3. Dependent variable (organizational performance)

Covers the items that will be assessed using relevant questions being used in the questionnaire and grouped into five Likert scales to assess managers' perceptions, with values ranging from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire was created in two languages (Arabic and English) to ensure that the research objective is clear and reflective. The researcher sent the survey to the participant via e-mail with a link to a Google form after receiving consent to begin the collection phase. Several telecommunication companies were visited, and several managers were met face to face and handed hard copies of the questionnaire. 400 questionnaires were randomly distributed. Before the actual day, sharing the questionnaire was optional, and email addresses were removed from the link to protect the respondents' privacy and responses. They were informed that the data obtained is confidential and will remain anonymous. To further support the data collection, an information sheet outlining the aims and objectives of the study and a supporting letter obtained by the University of Petra acknowledging the purpose of the data collection were distributed to each survey participant to support the field data collection.

3.6 Data Analysis

Data Analysis

The researcher entered the data obtained through the study questionnaire collected using the statistical package of the Statistical Package for Social Sciences (SPSS), and was then processed according to the tests that achieve the purpose of the study, specifically the researcher's use of the following methods:

3.6.1 Descriptive statistics: identifying and interpreting the current state of persons, settings, circumstances, or events. In descriptive research, the researcher observes the phenomenon of interest as it occurs naturally, with no effort to influence persons, circumstances, or events. Observational research and survey research are two typical quantitative, non-experimental, descriptive research designs (Yarahmadi, 2020).

3.6.2 Measures of central tendency: such as the arithmetic mean used, frequencies and percentages, to describe the opinions of the study sample about the study variables, the importance of the statements contained in the questionnaire, and the

standard deviation to indicate the extent of the dispersion of the answers from their arithmetic mean.

3.6.3 Multiple linear regression analysis: it is used to test the relationship between the independent variables combined with the dependent variable.

3.6.4 Cronbach Alpha Test: this is to test the reliability of the data collection tool used to measure the variables included in the study.

CHAPTER FOUR

DATA ANALYSIS AND HYPOTHESES TESTING

4.1 Introduction

The chapter discusses the research descriptive findings of the study's conducted survey. Using more complex statistical techniques, this chapter proceeds with the process of quantitative data analysis. The mean and standard deviation of statements will be presented in details. Thereafter, hypothesis testing among the proposed model variables are investigated and reported using regression analysis to test the impact of talent management on organizational performance .

Demographic Analysis

This research adopted the quantitative approaches to achieve the main objectives and a questionnaire was used to collect the needed data. Usually, there are two forms of statistical analysis for the collected data which are descriptive statistics and inferential statistics (Amrhein, et al., 2019). In order to test the hypotheses, the descriptive statistics are used to describe the sample characteristics while inferential statistics is used for examining the relationships between the variables. This research adopted a descriptive analysis to summarize the respondents' demographic characteristics.

Several groups are represented in this study sample, including director, manager, officer and team leader. Staff completed and returned a total of 280 valid questionnaires. Information about the respondents' personal backgrounds such as age, gender, educational qualification, current position and relevant work experience was gathered in the first section of the survey. The following tables and sections present a summary and discuss these characteristics in detail.

Table 3.1 Frequency Distribution by Gender of respondents

		Frequency	Percent
Gender	Female	101	36%
	Male	179	64%
	Total	280	100%

A total of 280 replies are shown in table 3.1. As a result, the sample had a higher proportion of males (64 %, n=179) than females (36%, n=101). This gives an indicator of the overall composition of employees' gender in the sample of study.

Table 3.2 Frequency Distribution by Age of respondents

		Frequency	Percent
Age	Less than 30	66	24%
	30-39	160	57%
	40-49	42	15%
	50 or above	12	4%
	Total	280	100%

According to the table (3.2), most of the respondents were aged 30-39 years (57%, n =160); <30 years old (24%, n = 66); while the number of people aged between 40 and 49 years (15%, n = 42), and the number of people aged between 50 and above (4%, n= 12). This indicates that the majority of service providers in this department were in their 20s and 30s.

Table 3.3 Frequency Distribution by qualification

		Frequency	Percent
Qualification	Bachelor	169	60%
	Higher Diploma	34	12%
	Master	54	19%
	Other option	23	8%
	Total	280	100%

Table (3.3) shows that the respondents have a comparatively high level of formal education, with 60% having a bachelor's degree, 19% having a master's degree, only 12% having a higher diploma, and 8% having no formal education. These findings indicate that the companies' employees are generally well-educated and interested in pursuing academic qualifications.

Table 3.4 Frequency Distribution by Job Position

		Frequency	Percent
Job Position	Director	20	7%
	Manager	73	26%
	Officer	107	38%
	Team Leader	80	29%
	Total	280	100%

Table (3.4) indicates that 38% of the respondents were officers, 29 % worked as team leaders, 26 % were managers, and 7% were directors.

Table 3.5 Frequency of Distribution Year of Experience

		Frequency	Percent
Years of Experience	10 or less	132	47%
	11-15	97	35%
	16-20	37	13%
	21 or more	14	5%
	Total	280	100%

Finally, as shown in table (3.5), 47% of the respondents had less than 10 years of experience, 35% had between 11 to 15 years, 13% had 16 to 20 years, and 5% had more than 21 years.

4.1 Validity and Reliability

4.1.1 Validity

The administered study questionnaire was sent to (12) professors of arbitrator specializing in business management and scientific research in the University of Petra and other universities, listed in Appendix1, to evaluate the entire questionnaire for unclear question styles, difficulties in the language used, improper response types for such questions, and to check that the questionnaire was well created. They were asked to constructively give their opinion on the level of clarity of the tool's clauses, the validity of each paragraph in evaluating what was set for quantification, the level of precision and integrity of the text, and any shifts to the tool's wording, integration, deletion, or addition of paragraphs. The phrasing of various paragraphs has been amended and corrected in the light of the arbitrators' revisions and criticisms.

4.1.2 Reliability

The accuracy, consistency, and stability of a measurement instrument's responses over time are referred to as its reliability (Sürücü and Maslakçi, 2020). When the result is constant, it can be concluded that the outcome is not influenced by chance. It's important to note that an internal consistency test was performed at this early stage of data analysis to confirm that all constructs had acceptable Cronbach's alpha scores before proceeding with any statistical approaches as shown in table 3.6. Cronbach's alpha test was used to analyze the internal consistency of all measurement items in the survey by running the data through SPSS (Adeniran, 2019).

Table 3.6 Reliability Statistics

	Cronbach's Alpha	N of Items
Attracting Talent	.804	5
Learning and Development	.794	6
Talent Pool	.731	4
Motivating Talent	.773	7
Talent Management	.900	22
Organizational Performance	.822	5

Cronbach's alpha should be between 0.7 and 0.9 (Asmelash & Kuma, 2019). According to Nawi, et al. (2020), an alpha coefficient of 0.50 or higher is sufficient to prove internal consistency. With Cronbach alpha coefficients ranging from 0.731 to .900. As shown in the table, the items in the current data provided on the Likert scale has showed acceptable reliability.

4.2 Descriptive Statistics Analysis for Independent variable

Attracting talent

Table (4.1) provides the general descriptive statistics of mean, standard deviation, statement importance, and importance degree for the attracting talent statements. The five items in column one of the tables (4.1) were used to provide input for the attracting talent dimension. Other columns provide the mean, standard deviation, statement importance, and importance degree for attracting talent. The respondents were asked to evaluate the extent to which their organization's activities were characterized of attracting talent (1=strongly agree; 5=strongly disagree).

Table (4.1) Mean, Std. Deviation, Ranking, and Importance Degree of Attracting talent

	Attracting talent	Mean	Std. Deviation	Ranking	Importance Degree
1	The organization focuses on attracting individuals who possess talents and distinct abilities.	4.057	.7785	1	High
2	There is a clearly defined strategy in the organization to attract talents based on competencies and experience.	4.004	.8230	4	High
3	The organization is looking for experienced and competent people to directly occupy important senior positions.	4.021	.8506	2	High
4	The organization works to highlight the role of talented people and facilitate its mission internally and externally.	3.932	.8914	5	High
5	Short-term turnover, salaries, and quality of employment within the organization play an important role in attracting talent.	4.007	.8634	3	High
	Average	4.004	.6309		High

Attracting talent is a high priority among the Jordanian telecommunications sector organizations as shown in Table (4.1). Employees stated that their company places a strong emphasis on attracting the proper kind of people as shown from the results of the statement ‘The organization focuses on attracting individuals who possess talents and distinct abilities’ that was ranked first with a mean of (4.057) and standard deviation of (.7785). Moreover, Jordanian telecommunications employees indicated that Jordanian telecommunications clearly have a defined strategy in their organizations to attract talents based on competencies and experience, and the Jordanian telecommunications look for experienced and competent people to directly occupy important senior positions. In addition, Jordanian telecommunications employees stated that Jordanian telecommunications work to highlight the role of talented people and facilitate their mission internally and externally. Moreover, short-term turnover, salaries and quality of

employment within the Jordanian telecommunications play an important role in attracting talents. However, the mean scores of the five items used to measure attracting talent range from (3.932) to (4.021) with a standard deviation of (0.7785) to (0.8914). This implies that the majority of respondents agreed on the importance of attracting talents.

Learning and Development of talent

The table below describes the Mean, Standard Deviation, and the importance of respondents' answers towards the learning and development of talent variable.

Table (4.2) Mean, Std. Deviation, Ranking, and Importance Degree of Learning and Development of talent

	Learning and Development of talent	Mean	Std. Deviation	Ranking	Importance Degree
1	The management adopts job rotation policies for employees to gain experience and skills in all parts of the organization.	3.821	.9061	6	High
2	The management adopts work policies that are open to novelty and allow workers to be more creative and innovative in work.	3.907	.8790	2	High
3	The management seeks to increase the expertise and knowledge of talented employees by participating in courses and scientific seminars inside and outside the organization.	3.932	.8503	1	High
4	The organization uses the knowledge and experience of employees with previous work-related problems to avoid future ones.	3.900	.8235	4	High
5	The management of the organization uses administrative and scientific methods (brainstorming) in stimulating creative abilities and solving work-related problems.	3.879	.8506	5	High
6	The organization provides modern technological techniques to promote the creativity and innovation of talented people	3.904	.8968	3	High
	Average	3.890	.6090		High

As shown in table (4.2) respondents were asked to reply to six statements on learning and development of talent in order to decide the depth of their observation of the construct in their organization. The highest mean value which is (3.932) was obtained by the statement ‘the management seeks to increase the expertise and knowledge of talented employees by participating in courses and scientific seminars inside and outside the organization’ with a standard deviation of (.8503) which indicates that the majority of respondents are supportive of the current situation and are enthusiastic to get new knowledge and develop it as they learn about it. However, the lowest mean value which is (3.821) was obtained by the statement ‘the management adopts job rotation policies for employees to gain experience and skills in all parts of the organization’ with a standard deviation of (.9061) which is also considered high in terms of level and confirms the same findings.

As mentioned above the achieved mean values of learning and development of talent scores were high with average mean of (3.890). The descriptive statistics for learning and development of talent also revealed that the respondents were not very dispersed around their mean scores on individual items with standard deviations between (0.8235) and (0.9061). All these results indicate that the management team has a high implementation agreement on that learning and development dimension in the Jordanian telecommunication sector.

building a " talent pool "

The table below will describe the Mean, Standard Deviation, and the importance of respondents’ answers towards the building a" talent pool" variable.

Table (4.3) Mean, Std. Deviation, Ranking, and Importance Degree of Talent Pool

	Talent Pool	Mean	Std. Deviation	Ranking	Importance Degree
1	Selecting a talent pool is based on a clear business need for initiative.	3.964	.8157	3	High
2	Building trust with talent pools leads to creativity and innovation that gives a strong brand to the employer and the organization.	4.011	.7828	2	High
3	With technology, social media, and an organizational website, the manager can build your talent pool	3.946	.8300	4	High
4	A talent pool provides an internal source for attracting managers from the talent pool members who demonstrate the potential for advancement.	4.029	.7801	1	High
	Average	3.9875	.59705		High

As shown in table (4.3), the overall mean score of (3.9875) indicates that all respondents agreed that building a "talent pool" contributes to the organizational performance of Jordanian telecommunications firms. However, it was noticeable from the results above that respondent strongly agreed that building a "talent pool" provides an internal source for attracting managers from the talent pool members who demonstrate the potential for advancement" with a mean value of (4.029) and a standard deviation of (0.7801). Besides, the lowest mean value was (3.946) and standard deviation (0.8300) was achieved by the statement "with technology, social media, and an organization website, the manager can build your talent pool". The replies are generally concentrated around the mean. The average standard deviation is (0.59705), indicates that respondents agree that expanding the "talent pool" is vital for the organizational performance of telecommunication firms in Jordan.

Motivating Talent

The descriptive analysis of the motivating talent variable is provided in the table below.

Table (4.4) Mean, Std. Deviation, Ranking, and Importance Degree of Motivating Talent

	Motivating Talent	Mean	Std. Deviation	Ranking	Importance Degree
1	External factors affect your motivation or ability to complete work within specified deadlines.	4.114	.8260	3	High
2	An individual and a group incentive and reward system are available to achieve efficiency in organizational performance.	3.932	.8994	6	High
3	Managers give employees the freedom to express their ideas and opinions within a culture that supports the motivation and empowerment of employees.	3.964	.9306	4	High
4	Employees feel more motivated to complete tasks and work when the values of the organization align with their own	4.146	.7405	1	High
5	Gaining clarity about the positions and responsibilities of employees increases their confidence when completing work tasks, motivating them to perform more effectively.	4.125	.7493	2	High
6	The organization provides financial and moral incentives that are suitable to the competencies of employees to achieve efficiency, quality, and continuity of organizational performance.	3.957	.9380	5	High
7	The employees share a strong sense of job security to ensure future progression	3.811	.9597	7	High
	Average	4.007	.5647		High

As shown in table (4.4) the mean values of motivating talent items are between (3.811) and (4.146), with related standard deviation values between (0.9597) and (0.7405), and a high level of an overall mean (4.007). Accordingly, the obtained results

of the descriptive statistics concerning the motivating talent variable indicate that all of the management teams working in Jordanian telecommunication companies agree on the importance of implementing motivating talent on organizational performance.

More specifically, the statement "employees feel more motivated to complete tasks and work when the values of the organization align with their own" recorded the top element rank with the highest mean of (4.146) which shows that employees are seen as being highly motivated and aware of the need of motivating talent in the Jordanian telecommunications sector. On the other hand, the statement "the employees share a strong sense of job security to ensure future progression" obtained the last place based on the mean value which is (3.811); however, it is considered high in terms of level. This confirms and supports the above-mentioned results. Additionally, supporting is not limited to providing financial and moral incentives (mean 3.957), but the managers give the employees the freedom to express their ideas which consequently motivates them to provide suggestions and ideas that would increase the empowerment of employees (mean 3.964).

4.3 Descriptive Statistics Analysis for Dependent variable

The dependent variable of this study is organizational performance. The following sections present the results of the descriptive analysis of the dependent variable. Respondents were asked to state on a five Likert scale their agreement or disagreement with the given statements concerning the dimension of organizational performance.

**Table (4.5) Mean, Std. Deviation, Ranking, and Importance Degree of
Organizational Performance**

	Organizational Performance	Mean	Std. Deviation	Statement Importance	Importance Degree
1	This internal recruitment policy in this organization helps increase the morale and satisfaction of employees	3.918	.7967	5	High
2	Organization improves human resource processes and aligns employee development and goals with organization goals	4.018	.7451	3	High
3	Organization improves human resource processes and aligns employee development and goals with organization goals.	4.061	.7987	1	High
4	Organization enhances organizational performance by reducing production and operating costs	3.982	.8695	4	High
5	Organization seeks to enhance the performance to achieve efficiency / quality /and continuity compared to competitors	4.043	.6917	2	High
	Average	4.0044	.78034		High

The findings in table (4.5) indicate that majority of the respondents strongly agreed that talent management contributed highly to the performance of the organization. This was indicated by the high mean score range of (3.918) to (4.061) and an average mean value of (4.0044). Talent management was agreed to improve human resource processes and align employee development and goals with organization goals according to the respondent's opinion. The respondents also asserted that talent management facilitates decision making which in turn support organizational goals. In addition, there was another category of respondents who moderately agreed that talent management enhances organizational performance by reducing production and operating costs and ensuring high-quality production. In general, the above results clarify the awareness of respondents toward the talent management dimensions in the Jordanian telecommunications sector, which reflects their viewpoint regarding the importance of talent management as a key for organizational performance.

4.4 Relationship between Variables

Before examining the results of the regression analysis concerning the hypotheses, it is beneficial to look at the results of a correlation analysis between all the research variables. It can be viewed in table (4.5). Researchers have a frequent strategy that they intend to used and it is to look into the possibility of a relationship between variables. Thus, the correlation coefficient (r) is utilized, which might range from -1 to 1. Values closer to 0 suggest a weak association between two variables, while values closer to -1 or 1 indicate a strong relationship. The relationship has a negative direction for negative values and a positive direction for positive values.

As shown in table (4.5) attracting talent is significantly correlated to organizational performance ($r=0.496$), indicating that the more use of talent management the better is the firm performance. Moreover, learning and development are also found to be positively correlated to organizational performance ($r=0.485$), which means that being consistent with attracting talent and using learning and development contributes to organizational performance. Finally, motivating talent was positively related to organizational performance ($r=0.513$), suggesting that the more motivation of talent strategy is used, the better the organizational performance becomes. To summarize, all the talent management factors including attracting talent, learning and development, and motivating talent have a statistically significant positive relationship with organizational performance, indicating that talent management contributes to organizational performance.

Table 4.6: Correlation Analysis

	Attracting talent	Learning and Development	Talent Pool	Motivating Talent	Organizational Performance
Attracting talent	1	.616**	.454**	.459**	.496**
Learning and Development	.616**	1	.496**	.632**	.485**
Talent Pool	.454**	.496**	1	.491**	.433**
Motivating Talent	.459**	.632**	.491**	1	.513**
Organizational Performance	.496**	.485**	.433**	.513**	1

To test the assumption of multicollinearity, this study used both the Variable Inflation Factor (VIF) and the tolerance test for each dimension of the study's independent variables as shown in table (4.7).

Table 4.7: Collinearity Statistics Matrix

	Collinearity Statistics	
	Tolerance	VIF
Attracting Talent	.589	1.698
Learning and Development	.454	2.205
Talent Pool	.675	1.482
Motivating Talent	.557	1.795

According to the results in table (4.7), it can be observed that the VIF values for every variable are less than 5 and the tolerance values are all more than 0.2, which implies the absence of multicollinearity in the current study's independent variables. (Senaviratna and Cooray, 2019).

4.5 The findings of main testing hypotheses

The most important part about the findings is choosing the multivariate approach to be utilized to evaluate the hypotheses. The primary goal of this study is to evaluate the impact of talent management on organizational performance. Accordingly, the most appropriate analysis method selected for this study was as multiple regression analysis.

Table 4.8: Regression Analysis

R	R Square	Adj. R Sq.	F	Sig.
.607 ^a	.369	.360	40.172	.000 ^b
	Unstandardized Coefficients		t	Sig.
	B	Std. Error		
(Constant)	1.163	.228	5.110	.000
Attracting Talent	.225	.056	4.045	.000
Learning and Development	.080	.066	1.213	.226
Talent Pool	.134	.055	2.431	.016
Motivating Talent	.272	.064	4.259	.000

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Attracting Talent, Talent Pool, Learning and Development of talent and Motivating Talent.

The results of the multiple regressions analysis test of the main null hypothesis are illustrated in table (4.8). It shows that there is an insignificant impact of talent management (attracting talent, learning and development of talent, talent pool, motivating talent) on the organizational performance of telecommunication firms in Jordan at a significant level ($\alpha \leq 0.05$). The fitness of the model for multiple regressions is demonstrated by the value of R^2 , and it is 0.369. This indicates that the dimensions of the talent management can explain 0.369 of the variance on the organizational performance of telecommunication firms in Jordan. This is also supported by the results of the f-test, which is significant at 5% level (f-test =40.172, sig.=0.000).

Consequently, the main null hypothesis states that the insignificant impact of talent management on the organizational performance of telecommunication firms in Jordan should be rejected at 5% significant level. Therefore, the findings in table (4.7) confirm that there is a significant impact of the talent management (attracting talent, learning of talent and development, talent pool, motivating talent) on the organizational performance of telecommunication firms in Jordan at a significant level ($\alpha \leq 0.05$).

Results about the sub hypothesis H01

H01 attracting talent does not affect organizational performance in the Jordanian telecommunications sector, at ($\alpha \leq 0.05$).

Table (4.8) presented that the beta coefficient for the attracting talent variable is 0.225, with calculated t-value (4.045) that is higher than the critical t-value (1.96), and the significant level is less than 5% (Sign. =0.000). This demonstrates that attracting talent is crucial and it has a positive influence on the organizational performance of telecommunication firms in Jordan. Consequently, the first sub-null hypothesis should be rejected and conclude that there is a significant positive impact of attracting talent on organizational performance of telecommunication firms in Jordan at a significant level ($\alpha \leq 0.05$).

Results about the sub hypothesis H02

H02: learning and development of talent does not affect organizational performance in the Jordanian telecommunications sector, at ($\alpha \leq 0.05$).

Table (4.8) presented that the beta coefficient for the learning and development of talent variable is 0.225, with calculated t-value (1.213) that is lower than the critical t-value (1.96), and the significant level is higher than 5% (Sign. =0.226). This demonstrates that there is a very low importance of learning and development of talent. Consequently, the second sub-null hypothesis could not be rejected and conclude that there is an insignificant impact of learning and development of talent on organizational performance of telecommunication firms in Jordan at a significant level ($\alpha \leq 0.05$).

Results about the sub hypothesis H03

H03: building a “talent pool” does not affect organizational performance in the Jordanian telecommunications sector, at ($\alpha \leq 0.05$).

Table (4.8) presented that the beta coefficient for the building a “talent pool” variable is 0.134, with calculated t-value (2.431) that higher than the critical t-value (1.96), and the significant level is less than 5% (Sign. =0.016). This demonstrates that there is a high importance of building a “talent pool” and its effect on the organizational performance of telecommunication firms in Jordan. Thus, the third sub-null hypothesis should be rejected and conclude that there is a significant positive impact of building a “talent pool” on organizational performance of telecommunication firms in Jordan at a significant level ($\alpha \leq 0.05$).

Results about the sub hypothesis H04

H04: motivating talent does not affect organizational performance in the Jordanian telecommunications sector, at ($\alpha \leq 0.05$).

Table (4.8) presented that the beta coefficient for the motivating talent variable is 0.272, with calculated t-value (4.259) that is higher than the critical t-value (1.96), and the significant level is less than 5% (Sign. =0.00). This reveals that there is a high importance of motivating talent and its effect on the organizational performance of telecommunication firms in Jordan. Therefore, the fourth sub-null hypothesis should be rejected and conclude that there is a significant positive impact of motivating talent on organizational performance of telecommunication firms in Jordan at a significant level ($\alpha \leq 0.05$).

4.6 Chapter Summary

Chapter four presents the results of data analysis for collected online questionnaires which have been examined using descriptive and regression analysis. The descriptive analysis in section 4.2 provides the results of mean, standard deviation, statement importance, and importance degree for attracting talent, learning and development of talent, building a “talent pool”, and motivating talent variables. Section 4.3 presents the results of descriptive analysis for the dependent variable of this study which is organizational performance. The last section, section 4.5, discusses the results of the regression analysis that aims to analyze the impact of talent management on organizational performance.

The results of the analysis are summarized in terms of hypothesis and path analysis. It is concluded that it is very important for a firm’s talent management. The findings of this research show that there is a strong relationship between talent management and organizational firm performance.

CHAPTER FIVE

DISCUSSING FINDINGS AND RECOMMENDATIONS

The main purpose of this study is to investigate the impact of talent management on organizational performance in the Jordanian telecommunications sector. After analyzing the results of the conducted study in chapter four, this chapter discusses the questions of this study, and highlights the most important recommendations that the study community (Teaching Jordan Telecom) benefit from it.

5.1 Discussing Study Questions

The study relied on one main question; what is the impact of talent management on organizational performance in the telecommunications sector in Jordan? Consequently, several sub-questions are branched based on the dimensions that are measured as the independent variable, talent management, and are analyzed and answered through the study tool that is designed to achieve the objectives of this study. On the other hand, the main question is answered by answering the actual questions according to the following:

5.1.1 What is the impact of attracting talent on organizational performance in the Jordanian telecommunications sectors?

The results of the analysis for the first sub-question showed that attracting talent has a positive and significant impact on organizational performance because the results showed a high level of interest in the Jordanian telecommunications company in attracting talent. On the other hand, attracting talent is a top priority among Jordanian telecommunications sector institutions. Employees mentioned that their company places great emphasis on attracting the right kind of people because the organization focuses on attracting individuals who possess talents and distinct abilities. So, there is a clearly defined strategy in the organization to attract talents based on competencies and experience. The organization also looks for experienced and competent people to directly

occupy important senior positions. Moreover, the organization works to highlight the role of talented people and facilitate their mission internally and externally. Short-term turnover, salaries, and quality of employment within the organization play an important role in attracting talent. This implies that the majority of respondents agreed on the importance of attracting talent.

5.1.2 What is the impact of talent learning and development of talent on organizational performance in the Jordanian telecommunications sectors?

The results of the analysis for the second sub-question showed that learning and development of talent has a positive and significant impact on organizational performance because the results showed a high level of interest in the Jordan telecommunications Company in training its employees on talent management. In addition, talent learning is a top priority among Jordanian telecommunications sector organizations. Employees mentioned that their company places a strong emphasis on the importance of talent learning for its employees, and most of them are supportive in the current situation and are excited to gain and develop new knowledge when they know about it. Hence, the management adopts job rotation policies for employees to gain experience and skills in all parts of the organization. It adopts work policies that are open to novelty and allow workers to be more creative and innovative in work. The management also seeks to increase the expertise and knowledge of talented employees by participating in courses and scientific seminars inside and outside the organization. Furthermore, the organization uses the knowledge and experience of employees with previous work-related problems to avoid future ones. Furthermore, the management of the organization uses administrative and scientific methods, such as brainstorming, in stimulating creative abilities and solving work-related problems, and the organization provides modern technological techniques to promote the creativity and innovation of talented people. All the aforementioned results indicate that the management team strongly agree on the implementation of the talent learning and development dimension in the Jordanian telecommunication sector.

5.1.3 What is the impact of talent building a “talent pool “on organizational performance in the Jordanian telecommunications sectors?

The results of the analysis for the third sub-question showed that building talent has a positive and significant impact on organizational performance because the results showed a high level of interest in the Jordan telecommunications Company in building a database on talents that raise the efficiency of the organizational performance. Also, building talent is a top priority among Jordanian telecommunications sector organizations as employees stated that their company places a strong emphasis on building a “talent pool” and that the building a “talent pool” contributes to the organizational performance of Jordanian telecommunications companies. The majority of respondents indicate that expanding the building a “talent pool” is vital to the organizational performance of telecommunications companies in Jordan because building a “talent pool” is based on a clear business need for initiative. Building "talent pools" also leads to creativity and innovation that gives a strong brand to the employer and the organization. Moreover, it is possible for managers to build a talent pool using technology, social media, and an organization website. In addition ,the manager can build a talent pool to provide an internal source for attracting members who demonstrate the potential for advancement.

5.1.4 What is the impact of motivating talent on organizational performance in the Jordanian telecommunications sectors?

The results of the analysis for the fourth sub-question showed that motivating talent has a positive and significant impact on organizational performance because the results showed a high level of interest in the Jordan telecommunications company in motivating talented employees that raise the efficiency of the organizational performance of the company. Also, stimulating talent is a top priority among Jordanian telecommunications sector institutions. As managers give employees the freedom to express their ideas, which motivates them to provide suggestions and ideas that would increase the employee's empowerment through external factors that affect their motivation or ability to complete work within specified deadlines. Also, an individual and group incentive and reward system are available to achieve efficiency in organizational performance. Managers also give employees the freedom to express their ideas and opinions within a culture that supports the motivation and empowerment of employees, which makes employees feel more motivated to complete tasks and work when the values of the organization align

with their own. In addition, having clarity about the positions and responsibilities of employees increases their confidence when completing work tasks, and motivates them to perform more effectively. The organization provides financial and moral incentives that are suitable to the competencies of employees to achieve efficiency, quality, and continuity of organizational performance and the employees share a strong sense of job security to ensure future progression.

According to the above, the results of the analysis of the main question showed that talent management has a positive and significant impact on organizational performance because the results showed a high level of interest in the Jordan telecommunications company in talent management, which increases the efficiency of the organizational performance of the company. Talent is managed to raise the efficiency of organizational performance through attracting talent, learning and development of talent, building a “talent Pool”, and motivating talent. It is found that talent management, through its dimensions, can increase the efficiency of organizational performance in the Jordanian telecommunications company. Through that talent management in the organization has led to an increased profitability. This internal recruitment policy in this organization helped to increase the morale and satisfaction of employees. Talent management also facilitates decision making among the managerial units to support organization goals. In addition, talent management improves human resource processes and aligns employee development and goals with organizational goals. It also enhances organizational performance by reducing production and operating costs. It seeks to enhance the organization’s performance by ensuring high-quality production.

The results of this study agreed with the study Al-Dalahmeh, and Héder-Rima’s (2021) that show talent management techniques have a considerable impact on employee intentions to quit a company. Akob (2021) study shows talent management and knowledge management have a substantial impact on competitive advantage and organizational performance. Mostafa, Mahfouz, & Ebraheem’s (2021) study shows that nurse managers' talent management knowledge and actions had a statistically significant positive link with their job affiliation and organizational excellence scores. Wiradendi (2020) study shows that organizational performance is influenced by talent management. Almohtaseb, et al. (2020) study shows that a performance management framework moderates the relationship between talent management and organizational performance as in this research. Al-Rawashdeh (2021) study shows that there is a positive impact in

the application of talent management strategies on achieving happiness in the work environment. Alsawalhah (2020) study shows that strategic talent management plays an essential role in employee development. Almaaitah, et al. (2020) study shows that talent management (TM) has a favorable impact on organizational performance, effective continuation, and normative commitment. It was also discovered that effective perseverance and normative commitment acted as mediators; Goestjahjanti, et al. (2020) study shows that talent management has a good and considerable impact on job satisfaction, both directly and indirectly through employee engagement mediation; Al-Khateeb, and Al-Louzi, (2020) study shows that Talent management and its components were also found to have a good association with employee engagement motivating. Talent management and its components were also found to have a good association with employee engagement and motivating drivers; Bibi's (2019) study shows that talent management methods such as recruitment and selection for talent attraction, coaching and mentoring for talent learning and development, and remuneration for talent retention have a significant favorable effect on employee performance; Al-Qeed et al. (2018) study shows that positive correlations were discovered between talent management and organizational performance, talent management and emotional intelligence, and emotional intelligence and organizational performance; Rawashdeh (2018) study shows that the positive impact for talent management strategies on bank performance; Najm and Manasrah's (2017) study shows that talent management dimensions have a positive impact on the three-success metrics in all six Jordanian banks and agreed with El Dahshan et al, (2018) study that shows that there is a positive effect of talent management on organizational performance among nurses in Bin Al Kom Hospitals. However, the results of this study did not agree with Al-Aina and Atan, (2020) study that shows talent attraction and retention had little effect on long-term organizational success.

5.2 Discussing Study Hypothesis

Before analyzing the hypotheses of the study, the relationship between its variables is tested, because the primary goal of this study is to evaluate the impact of talent management on organizational performance. As a result, the most appropriate analysis method to select is multiple regression analysis. The results showed that all talent management factors including talent attraction, learning and development, and talent motivation have a positive, statistically significant relationship with organizational performance. Noting that talent management contributes to organizational performance.

The results of the analysis showed multiple regressions to test the main hypothesis (H0) that aims to analyze the impact of talent management including attracting talent; learning and development of talent ; talent pool; motivating talent on the organizational performance of communications. Whereas, the main null hypothesis is rejected and it is concluded that there is a significant impact of talent management including attracting talent; learning and development of talent, talent pool, motivating talent on the organizational performance of telecommunications companies in Jordan at a significant level.

On the other hand, the first sub-hypothesis (H01) is rejected, and it is concluded that there is a significant positive impact of attracting talent on the organizational performance of telecommunications companies in Jordan at a large level, and this indicates the importance of attracting talent and its positive impact on the organizational performance of telecommunications companies in Jordan.

In the second sub-hypothesis (H02), it is found that the importance of learning and development of talent is very low and its impact on the organizational performance of telecommunications companies in Jordan is also weak. So, the second sub-hypothesis cannot be rejected despite the presence of a small impact of learning and development of talent on the organizational performance of telecommunications companies in Jordan.

In regards to the results of rejecting the third sub-hypothesis (H03), it is concluded that there is a significant positive impact of building a " talent pool" on the organizational performance of telecommunications companies in Jordan at a significant level. This is due to the great importance of building a " talent pool" and its impact on the organizational performance of telecommunications companies in Jordan.

The results also show the rejection of the fourth sub-hypothesis (H04), it is concluded that there is an important positive impact of talent motivation on the organizational performance of telecommunications companies in Jordan at a large level, and this indicates the great importance of talent motivation and its impact on the organizational performance of telecommunications companies in Jordan.

5.3 CONCLUSION

After discussing the results of the analysis of the questions and hypotheses of this study, the following is concluded:

Talent management has a positive and significant impact on organizational performance by attracting talent, learning and development of talent, building a Talent Pool and motivating talent. This is evident as the results show a high level of interest in the Jordan telecommunications Company in talent management, which increases the efficiency of the organizational performance of the company. The results of the analysis show multiple regressions to test the main hypothesis (H01) that is rejected and it is concluded that there is a significant impact of talent management on the organizational performance of telecommunications companies in Jordan at a significant level at ($\alpha \leq 0.05$).

- The first sub-hypothesis (H01) is rejected, and it is concluded that there is a significant positive impact of attracting talent on the organizational performance of telecommunications companies in Jordan at a large level at ($\alpha \leq 0.05$).

- The second sub-hypothesis (H02) was accepted, and it is concluded that there is an insignificant positive impact of learning and development of talent on the organizational performance of telecommunications companies in Jordan at a low level at ($\alpha \leq 0.05$).

- The third sub-hypothesis (H03) is rejected and it is concluded that there is a significant positive impact of building a " talent pool "on the organizational performance of telecommunications companies in Jordan at a large level at ($\alpha \leq 0.05$).

- The fourth sub-hypothesis (H04) is rejected, and it is concluded that there is a significant positive impact of motivating talent on the organizational performance of telecommunications companies in Jordan at a large level at ($\alpha \leq 0.05$).

5.4 Recommendations

After discussing the results of the study, several recommendations of high importance to the Jordanian telecommunications sector and future research are concluded, as follows:

- Jordanian telecommunications companies improve learning and development of talent in their management.
- Jordanian telecommunications companies adopt employee rotation policies to gain experience and skills in all parts of the organization.

- Jordanian telecommunications companies adopt work policies that are open to novelty and allow workers to be more creative and innovative at work.
- Jordanian telecommunications companies seek to increase the experiences and knowledge of talented employees by participating in courses and scientific seminars inside and outside the organization.
- Jordanian telecommunication companies use the knowledge and experience of employees with previous work-related problems to avoid future problems.
- Jordanian telecommunications companies use administrative and scientific methods, such as brainstorming, to stimulate creativity and solve work-related problems.
- Jordanian telecommunications companies provide modern technological techniques to enhance creativity and innovation among talented people.

5.5 Recommendations for Future Research

1. Addressing other talent management dimensions and their effects on organizational performance.
2. Conduct further research in the Arab world on the topic of talent management and how to implement and sustain retention tactics.
3. Conducting more studies on the impact of talent management on organizational performance in sectors the other.
4. The application of the current study to the organizations of Arab countries, because they are culturally and socially similar to Jordan.
5. Conducting more studies on the impact of talent management on other factors such as competitive advantage or customer service in the telecommunications sector.
6. Researchers should conduct future research for the same study but for a different study population to generalize the results.

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APPENDICES

Appendix (1)

Panel of Referees Committee

No.	Name	Qualification	Organization
1	Saeed Zighan	Associate Professor	University of Petra
2	Majd Rayyan	Assistant Professor	University of Petra
3	Mohammad Alqudah	Assistant Professor	University of Petra
4	Ibrahim Yousef	Associate Professor	University of Petra
5	Trad Almalahmeh	Assistant Professor	University of Petra
6	Ziad al-kalha	Assistant Professor	University of Jordan
7	Firas Rifai	Assistant Professor	al zaytona University
8	Shaker Alqddah	Associate Professor	University of Applied Sciences
9	Noor Almaaitah	Associate Professor	Mutah University
10	Saif Almadadheh	Assistant Professor	Mutah University
11	Hakem Sharari	Assistant Professor	Al-Ahliyya Amman University
12	Fayez Al-Badri	Assistant Professor	Middle East university

Appendix (2)

Letter and Questionnaire of Respondents

Questionnaire

This questionnaire is a part of a study that the researcher undertakes to obtain a master's degree in Business Administration from the University of Petra. The study is entitled:

“ Talent Management and Its Impact on Organizational Performance in the Jordanian Telecommunications Sector”

This study aims to identify the impact of talent management (attracting talent, learning, and developing of talent, building " talent pool ", and motivating talent) on organizational performance in the Jordanian telecommunication sector

I hope that you will devote 10 to 15 minutes of your time to answer the questions of the questionnaire, and please note that all data you provide are treated with strict confidentiality and used for scientific research purposes only.

Thank you for your kind help and support.

Researcher: Huda almokdad

Contact details: huda.shamo@hotmail.com

Supervisor: Prof. Andrea Parziale

Contact details: aparziale@luiss.it

Section (1) Demographics

1. Gender:

☐ Male ☐ Female

2. Age:

☐ Less than 30 ☐ 30-39 ☐ 40-49 ☐ 50 or above

3. Educational level :

☐ Bachelor ☐ Higher Diploma Master's ☐ other option

4. Job Position:

☐ Team Leader ☐ Manager ☐ Director ☐ Officer

5. Years of Experience:

☐ 10 or less ☐ 11-15 ☐ 16-20 ☐ 21 or more

Section (2): Independent Variable- Talent Management

No.	Item	Strongly agree	agree	Neutral	Disagree	Strongly Disagree
Sub-Variable: Attracting talent						
1.	The organization focuses on attracting individuals who possess talents and distinct abilities.					
2.	There is a clearly defined strategy in the organization to attract talents based on competencies and experience.					
3.	The organization is looking for experienced and competent people to directly occupy important senior positions.					
4.	The organization works to highlight the role of talented people and facilitate its mission internally and externally.					
5.	Short-term turnover, salaries, and quality of employment within the organization play an important role in attracting talent.					
Independent Sub-Variable: Learning and Development of talent						
6.	The management seeks to increase the expertise and knowledge of talented employees by participating in courses and scientific seminars inside and outside the organization..					
7.	The organization uses the knowledge and experience of employees with previous work-related problems to avoid future ones.					
8.	The management of the organization uses administrative and scientific methods (brainstorming) in stimulating creative abilities and solving work-related problems..					

No.	Item	Strongly agree	agree	Neutral	Disagree	Strongly Disagree
9.	The organization provides modern technological techniques to promote the creativity and innovation of talented people.					
10.	The management adopts job rotation policies for employees to gain experience and skills in all parts of the organization.					
11.	The management adopts work policies that are open to novelty and allow workers to be more creative and innovative in work.					
Independent Sub-Variable: Talent Pool						
12.	Selecting a talent pool is based on a clear business need for initiative.					
13.	Building trust with talent pools leads to creativity and innovation that gives a strong brand to the employer and the organization.					
14.	With technology, social media, and an organization website, manager can build your talent pool.					
15.	a talent pool provides an internal source for attracting managers from the talent pool members who demonstrate the potential for advancement..					
Independent Sub-Variable: Motivating Talent						
16.	External factors affect your motivation or ability to complete work within specified deadlines.					
17.	An individual and a group incentive and reward system are available to achieve efficiency in organizational performance.					
18.	Managers give employees the freedom to express their ideas and opinions within a culture					

No.	Item	Strongly agree	agree	Neutral	Disagree	Strongly Disagree
	that supports the motivation and empowerment of employees.					
19.	Employees feel more motivated to complete tasks and work when the values of the organization align with their own.					
20.	Gaining clarity about the positions and responsibilities of employees' increases their confidence when completing work tasks, motivating them to perform more effectively.					
21.	The organization provides financial and moral incentives that are suitable to the competencies of employees to achieve efficiency, quality, and continuity of organizational performance					
22.	The employees share a strong sense of job security to ensure future progression.					

Section (3): Dependent Variable: Organizational Performance

No.	Item	Strongly agree	agree	Neutral	Disagree	Strongly Disagree
24	This internal recruitment policy in this organization helps increase the morale and satisfaction of employees.					

25	Organization facilitates decision-making among the managerial units to support the goals.					
26	Organization improves human resource processes and aligns employee development and goals with organization goals.					
27	Organization enhances organizational performance by reducing production and operating costs. ت					
28	Organization seeks to enhance the performance to achieve efficiency / quality /and continuity compared to competitors.					

Summery

Background

Managerial positions are becoming increasingly complex and crucial as organizations confront ever-changing and unexpected conditions in their marketplace. As a result of globalization, tough competition, and organizational and technical developments, organizations are always striving to maintain their market position. Organizations all across the globe are now shifting their strategic priorities away from focusing on competitiveness, productivity, and distinction to strengthening their own internal resources, particularly human capital.

Human capital is considered the critical core pillar of organizational success and competitive advantage (Najm and Manasrah, 2017). Even though capital management receives more attention than human resources, the focus should not be just on human resources when the firm is seeking to transform. It's prudent for companies to hold on to their human capital or talent during bad times. In order to avoid additional costs and efforts in human resources education and the hunt for new talent, smart firms are using preventative steps. As a result, talent management strategies in an organization may assist in reducing attrition, enhancing employee retention and organizational performance by keeping people engaged, motivated, and happy. According to Muhammad (2020), organizations that manage their human capital effectively can accomplish organizational success, goals, and objectives and are more likely to improve their overall organizational performance. The sustainability and continuity of organizations rely on the organization's ability to hire the right individuals to fill the correct job position and work with and through employees to accommodate and achieve professional and practical objectives (Al-Jadayel, 2013). As mentioned earlier, it is crucial for companies to retain their pre-existing human capital and optimize the present talent rather than constantly fostering an environment of high employee turnover.

Talent management helps organizations to perform creatively by proposing ideas and applying new solutions to solve problems, which will benefit organizations to make the ultimate use of their resources and distinguish themselves from competitors. It is a

strategy that focuses on the organization's future needs and is essential in the dynamic and rapidly changing business environment. Talent management is a goal-oriented and integrated process of planning, recreating, developing, managing employees (Al Aina and Atan, 2020). The benefits acquired from strategic talent management goes beyond delivering high performance employees. It also helps in creating a fruitful culture and a safe space for employees to materialize their innovative ideas, thus empowering the brand through a solid team effort on an collective organizational scale.

According to Mangusho et.al (2015), talent management rewarding or acknowledging employee performance synergizes with other management tasks like talent management to manage low employee performance. Talent management training and development programs can also be utilized to improve low-performing employees' performance.

This also benefits the firm in that talent management enables the organization to plan the most qualified candidates for future leadership roles whenever a job becomes open. In a competitive environment, it is therefore critical for firms to fulfill their objectives so that their personnel are appropriately motivated and encouraged to complete their jobs and assignments. Hence, this research aims to explore the impact of talent management on organizational performance within the Jordanian telecommunications sector.

Problem Statement

One of the difficult tasks facing companies all over the world is to improve organizational performance to enable companies to continue to build and maintain a competitive advantage. Jordanian companies are facing various global challenges these days as a result of the rapid and continuous development in the business market, economic changes and lack of resources in Jordan. This has prompted companies to pay attention to and invest in talented employees, as well as to manage the current talent within the organization. It is indicated that talent management issues are becoming increasingly important in the SME sector that affects efficiency (2006, Lockwood). Therefore, this research aims to identify the impact of talent management on organizational performance in the Jordanian telecommunication sector in Jordan and provide recommendations to maximize positive outcomes and improve performance.

Research Questions

The main research question that this research attempts to answer is

What is the impact of talent management on organizational performance in the Jordanian telecommunications sector?

Sub Questions:

What is the impact of attracting talent on organizational performance in the Jordanian telecommunications sector?

What is the impact of learning and development of talent on organizational performance in the Jordanian telecommunications sector?

What is the impact of building a “talent pool” on organizational performance in the Jordanian telecommunications sector?

What is the impact of motivating talent on organizational performance in the Jordanian telecommunications sector?

1.10 Research Hypotheses

Main Hypothesis:

H0: There is no significant impact of talent management on organizational performance in the Jordanian telecommunications sector, at level of significance ($\alpha \leq 0.05$).

Based on talent management components the main hypothesis can be divided into the following sub-hypotheses:

H01: There is no significant impact of attracting talent on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

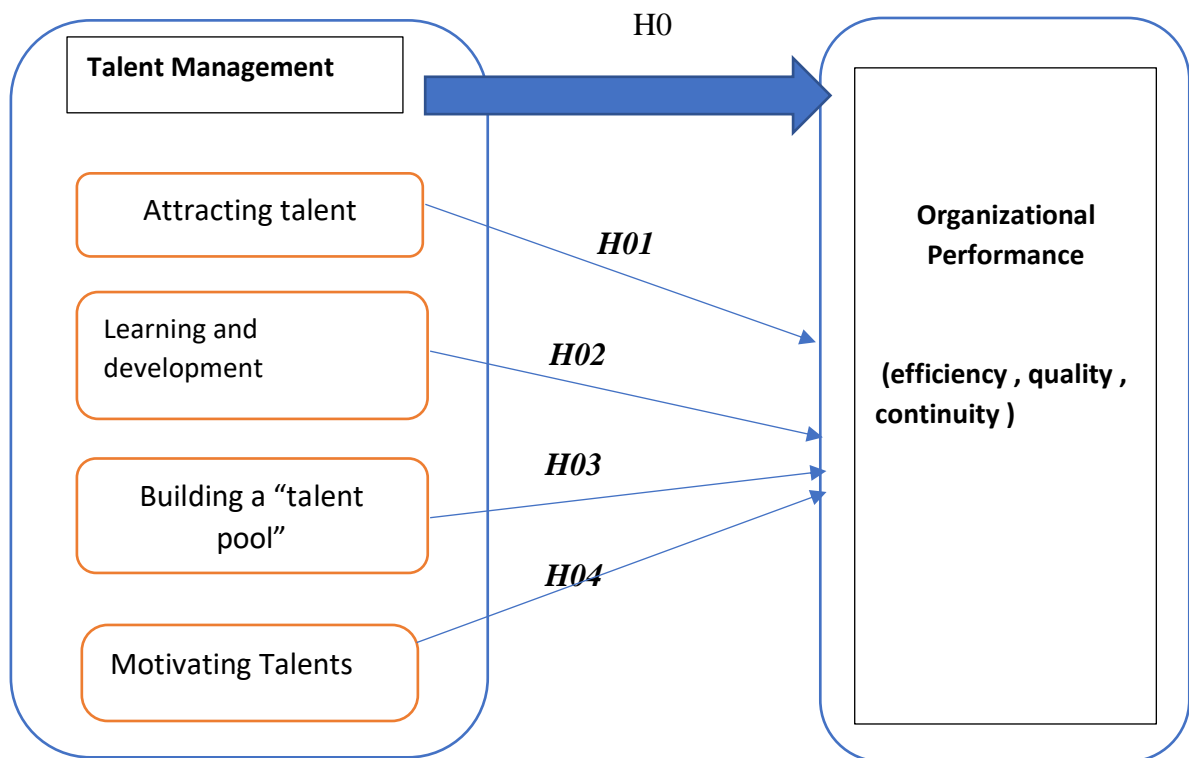
H02: There is no significant impact of learning and development of talent on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

H03: There is no significant impact of building a “talent pool” on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

H04: There is no significant impact of motivating talent on organizational performance in the Jordanian telecommunications sector at level of significance ($\alpha \leq 0.05$).

1.11 Conceptual Framework

its component, the following model has been developed to exemplify the impact of Talent Management on organizational performance in the Jordanian telecommunications sector, as shown in Figure (1).



Study model :

Sources Model was developed based on the previous studies:

Independent variable: *Almohtaseb, Shaheen, Alomari, & Yousef, (2020)* Al Aina, & Atan., (2020), Waheed et al., 2012, Al-Dalahmeh, & Héder-Rima,(2021)

dependent variable : *Almohtaseb, Shaheen, Alomari, & Yousef, (2020)*

Research Design

The current study is considered a descriptive study. The researcher studies the phenomenon of interest as it occurs naturally in descriptive science. Individuals, situations, or incidents have not been manipulated in any way. This research design is deductive and quantitative as it depends on collecting and analyzing numerical data to explain and determine variables and the phenomenon of interest (Abu-Bader, 2021). This research starts with a literature review to identify the research problem and determine the main dependent and independent variables. The questionnaire has been prepared in its primary form and sent to various academics in different universities to evaluate and confirm the validity of the questionnaire that will be used to collect data to validate research hypotheses (Abu-Bader, 2021).

3.3 Population and Sample

For this study, the major telecommunications companies were selected including Umniah, Zain, and Orange. Also, other companies from the telecommunications sector were chosen at random; Huawei, Cell Avenue, Oxford, and Ericsson. The data collection period was extended to two months starting from December 2021 till the end of January 2022.

The study population consisted of (400) managers working in Jordanian telecommunications companies. The study population was identified by means of Morgan's table. The sample of this study is a suitable sample for managers across different levels of telecommunications companies. The questionnaire was delivered to the contact point within the Jordanian telecommunications companies identified by the management. A number of 300 questionnaires were delivered to the contact point that was selected on the basis of the companies' approval. As a result of the loss of value, repeated answers to different questions, and the failure to respond to a certain number of telecommunications companies and exhibitions in the malls, 20 answers were deleted from the questionnaires. So, 280 legitimate answers were considered for data analysis.

The Questionnaire

The questionnaire was designed to reflect the main research aim, objectives, and conceptual model. The initial draft was sent for evaluation and validation by the judgment committee including academics as per the specific requirements of the University of

Petra, Faculty of administrative and Financial Sciences. The review was conducted by 5 internal reviewers inside the faculty and 7 external reviewers from 7 from universities including Al-Zaytoonah University, Jordan University, Applied Sciences University , Mutah University, Al-Ahliyya Amman University, and the Middle East universities. The list of reviewers is presented in Appendix (1). To ensure the validity of the questionnaire, the evaluation highlighted unclear question styles, difficulties in the language used, improper response types for such questions, and the questionnaire clarity and comprehension. The reviewers also gave their opinion on the level of clarity of the tool's clauses, the validity of each paragraph in evaluating what was set for quantification, the level of precision and integrity of the text, and any shifts to the tool's wording, integration, deletion, or addition of paragraphs. The phrasing of various paragraphs has been amended and corrected in light of the arbitrators' revisions and criticisms.

The questionnaire used for this study consisted of three main parts:

- 1. Participants Demographic:** it covers their gender, age, educational level, job position and years of experience.
- 2. Independent variable** (talent management): which includes the following sub-variants: attracting talent, learning and development of talent, building a “talent pool “, and motivating talent.
- 3. Dependent variable** (organizational performance)

Covers the items that will be assessed using relevant questions being used in the questionnaire and grouped into five Likert scales to assess managers' perceptions, with values ranging from 1 (strongly disagree) to 5 (strongly agree).

The questionnaire was created in two languages (Arabic and English) to ensure that the research objective is clear and reflective. The researcher sent the survey to the participant via e-mail with a link to a Google form after receiving consent to begin the collection phase. Several telecommunication companies were visited, and several managers were met face to face and handed hard copies of the questionnaire. 400 questionnaires were randomly distributed. Before the actual day, sharing the questionnaire was optional, and email addresses were removed from the link to protect the respondents' privacy and responses. They were informed that the data obtained is confidential and will remain anonymous. To further support the data collection, an information sheet outlining the aims and objectives of the study and a supporting letter

obtained by the University of Petra acknowledging the purpose of the data collection were distributed to each survey participant to support the field data collection.

Discussing Study Hypothesis

Before analyzing the hypotheses of the study, the relationship between its variables is tested, because the primary goal of this study is to evaluate the impact of talent management on organizational performance. As a result, the most appropriate analysis method to select is multiple regression analysis. The results showed that all talent management factors including talent attraction, learning and development, and talent motivation have a positive, statistically significant relationship with organizational performance. Noting that talent management contributes to organizational performance.

The results of the analysis showed multiple regressions to test the main hypothesis (H0) that aims to analyze the impact of talent management including attracting talent; learning and development of talent ; talent pool; motivating talent on the organizational performance of communications. Whereas, the main null hypothesis is rejected and it is concluded that there is a significant impact of talent management including attracting talent; learning and development of talent, talent pool, motivating talent on the organizational performance of telecommunications companies in Jordan at a significant level.

On the other hand, the first sub-hypothesis (H01) is rejected, and it is concluded that there is a significant positive impact of attracting talent on the organizational performance of telecommunications companies in Jordan at a large level, and this indicates the importance of attracting talent and its positive impact on the organizational performance of telecommunications companies in Jordan.

In the second sub-hypothesis (H02), it is found that the importance of learning and development of talent is very low and its impact on the organizational performance of telecommunications companies in Jordan is also weak. So, the second sub-hypothesis cannot be rejected despite the presence of a small impact of learning and development of talent on the organizational performance of telecommunications companies in Jordan.

In regards to the results of rejecting the third sub-hypothesis (H03), it is concluded that there is a significant positive impact of building a " talent pool" on the organizational performance of telecommunications companies in Jordan at a significant level. This is due to the great importance of building a " talent pool" and its impact on the organizational performance of telecommunications companies in Jordan.

The results also show the rejection of the fourth sub-hypothesis (H04), it is concluded that there is an important positive impact of talent motivation on the organizational performance of telecommunications companies in Jordan at a large level, and this indicates the great importance of talent motivation and its impact on the organizational performance of telecommunications companies in Jordan.

CONCLUSION

After discussing the results of the analysis of the questions and hypotheses of this study, the following is concluded:

Talent management has a positive and significant impact on organizational performance by attracting talent, learning and development of talent, building a Talent Pool and motivating talent. This is evident as the results show a high level of interest in the Jordan telecommunications Company in talent management, which increases the efficiency of the organizational performance of the company. The results of the analysis show multiple regressions to test the main hypothesis (H01) that is rejected and it is conclude that there is a significant impact of talent management on the organizational performance of telecommunications companies in Jordan at a significant level at ($\alpha \leq 0.05$).

- The first sub-hypothesis (H01) is rejected, and it is concluded that there is a significant positive impact of attracting talent on the organizational performance of telecommunications companies in Jordan at a large level at ($\alpha \leq 0.05$).

- The second sub-hypothesis (H02) was accepted, and it is concluded that there is an insignificant positive impact of learning and development of talent on the organizational performance of telecommunications companies in Jordan at a low level at ($\alpha \leq 0.05$).

- The third sub-hypothesis (H03) is rejected and it is concluded that there is a significant positive impact of building a " talent pool "on the organizational performance of telecommunications companies in Jordan at a large level at ($\alpha \leq 0.05$).
- The fourth sub-hypothesis (H04) is rejected, and it is concluded that there is a significant positive impact of motivating talent on the organizational performance of telecommunications companies in Jordan at a large level at ($\alpha \leq 0.05$).

Recommendations

After discussing the results of the study, several recommendations of high importance to the Jordanian telecommunications sector and future research are concluded, as follows:

- Jordanian telecommunications companies improve learning and development of talent in their management.
- Jordanian telecommunications companies adopt employee rotation policies to gain experience and skills in all parts of the organization.
- Jordanian telecommunications companies adopt work policies that are open to novelty and allow workers to be more creative and innovative at work.
- Jordanian telecommunications companies seek to increase the experiences and knowledge of talented employees by participating in courses and scientific seminars inside and outside the organization.
- Jordanian telecommunication companies use the knowledge and experience of employees with previous work-related problems to avoid future problems.
- Jordanian telecommunications companies use administrative and scientific methods, such as brainstorming, to stimulate creativity and solve work-related problems.
- Jordanian telecommunications companies provide modern technological techniques to enhance creativity and innovation among talented people.

Recommendations for Future Research

- Addressing other talent management dimensions and their effects on organizational performance.
- Conduct further research in the Arab world on the topic of talent management and how to implement and sustain retention tactics.

- Conducting more studies on the impact of talent management on organizational performance in sectors the other.
- The application of the current study to the organizations of Arab countries, because they are culturally and socially similar to Jordan.
- Conducting more studies on the impact of talent management on other factors such as competitive advantage or customer service in the telecommunications sector.
- Researchers should conduct future research for the same study but for a different study population to generalize the results.