

THESES OF THE DOCTORAL (PhD) DISSERTATION
THE EFFECT OF TALENT MANAGEMENT PRACTICES ON
EMPLOYEES' LOYALTY IN ICT SECTOR IN JORDAN
MAHA AL-DALAHMEH

Supervisor:

Dr. Krisztina Dajnoki

University professor



UNIVERSITY OF DEBRECEN

Károly Ihrig Doctoral School of Management and Business

Debrecen

2023

Contents

1. INTRODUCTION OF THE TOPICS AND OBJECTIVE	1
2. MATERIAL AND METHODS	6
2.1. Research Design	6
2.2. Research Methods.....	9
2.2.1. Qualitative Methods.....	9
2.2.2. Quantitative Methods.....	10
2.3. Research Materials and Techniques	11
2.3.1. Research Population, Sample, and Unit of Analysis	11
2.3.2. Data Analysis Techniques	14
2.3.3. Validity and Reliability.....	14
3. MAIN FINDINGS OF THE DISSERTATION	16
3.1. Interviews Content Analysis.....	16
3.2. Quantitative Analysis	18
4. NEW AND NOVEL RESULTS OF THE DISSERTATION	25
5. REFERENCES	28
6. LIST OF PUBLICATIONS RELATED TO THE DISSERTATION	31

1. INTRODUCTION OF THE TOPICS AND OBJECTIVE

To keep a lasting competitive advantage in the commercial market, businesses must constantly develop in the highly competitive, complicated, and unpredictable business climate of today. As a result of globalization, economic crises, and transformations, in addition to the move to an awareness economy, global human capital mobility and competitiveness have expanded tremendously (Collings and Isichei, 2018). Because of this dynamic market, businesses are now looking to get a realistic competitive edge through the development of human capital. Since then, human capital has been hailed as a crucial component for achieving and preserving a competitive edge in a complex, uncertain, and diverse commercial environment. Even though people think there is a talent shortage because unemployment rates are going up in many countries, the global skills gap is getting bigger (Anlesinya et al., 2019).

Talent management has gotten great attention in human resource management studies and literature as well as in the practical area in recent years. There is an emphasis on what businesses should do to acquire, improve, and retain brilliant individuals due to a lack of awareness about the definition, challenges, and future viewpoint and vision of talent management (Collings and Isichei, 2018; Maurya and Agarwal, 2018; Florkowski, 2018). Organizations are becoming more aware of the need to reach, manage, retain, develop, and train their staff more effectively if they intend to gain and keep a competitive edge worldwide. According to recent studies, a focus on talent management represents a significant shift from traditional human resource practices of strategic human resource practices and competitive advantage to talent management in today's unpredictable corporate climate. Globalization and multinational corporations have made it more challenging than ever to increase an organization's competitive advantage through human capital. At the moment, the dynamic expansion of companies in numerous industries is strengthening and extending the struggle for talent within an already complicated, volatile, and multinational corporate environment.

As a result of the business environment's volatility, complexity, and unpredictability, firms have focused on intangible resources, including experience, skills, and professional certifications (Chuai et al., 2008; Héder and Dajnoki, 2017a), through the use of talent

management, which is rapidly becoming a vital tool in maintaining and improving employees (Anlesinya et al., 2019). Given the importance of human capital in business growth and competitiveness, it has become one of, if not the most important resource for organizational success (Collings and Mellahi, 2009). Thus, human resources management is elevated to the position of the company's leading strategic business partner (Meyers et al., 2020). As a result, the importance of human resources management (HRM) and human resources (HR) strategies has increased, and firms are working to create a strong framework and boost productivity and competitiveness (Daubner-Siva et al., 2017). One of the most significant continuing discussions in human resources management is how talent management practices affect employees' effectiveness and productivity (Mensah, 2015). However, academics' interest in how talent management affects employees' behavior has grown (Maheshwari et al., 2017).

The possibility to perform research that will advance both theory and practice arises from the fast-paced development of the Jordanian ICT industry, which poses complicated organizational-cultural difficulties. As a result, the goal of this research is to address a knowledge vacuum by analyzing the most commonly utilized talent management strategies and how they may affect employee happiness and loyalty.

The purpose of this study is to fill in any gaps in the literature regarding the relationship among TM practices, satisfaction, and employee loyalty. Furthermore, it is unclear how satisfaction functions as a moderator in the relationship between TM practices and workforce loyalty in Jordanian ICT firms. Additionally, it is believed that by putting the proper talent management strategies in place in ICT organizations, satisfaction may improve a company's ability to find skilled individuals and strengthen their loyalty inside the organization. Although the idea of talent management has been studied, no study has been identified that examines the link between talent management, employee loyalty, and employee satisfaction. Due to its investigation of TM practices across some dimensions, which includes a look at how the practices affect organizational behavior, this study contributes to the body of knowledge surrounding these ideas.

1. RESEARCH OBJECTIVES AND STRUCTURE

1.1. Research Objectives

As the talent management concept increased in popularity and importance, scholars have made many attempts to find its different sides in terms of applications, effects, and definitions in the organization (O'Connor and Crowley-Henry, 2019). The need for more study, particularly in regards to acquiring information about the influence of talent management methods on organizational efficiency and the direct links with performance, is urgently needed because prior research studies are still of a restricted character (Mensah, 2015; Krishnan and Scullion, 2017). In addition, prior results of talent management's application to employees were not thoroughly researched (Dries, 2013). The talent management techniques that impact employee happiness and loyalty in the Jordanian ICT industry are therefore discussed in this dissertation, which emphasizes the connection among TM practices, employee loyalty, and satisfaction:

How could talent management strategies affect employee satisfaction and loyalty?

How can employee satisfaction in the ICT industry be a bridge between talent management and employee loyalty and mediate the relationship?

Accordingly, the research has the following objectives:

1. Examine the extent to which Jordanian ICT companies adopt TM techniques.
2. Look at how ICT (information and communication technology) companies in Jordan display satisfaction and loyalty.
3. Specify the fundamental TM procedures that have an impact on employee loyalty.
4. Examine how TM practices in Jordan's ICT industry are affecting employees' loyalty.
5. Investigate the link between satisfaction and fidelity in businesses involved in the Jordanian information and communication technology (ICT) sector.
6. Examine if satisfaction serves as a mediator in the relationship between talent management techniques and employee loyalty. The primary aims and assumptions of the questions are depicted in Figure 1:

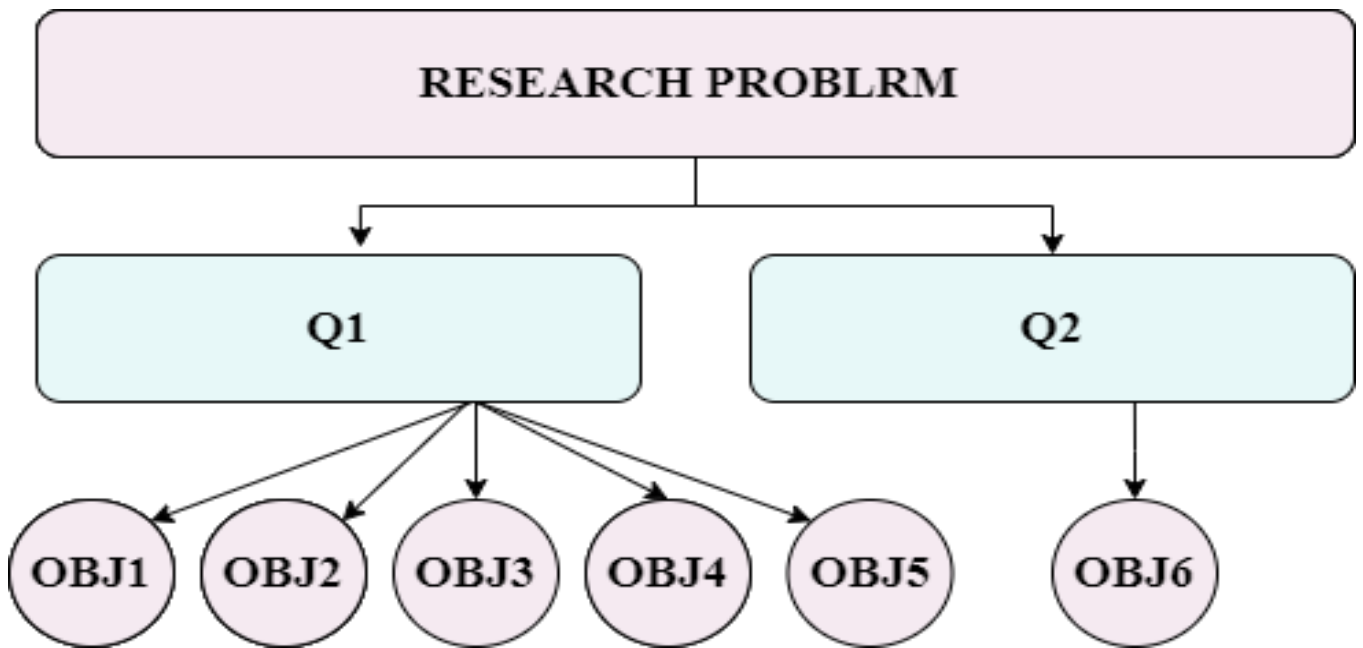


Figure 1: The research questions and objectives

Source: own constriction (2022)

The quantitative data are used to better explain the preliminary findings in this study's systematic mixed method to identify the association between the variables. Additionally, this research begins with an active theory (SET) to generate a hypothesis that can be confirmed and tested, resulting in a theory that can be studied more during the study. Because of this, it was made clear that a qualitative method should be used first to explain the results.

1.2. Dissertation Structure

The subject and aims, literature analysis, methods and material, research outcomes, conclusion and suggestions, and innovative discoveries are the seven chapters that make up this dissertation. The focus of the thesis, the primary goals, the research questions, and the research framework are all introduced in the first chapter. The second chapter is an examination and review of the literature and research related to the thesis topic; it is divided primarily into three sections. The first section will be devoted to a review of the pertinent literature about the primary research variables to give the reader a background understanding of talent management and its leading practices, satisfaction, and loyalty. The second section will discuss the theories that support the study, which was relied on in interpreting hypotheses, by reviewing the literature that focused on the relationships

between the variables of this research and hypothesis development. The third part will discuss the theory. The research design and the required methods that are needed for the data collection process to analyze the data and test the research's hypotheses are the starting points for the points that will be discussed in Chapter 3, which summarizes the study's methodology and describes the methods and techniques that are used in the research to fulfill the research objectives. The methodology and operational definition of the three variables (independent, mediator, and dependent), as well as their relationship to one another, will next be described in light of the literature study. The research data (consisting of the research sample, population, and unit of analysis) and data collection instrument (research questionnaire) will be discussed, as well as data collection methods and data analysis techniques. Finally, validity and reliability will be tested to evaluate how extrapolatable the research measures and instruments are.

Chapter 4 depicts the study's findings, beginning with the qualitative findings, then moving on to the quantitative findings, and finally demonstrating the value hypothesis testing. The first part will represent the qualitative data analysis, which will discuss the sample characteristics and the results of answering the interview questions. The second section will talk about the quantitative data analysis, which will go into depth about the descriptive statistics of the study variables, the normalcy distribution test, the confirmatory factor analysis, and the demographic sample characteristics. The outcomes of the research's hypothesis tests will next be described.

The study's findings, suggestions, limitations, and recommendations for further research are all included in Chapter 5. The primary and ground-breaking findings of the study are covered in Chapter 6. The value that would be contributed to top management's activities and decision-making process is what essentially distinguishes proposals from other approaches in Chapter 7. Top management and managers' engagement in talent management activities is essential for successful talent management, according to the practical recommendations.

2. MATERIAL AND METHODS

2.1. Research Design

Setting the objectives of the research is the starting point to answer the research question, and choose the appropriate methodology (Sekaran and Bougie, 2019). According to the main objectives and aims, there are different types of research (Saunders et al., 2019), and this research is explanatory research that is aimed to explain the relationship between talent management and employees' satisfaction and loyalty and analysis the effect of variables on each other's.

Both qualitative and quantitative approaches were adopted, to facilitate answering the research questions mentioned in the reach the objectives. To address the research's objectives of the exploration the extent to which talent management practices are implemented in ICT companies operating in Jordan and investigate how employees' loyalty is evident in firms operating in the Jordanian Information and Communication Technology (ICT) sector semi-structured interviews were conducted with a group of managers and supervisors from different organizations in the sector.

The hypotheses were developed concerning the remaining research objectives concerned with examining the impact of TM practices on employees' loyalty in Jordan's (ICT) sector, identifying the essential talent management practices that affect employees' loyalty, and deciding whether job satisfaction mediates the relationship between talent management practices and employees' loyalty.

These hypotheses were tested through the collection of questionnaire data from (362) Jordanian employees from (112) different firms operating in the Jordanian ICT sector.

The use of mixed approaches to address research questions helped in addressing some of the limitations of using a single approach to investigate the relationship. The following diagram shows the research methodology applied to the current study.

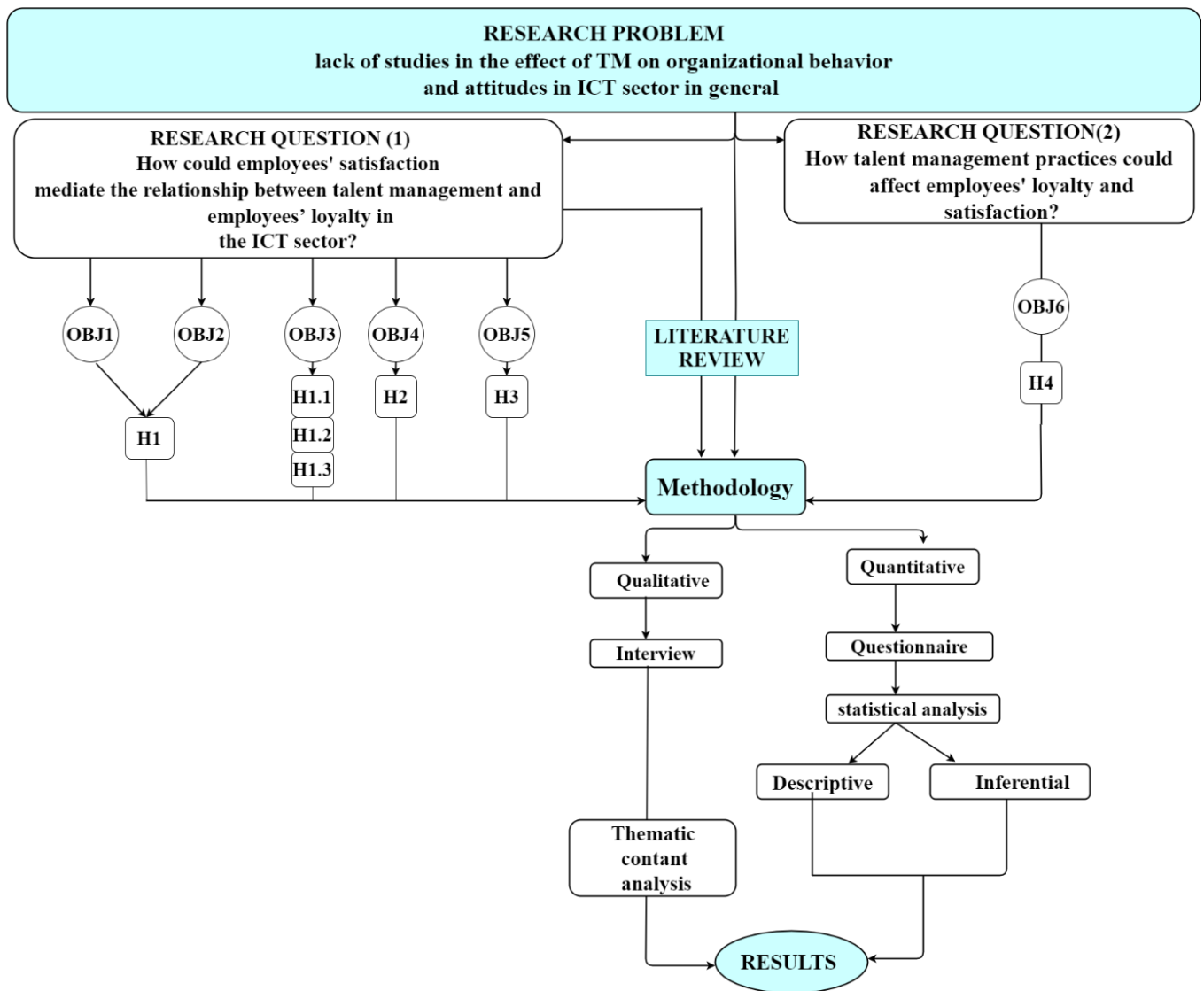


Figure 2: Research process

Source: own construction (2022)

Given the exploratory nature of the research, a mixed-method approach was followed for investigating the relationship from two perspectives employees and managers, which will include questionnaires, HR managers' interviews.

The data was collected from two main sources: secondary sources (a variety of articles, research, and journals) and primary sources (a collection of articles, research, and scientific journals) that were used to construct the theoretical part of the research. Second, primary data: for the first time, the questionnaire tool was utilized to collect this sort of data in order to acquire the necessary data for the study.

The research approach utilized for this study is a mixed-method approach. It includes both qualitative and quantitative primary data. Interviews and questionnaires were administrated

for data collection because this research discussed the TM practices and how they will affect employees' loyalty from two perspectives; the first one is from managers' and top management perspectives; thus, data were collected through interviews, and the other one is from employees' perspective, so a questionnaire was developed to collect required data for this study.

2.1.2. Research Model

The added value of this research concentrates on the mediating role of employee satisfaction in the relationship between talent management practices and maintaining employees. The research model summarises the hypotheses and the relationship directions between the research variables (Figure 3).

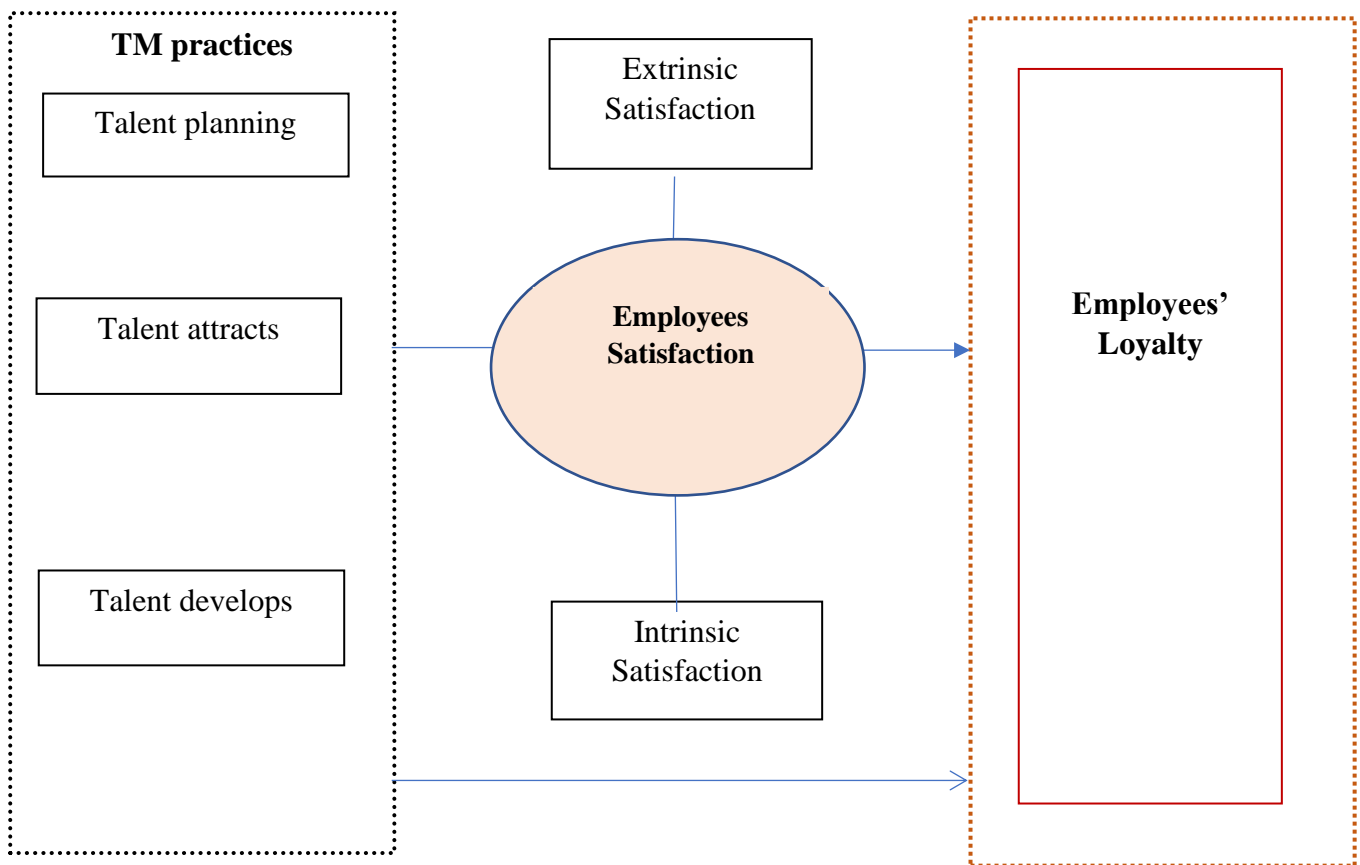


Figure 3: research model

Source: own construction (2022)

The research model explains the relationships between the study variables and shows the direction of the relationships between them. This model assumes that there is a significant relationship between talent management and employees' loyalty, and how could talent management practices, each separately, affect employees' loyalty. Moreover, the effect of talent management practices on employees' satisfaction, whether it would be Internal

satisfaction or external satisfaction. It also explains the relationship between employees' satisfaction and its impact on employees' loyalty. Finally, does job satisfaction mediate the relationship between talent management practices and employees' loyalty?

2.2. Research Methods

2.2.1. Qualitative Methods

Based on the reviewed literature, it was decided that the interviews are significant to find accurate results because they will provide more clarity and understanding about the subject under study or research (Pole and Lampadd, 2002).

Hence the questions of the interviews were designed based on the literature review and in the consultations with the supervisor, the interviews were conducted with managers of large companies in (the ICT) sector in Jordan. The duration of the interview was around 45 minutes with the permeation of respondents, also it was recorded through the audio device after it has listened again for analyses. Then all the interviews were analysed using the qualitative analysis methods. Several factors affected the selection of interviewees for this research. First, given the aforementioned aim for conducting the qualitative research, the sample for this research consisted of educated employees and managers working alongside other employees, thus, to be selected for the research, the participant had to have a clear understanding TM concept and be able to answer the question correctly. The second factor is that the interviewees had to have worked closely with the human resources department in the firm, to be able to understand the main aim of the study and answer properly.

Finally, given that it is not a must for the minimum sample size for this research to be wide, the selection of interviewees was affected by the researcher's desire and the ability of reach the interviewees to select them from different firms in order to have a representative sample as much as possible.

The interviews were conducted in the Arabic language then the responses will be translated to English, before starting the interviews, the semi-structured interview questions were formulated in English first, and then translated into Arabic, the interview questions were formulated based on those were used similar research questions and objectives in previous studies. As for the translation process, since Arabic is the researchers mother language, she initially translated the interview questions from English to Arabic, then two academics who

speak Arabic from Jordan, with a business and economic background, were then given copies of the English version of the interview questions and translated them into Arabic, then the researcher compared the three Arabic translations of the questions, and distinguished the differences between the translations and resolve them in order to reach the final version of the translation. The main question for the interview contains (Appendix 2).

2.2.2. Quantitative Methods

The primary and empirical data also was collected using the questionnaire. The respondents' perceptions towered the talent management practices, employees' satisfaction concept, and loyalty employees were measured by the questionnaire items. The questionnaire was divided into three sections: the first will serve as an introduction to the study's principal goal, while the second will ask participants to be as honest and exact as possible in order to assure that their replies will be considered as completely confidential. The demographic statistics of respondents in ICT enterprises are presented in the second section. The third section addresses the study's independent variable, mediator variable, and dependent variables (Appendix 1).

The questionnaire will apply a 5-point Likert scale ranging from 1- strongly disagree, 2- disagree, 3 - neither agree nor disagree, 4- agree, 5- strongly agree. A Five-point Likert-type scale was used to increase response rate and response quality and reduce respondents' "frustration level" (Babakus and Mangold ,1992). along with the questionnaire's items were adopted from previous studies (that used the 5-Likert scale) which will keep the scale in the comparability and consistency of the results. And respondents can more easily distinguish between 5 options than a 7-point scale, thus reducing nuisance variance.

- Data Collection Instrument (The Questionnaire)

This study aims to investigate the mediation effect of employees' satisfaction on the relationship between talent management practices and employees' loyalty. The demographic data of respondents in ICT companies was obtained, a questionnaire was used to gather primary data. The perceptions of the respondents were far greater than the practices of talent management., employees' satisfaction concept, and employees' loyalty were measured by the questionnaire items. The questionnaire was created as follows:

An introduction was given to explain the study's principal goal and to assure that their responses would be kept entirely secret. They were also advised to be as honest and precise as possible in the introduction letter. Then the following two sections were coming: The first section was involved in gathering demographic data of the respondents, total of (6) items were needed to be answered. The second part of the research includes (40) questions about the independent variable, mediator variable, and dependent variables. The second part of the questionnaire asked the respondents to assess the extent of TM practices that applied in their firm and each of satisfaction and their perspective about loyalty.

The questionnaire applied a 5-point Likert scale ranging from 1- strongly disagree, 2- disagree, 3 - neither agree nor disagree, 4- agree, 5- strongly agree. The items in the questionnaire were all derived from previously used items to measure the element of each variable in the research.

2.3. Research Materials and Techniques

2.3.1. Research Population, Sample, and Unit of Analysis

During the last few years, the ICT sector witnessed several developments, from the postal era to the era of information technology and the digital economy. Jordan recorded an improvement in the quality and prices of telecommunications and Internet services, considering the multiplicity of telecommunications companies.

The rise of the telecommunications sector was not limited to Internet and communications services; instead, the ICT sector witnessed several leaps, which placed Jordan in an advanced position, allowing international companies to operate in Jordan and employ Jordanians. On the official level, successive governments are still working to reach the concept of e-government, which aims to facilitate the lives of Jordanians, eliminate corruption, and provide service with justice for all.

Jordan has succeeded in establishing and developing a highly competitive ICT sector—a pioneering sector in the Middle East and North Africa region—and is currently serving larger regional markets in the age of technology and innovation.

According to the Department of Statistics (2020), the ICT sector provides the state treasury annually at the rate of \$2.3 billion, an increase of 5% compared to 2019. The jobs provided in the ICT sector for the year (2020) amounted to 22,413, with 67% for males and 33% for

females. The growth of the information technology sector for the year (2020) was at a compound annual rate of 11.64% for a period of 4 years, as revenues increased by approximately \$ 300 million between 2014-2018.

The ICT sector in Jordan has contributed about 12% of the country's GDP to become one of the leading sectors in the region, with more than 600 operating companies directly employing about 16,000 employees and making a comprehensive contribution of about 84,000 jobs.

- The ICT sector exports to more than 35 countries around the world, including the United States, Germany, and the Arab Gulf markets.
- Many IT and IS businesses have been founded in Jordan as a result of these initiatives and the quick expansion of this industry. According to the Ministry of Information and Communication Technologies (2020), the main IT and IS enterprises in Jordan are succinctly described as follows:
 - Jordan Telecommunication Company (JTC) is the provider of telecommunications services in Jordan. The services provided by JTC are intended to satisfy client needs, produce profitable returns for the company, maintain a competitive edge, and fulfill license requirements to aid in the economic and social growth of Jordan. Some of the advances that have been adopted include technology innovation and the computerization of all practices and functions, especially when it comes to client care and support centers.
 - The Jordan Computer Society (JCS) is the first organization in Jordan to handle the computer industry. The JCS is a technical, academic, and societal organization that cares for the issues of people and businesses engaged in all IT and IS-related sectors and aims to raise the bar for competence in those sectors through the committees that make up the organization.
 - The Telecommunication Regulatory Commission (TRC) is an agency in charge of regulating telecommunications activities and services. to support the expansion of high-quality, reasonably priced, and dependable telecommunications services. TRC aspires to achieve successful working relationships among towns, customers, network operators, and technology providers.

- National Information Centre (NIC) is one of the higher councils of science and technology's centers, which was created to assume control for Jordan's national information system's development and management.
- The Royal Scientific Society (RSS) is a non-profit organization. It seeks to direct technical and scientific research and improvement work connected with the development activity in Jordan, with particular interest in industrial and local services research.
- Information Technology Association-Jordan (Intaj) is a recent Jordanian IT company that is both private and not-for-profit. The goal of Intaj is to successfully represent, develop, and sell the Jordanian software, IT, and IS services sectors in both domestic and international markets.

To grow and provide services for the nation's ICT industry, the Jordanian Information Technology Association (intaj) was established in 2000. And because a company's most significant asset is its qualified and experienced human capital, intaj was established to offer IT services and products from Jordan, a regional leader. The ICT sector was chosen as the study population because it is a very talent management-intensive sector that employs people with a high level of talent, performance, and competence. The population of this research, which comprised (238) firms up to August 2021, would be made up of each INATJ member working inside the Jordanian ICT sector. Because they are not ICT professionals, a number (56) of companies listed in the intaj members' directory were not included in the sample, even though they have used intaj's services and taken part in its activities. After getting in touch with the remaining 182 ICT companies, 50 were unwilling to participate due to their privacy policies or because they lacked the time to complete the questionnaire, and 25 experienced communication issues. The last number of ICT enterprises that participated in answering the survey after the ICT firms were examined to determine the final research population was 112.

434 questionnaires were distributed to the 112 employees of the ICT firm. The positions of these employees range from junior (regular employee), senior (team leader), project manager, supervisor (head of the department), to general manager.

The targeted employees have the following characteristics: they are involved in the main activities and operations in the firms that create the value of firms; they are directly affected by management practices; and they are skilled and have different qualifications.

2.3.2. Data Analysis Techniques

After completing the data collection phase of the research, the gathered data were categorized, classified, coded, and analysed using the SPSS program. Descriptive and inferential statistical techniques were applied to characterize the elements of the sample and to understand to what extent talent management practices, employees' satisfaction, and employees' loyalty employees' factors are used in ICT sector firms in Jordan.

The research used the most applied measures of descriptive (percentages, standard deviation, and means). Also, simple regression analysis was used to test the research hypotheses, as well as Baron and Kenny's (1986) mediated regression technique as a measurement of the regression analysis. Table 1 shows the summary of statistical techniques which are used in this research.

Table 1: Statistical tests

No	Test
1	Reliability test
2	Descriptive analysis
3	Correlation analysis
4	Linear regression analysis
5	Mediating analysis

Source: author's own construction (2022)

2.3.3. Validity and Reliability

According to Sekaran and Bougie (2019), validity is related to accuracy and if the instrument measures what it is trying to measure. Two types of validity were observed in the study face validity and content validity:

To ensure face validity the researcher started by collecting and using scales that were used and developed by other researchers who have the same interest area. And then, the

instrument items were translated to Arabic to ensure that the instrument was fully understood, so the answers will be accurate. To enhance the validity of the scales the questionnaire was presented to academic persons in the same major, to ensure that the wording and language of the questions are of sufficient quality, to check the translation is clear, and to ensure that the study instrument was well designed, and all the items measured the related dimensions for each variable. The questionnaire was analysed by four academic and specialized persons, according to their comments and recommendations. Because the scales have previously been designed and validated, construct validity isn't an asset in this study.

Reliability mostly related to how the measure is stable and consistent by applying the same measurement instrument overtime in having the same results and outcomes under like conditions, so it is a sign of a biased (error-free) measurement.

Reliability consists of and repeatability internal consistency. Internal consistency is the "homogeneity of the items in the measure that tap the construct" (Sekaran and Bougie, 2019). Internal consistency is usually measured by Cronbach's coefficient alpha (Cronbach, 1946), which indicates if the items that are supposed to measure the same thing are positively associated with each other as a set. Cronbach's alpha reliability in general ranges between (0.0 - 1.0). If the coefficient is closer to 1.0 the internal consistency reliability of the items in the scale is greater also (Pallant, 2005) suggested that the minimum value of Alpha Kronbach is (0.6).

3. MAIN FINDINGS OF THE DISSERTATION

The intention of this research was to give a holistic understanding of the key practices influencing employees' satisfaction and employees' loyalty in the ICT sector in Jordan. Therefore, the key practices were recognized and logically tested to confirm the hypotheses developed in this research, employees' satisfaction was identified as mediating factor that influences the loyalty of talented employees. This study went beyond the practices at the individual level to consider those at the organizational level.

Therefore, qualitative research took place to clarify and analyze managers' perspectives, also the quantitative phase was applied to explain the employees' perspectives to further support the research idea and address the research question.

3.1. Interviews Content Analysis

The quantitative analysis has explored the relationships between talent management practices and employees' loyalty and satisfaction; however, this exploration does not address the "How" and why" questions from a managerial perspective but aims to further explore the relationship between the variables by using a round of semi-structured interviews with organizations targeted through random sampling.

The qualitative data for this study was represented from ten interviews with CEOs, HR managers supervisors, and seniors, from various ICT organizations. In line with the initial results of the quantitative analysis, a thematic approach was adopted, and four main themes were identified, strategic talent planning and resourcing, talent attraction and retention, talent development and training, and the impact of talent management practices on employees, loyalty and satisfaction. Figure 4 summarises the main themes which were inferred after analysing the interview.

Content analysis is a research method for determining the existence of specific words, topics, or concepts in qualitative data, researchers can measure and evaluate the prevalence, meanings, and correlations of certain words, ideas, or themes using content analysis (Sekaran and Bougie, 2019).

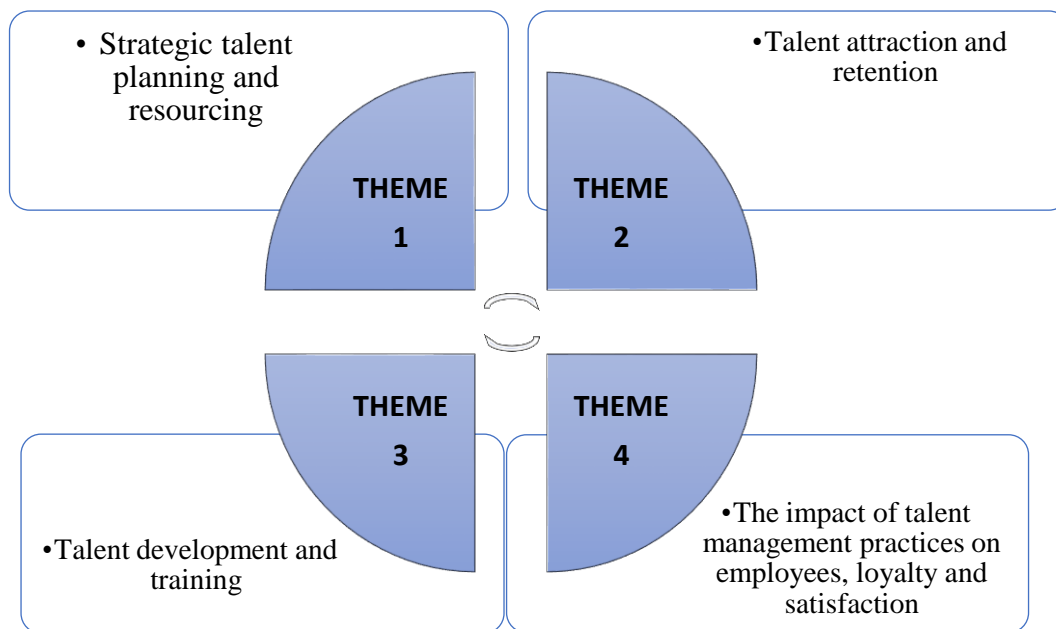


Figure 4: Interviews` Themes

Source: author's construction (2022)

The majority of interviewees affirmed that selection and recruitment, planning, development and training, and retention practices are used for talent management in their organizations. However, the perspective of talent management by some of the interviewees was that it does not differ much from human resources practices. The interviewees provided a consistent and general understanding of the concept of talent management. In addition, most of the interviewees indicated the high importance of the retention of key employees by designing the appropriate work environment for talent to develop and improve, moreover providing them with sufficient pay and reward systems, as maintaining talented employees is more challenging than recruiting them.

The second focus of the interviewees was that organizations must afford development and training opportunities for high potential employees and key performers, determining the skills that are needed in order for them to increase the success of their organization as well as decrease their intention to leave the company. Most of the interviewees reported that their organizations have a specific talent management practice in their organization. However, 30% of interviewees stated that talent management practices are carried out indirectly through human resources management practices.

3.2. Quantitative Analysis

The findings of hypothesis 1 testing revealed that applying talent management strategies had a positive influence on employee satisfaction. According to the findings of the interviews, if firms acknowledged and recognized their talented employees for their significant and distinctive contributions, it would assist to enhance their satisfaction and achieve high levels of loyalty. This outcome is in line with the results of the previous studies, which have examined the same variables. Luna-Arocas and Morley (2015) found that talent management affects various employee work attitudes, particularly employee satisfaction and affective employee commitment, while Collings and Mellahi, (2009) found that talent management has been founded as a tool to generate higher job satisfaction. Louis et al. (2022) indicated in their study that talent management is a good approach to retain employees and control their satisfaction.

The findings revealed that training and rewarding talented employees is essential to increasing employee satisfaction, which was proven to be important in employee retention. Thus, the organizations that are devoted to employees' training and development are recognizing that developing and training talented employees will lead to more satisfaction levels, positive attitudes, higher productivity, and knowledge transfer between their employees. Moreover, job-related training and development programs increase employees' ability to perform job-related duties, so they will be more confident and satisfied.

The results showed that talent management practices have an effect on employees' satisfaction, but they have a higher influence on the extrinsic employees' satisfaction, Which means the organization could control it more by improving the work environment, work benefits, and management policies, where the Extrinsic aspects of the jobs are straight connected to the work environment, which includes the social and physical organizational environment cooperative with the management policies and systems, which would affect employees' satisfaction in their daily activities (Lu et al.,2017).

H1. A positive relationship exists between talent management and employees' satisfaction.

The results of testing this main hypothesis are demonstrated in the table (2) as follow:

Table 2: Model Summary of the first main hypothesis

Variables			Estimate	S.E.	P-value (sig)	R2
.F2	<---	F1	0.119	0.042	0.002	0.030

F1: Talent Management Practices, F2: Employees' Satisfaction

Source: author's calculation (2022)

The value of R2 for (employee satisfaction) is (0.030) in the table, indicating that talent management techniques can explain for (3.00%) of the variation in employee satisfaction. The findings reveal that TM has a statistically significant positive influence on employee satisfaction at the 0.05 level of significance, where the statistical significance value (0.000) is less than (0.05) and the effect value is positive (0.119). This means that a one-unit rise in (TM) is predicted to boost employee satisfaction by 1%. (0.119).

H1.1: A positive relationship exists between talent force planning talent and employees' satisfaction.

H1.2: A positive relationship exists between talent attraction and employees' satisfaction.

H1.3: A positive relationship exists between talent development and employees' satisfaction.

Table 3: Model Summary of the three-sub hypotheses

Variables			Estimate	S.E.	P-value (sig)	R2
F2	<---	F3	0.118	0.045	0.004	0.028
		F4	0.181	0.043	0.000	0.027
		F5	0.190	0.038	0.000	0.033

F3: talent force planning, F4: talent attract, F5: talent developing F2: Employees' Satisfaction.

Source: author's calculation (2022)

Table 3 shows that the value of R2 for employees' Satisfaction is (0.028), which means that the talent force planning can account for (2.8%) of the variation of the employee satisfaction. The results show that talent force planning has a positive statistical effect on employees' satisfaction at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.118). This indicates that the increase in one unit in talent force planning is expected to increase the employees' satisfaction by (0.118). moreover, the value of R2 for employees' Satisfaction is (0.027) when the independent variable is talent attract, which means that the talent attract can account (2.7%) of the variation of the employee satisfaction. The results show that talent attraction has a positive statistical effect on employees' satisfaction at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.181). This indicates that the increase in one unit in talent attraction is expected to increase the employees' satisfaction by (0.181). however, the value of R2 for employees' Satisfaction is (0.033) when the independent variable is talent development, which means that the talent attraction can account (3.3%) of the variation of the employee satisfaction. The results show that talent attraction has a positive statistical effect on employees' satisfaction at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.190). This indicates that the increase in one unit in talent development is expected to increase the employees' satisfaction by (0.190).

H1.4: A positive relationship exists between talent management and employees' intrinsic satisfaction.

H1.5: A positive relationship exists between talent management and employees' extrinsic satisfaction.

Table 4: Model Summary of the fourth, fifth sub hypotheses

Variables			Estimate	S.E.	P-value (sig)	R2
F2	<---	F6	0.224	0.062	0.000	0.057
		F7	0.523	0.063	0.003	0.028

F6: intrinsic employees' satisfaction, F7: extrinsic employees' satisfaction F2: TM practices.

Source: author's calculation (2022)

The table shows that the value of R² for intrinsic employees' Satisfaction is (0.057), which means that the talent management practices can account (5.70%) of the variation of the intrinsic employees' satisfaction. The results showing that TM has a positive statistical effect on intrinsic employees' satisfaction at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.224). This indicates that the increase in one unit in talent management practices is expected to increase the intrinsic employees' satisfaction by (0.224). However, the results also show that the value of R² for extrinsic employees' Satisfaction is (0.028), which means that the talent management practices can account for (2.80%) of the variation of the extrinsic employees' satisfaction. The results show that TM has a positive statistical effect on extrinsic employees' satisfaction at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.523). This indicates that the increase in one unit in talent management practices is expected to increase the extrinsic employees' satisfaction by (0.523).

The results of the testing of hypothesis 2, showed that talent management practices affect employees' loyalty and play an essential role in affecting employees' attitudes such as commitment and loyalty, and these results are consistent with what other researchers found earlier in their studies (Lee et al., 2008).

Moreover, talent management practices are a characteristic of professional decision-making, control over work activities, and social relationships. The results confirmed a significant correlation with increased employees' loyalty and lower levels of turnover among employees in the organization which is matching with Kalra's (2018) study where he pointed out that practices and strategies of talent management impact employee retention and commitment in the long term and decrease turnover intention. Additionally, when organizations implement good practices, they will positively affect employees to perform better and become more loyal. Generally, talent management practices such as development and training encourage employees to learn job-related knowledge, new skills, and positive behaviors, which is considered an important factor in increasing efficiency and productivity. where the organizations which have a higher level of productivity will have more loyal employees.

H2. There is a statistically significant and positive effect of talent management practices on employees' loyalty.

The results of testing this second hypothesis are demonstrated in the table (5) as follow:

Table 5: Model Summary of the second main hypothesis

Variables			Estimate	S.E.	P-value (sig)	R2
F8	<---	F1	0.550	0.069	0.000	0.340

F1: Talent Management Practices, F8: Employees' loyalty

Source: author's calculation (2022)

The table shows that the value of R2 for employees' loyalty is (0.034), which means that the talent management practices can account for (3.40%) of the variation of the employee satisfaction. The results showing that TM has a positive statistical effect on employees' loyalty at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.550). This indicates that the increase in one unit in (TM) practices is expected to increase the employees' loyalty by (0.550).

H3. There is a statistically significant and positive effect of employees' satisfaction on employees' loyalty.

The results of testing this main hypothesis are demonstrated in the table (6) as follow:

Table 6: Model Summary of the third main hypothesis

Variables			Estimate	S.E.	P-value (sig)	R2
F8	<---	F2	0.243	0.064	0.000	0.076

F2employees' satisfaction, F8: Employees' loyalty

Source: author's calculation (2022)

The table shows that the value of R2 for employees' loyalty is (0.076), which means that the employees' satisfaction can account (7.60%) of the variation of the employee loyalty. The results showing that employees' satisfaction has a positive statistical effect on employees' loyalty at the level of significance (0.05) where the statistical significance value (0.000) is less than (0.05) and the value of this effect is positive (0.243). This indicates that

the increase in one unit in employees' satisfaction is expected to increase the employees' loyalty by (0.243).

H4. the positive effect between TM practices and employees' loyalty will be mediated by employees' satisfaction.

Table 7: The mediated regressions results gained from steps 1-3

	Chi 2	DF	chi2/d f	GFI	CFI	RMSE A	SIG	EFFECT	Sig
F1- F5	2319.38 5	624	4.030	0.90 4	0.91 1	0.0129	0.00 0	0.170	0.00 3
F1F 3								0.105	0.00 8
F1F 5								0.158	0.00 2
F5- F3								0.561	0.00 0
F1- F5								0.159	0.00 2

F1: TM practices, F3 Employees' loyalty, F5 Employees satisfaction

Source: author's calculation (2022)

Based on the results, and comparing with previous analysis for relationships, the independent variable(TM) has an effect on employees loyalty with a statistically significant significance (0.008) which is less than (0.05), the value of the effect is (0.105) which is less than the value In the previous table before entering the mediating variable which was (.243) It can also be noted that the effect of the independent variable on the median was statistically significant on the significance level (0.05) with the significance level (0.003). The effect of the mediating variable on the employees' loyalty was statistically significant (0.000). And because the effect of the independent variable (talent management) on mediating variable (employees' satisfaction) and the mediating variable affects the dependents variable (employees' loyalty) at the significant level the value of the effect is decreased, so that indicates for a (partial mediation).

According to the above hypothesis testing and analyzing mediating models; the results show that all of the study hypotheses were accepted and indicating that there is a statistical significance effect between TM practices and employees' loyalty. Also, there is the

statistical effect of employees' satisfaction on the relationship between TM practices and employees' loyalty. The testing results hypotheses of all hypotheses are illustrated in table 8:

Table 8: Hypotheses summary

Hypothesis	Result
H1. A positive relationship exists between talent management and employees' satisfaction.	Accepted
H1.1: A positive relationship exists between talent force planning talent and employees' satisfaction.	Accepted
H1.2: A positive relationship exists between talent attraction and employees' satisfaction.	Accepted
H1.3: A positive relationship exists between talent development and employees' satisfaction	Accepted
H1.4: A positive relationship exists between talent management and employees' intrinsic satisfaction.	Accepted
H1.5: A positive relationship exists between talent management and employees' extrinsic satisfaction.	Accepted
H2. There is a statistically significant and positive effect of talent management practices on employees' loyalty.	Accepted
H3. There is a statistically significant and positive effect of employees' satisfaction on employees' loyalty.	Accepted
H4. the positive effect between TM practices and employees' loyalty will be mediated by employees' satisfaction.	Accepted

Source: author's calculation (2022)

According to the above hypothesis testing, the results show that all hypotheses were accepted indicating that there is a statistically significant impact of these talent management practices and commitment, loyalty.

4. NEW AND NOVEL RESULTS OF THE DISSERTATION

This dissertation was intended to enhance the understanding of the link between talent management practices and employees' loyalty by using the mediation effect of employees' satisfaction.

The novel finding of this research is the empirical support for the links identified in the proposed deductive theoretical model. As no previous research has empirically tested the effect of talent management practices on employees' loyalty and how could employees' satisfaction mediate the relationship.

- The organization could control the employees' positive behaviors, such as satisfaction and loyalty, through talent management practices. Managers may improve productive employee behavior and lessen unproductive conduct by using TM practices. also profit from the satisfied and emotionally dedicated work attitudes of workers.
- Organizations can use talent management practices as an essential tool to increase extrinsic satisfaction through policies, financial benefits, and development programs. When talent management is integrated into an organization's strategic plan, the company increases its capacity to recruit and retain highly qualified individuals.
- Jordanian ICT firms pay high attention to talent planning and hiring policies; they take into consideration many factors to make workforce planning more effective and efficient. The employees in the Jordanian ICT sector are highly satisfied with their firms. Most respondents are highly loyal and engaged to their jobs and firms.
- Talent develops practice has the strongest effect on satisfaction and loyalty, so the organization has to support the training courses, learning programs, and self-learning skills to expand and improve the employees' knowledge.
- Employees' satisfaction mediates the relationship between TM practices and employees' loyalty. Therefore, organizations should implement and invest in TM practices that will heighten their employees' satisfaction and increase their loyalty.
- A result of this study is that employees in the ICT sector appeared to be highly dedicated and loyal, at the same time they are highly skilled in their jobs and willing to make more effort for the organizations.

PRACTICAL APPLICABILITY OF THE RESULTS

What fundamentally sets these recommendations apart from other practices is the value which would be added for top management in their activities, and decision-making process, top management and managers' involvement in talent management activities is critical for success. The employees are highly being motivated during the work because top management participation offer them the possibility to show their potential and abilities in a high-level working environment, thus keep the open connections channels and communication with employees helps to improve the practices efficiently ICT managers are required to integrate talent management strategy with the whole organization strategy and incorporate talent management strategies into their company's business plan to strengthen the organization's financial situation.

Moreover, the managers are required to adopt TM practices since it helps to increase diversity, which can provide organizations with a strategic and financial benefit, and it's becoming a priority for job seekers. Diverse workforces help to improve employee learning, creativity, and creativity, which leads to great business outcomes in highly inclusive organizations.

According to the study findings and the opinions of HR managers interviewed on the effects of practices on employees' loyalty and satisfaction, there is a need to concentrate on: Training and development programs and activities, as well as possibilities for career growth, help develop talent. Then, TM practices must be reinvented in order to become a real business partner. Also, the development of effective leadership that promotes equity and justice in workforce development and recruitment, develops the organizational culture to retain and develop talented employees.

Managers in Jordan's ICT sector must strive to further develop talented employees and enhance career options by maintaining open and constant contact with them to identify their needs. and make development a regular factor of their effective maintenance approaches.

The study showed that the strategic role of TM practices was imitated by the appearance of STM practices such as strategic succession and planning. As a result, organizations that realized the importance of talent management practices were more likely to maintain and

retain their talented individuals, implying that managers should provide clear goals for recruiting and retaining exceptional employees.

The outcomes of this research support and reinforce the importance of talent development as a vital practice to increase retention and maintain talented employees. Thus, managers are required to provide a range of training and development programs and find different skills to give career development opportunities to their talented employees to keep them.

5. REFERENCES

- Anlesinya, A., Dartey-Baah, K., & Amponsah-Tawiah, K. (2019). Strategic talent management scholarship: a review of current foci and future directions. *Industrial and Commercial Training*, 51(5), 299–314.
- Anlesinya, A., Dartey-Baah, K., & Amponsah-Tawiah, K. (2019). Strategic talent management scholarship: a review of current foci and future directions. *Industrial and Commercial Training*, 51(5), 299–314.
- Collings, D. G., & Isichei, M. (2018). The shifting boundaries of global staffing: Integrating global talent management, alternative forms of international assignments, and non-employees into the discussion. *The International Journal of Human Resource Management*, 29(1), 165-187
- Collings, D. G., & Mellahi, K. (2009). Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304–313.
- Daubner-Siva, D., Vinkenburg, C. J., & Jansen, P. G. W. (2017). Dovetailing talent management and diversity management: the exclusion-inclusion paradox. *Journal of Organizational Effectiveness*, 4(4), 315–331.
- Dries, N. (2013). Talent management, from phenomenon to theory: Introduction to the Special Issue. *Human Resource Management Review*, 23(4), 267–271.
- Florkowski, G. W. (2018). HR technology systems: an evidence-based approach to construct measurement. In *Research in Personnel and Human Resources Management*, 36 (1), 197-239.
- Héder, M., Dajnoki, K., (2017). The Characteristics of International and Hungarian Talent Shortage. *Annals of The University of Oradea Economic Science*, 1 (1) , 621-636.
- Iles, P., Chuai, X. and Preece, D., 2010. Talent management and HRM in multinational companies in Beijing: Definitions, differences, and drivers. *Journal of World Business*, 45(2), 179-189.

- Kalra, A. (2018). Influence of talent management practices on commitment of Noncritical employees in IT companies in Chennai. *International Journal of Business Administration and Management Research*, 4(1), 1-5.
- Krishnan, T., & Scullion, H. (2017). Talent management and dynamic view of talent in small and medium enterprises. *Human Resource Management Review*, 27(3), 431–441.
- Lee, Y.K., C.K. Lee, S.K. Lee and B.J. Babin, 2008, Festivals capes and patrons' emotions, satisfaction and loyalty. *Journal of Business Res.*, 61(1), 56-64.
- Louis, R. R., Sulaiman, N. A., & Zakaria, Z. (2022). Accounting firms' talent management practices: perceived importance and its impact on auditors' performance. *Pacific Accounting Review*. 34 (2), 274-292.
- Lu, Y., Hu, X.M., Huang, X.L., Zhuang, X.D., Guo, P., Feng, L.F., ... & Hao, Y.T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: A cross-sectional study. *BMJ Open*, 7(5).
- Luna–Arocas, R., & Morley, M. J. (2015). Talent management, talent mindset competency and job performance: The mediating role of job satisfaction. *European Journal of International Management*, 9(1), 28-51.
- Maheshwari, V., Gunesh, P., Lodorfos, G., & Konstantopoulou, A. (2017). Exploring HR practitioners' perspective on employer branding and its role in organizational attractiveness and talent management. *International Journal of Organizational Analysis*, 25(5), 742–761.
- Maurya, K. K., & Agarwal, M. (2018). Organizational talent management and perceived employer branding. *International Journal of Organizational Analysis*, 26(2), 312–330.
- Mensah, J. K. (2015). A “coalesced framework” of talent management and employee performance: For further research and practice. *International Journal of Productivity and Performance Management*, 64(4), 544–566.
- Meyers, M. C., van Woerkom, M., Paauwe, J., & Dries, N. (2020). HR managers' talent philosophies: prevalence and relationships with perceived talent management practices. *International Journal of Human Resource Management*, 31(4), 562–588.

O'Connor, E. P., & Crowley-Henry, M. (2019). Exploring the Relationship Between Exclusive Talent Management, Perceived Organizational Justice and Employee Engagement: Bridging the Literature. *Journal of Business Ethics*, 156(4), 903–917.

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2019). *Research Methods for Business Students Eight Edition*. Qualitative Market Research: An International Journal.

Sekaran, U., & Bougie, R. (2019). *Research methods for business: A skill-building approach*. John Wiley & sons.

6. LIST OF PUBLICATIONS RELATED TO THE DISSERTATION



**UNIVERSITY of
DEBRECEN**

**UNIVERSITY AND NATIONAL LIBRARY
UNIVERSITY OF DEBRECEN**

H-4002 Egyetem tér 1, Debrecen

Phone: +3652/410-443, email: publikaciok@lib.unideb.hu

Registry number: DEENK/63/2023.PL
Subject: PhD Publication List

Candidate: Maha Lutfi Al-Dalahmeh
Doctoral School: Károly Ihrig Doctoral School of Management and Business
MTMT ID: 10071931

List of publications related to the dissertation

Articles, studies (4)

1. **Al-Dalahmeh, M. L.**, Al-Dalahmeh, M., Dajnoki, K.: Talent Management as a Novel Approach to Increase Employees' Satisfaction and Commitment in the ICT Sector.
Polish Journal of Management Studies. 25 (1), 41-57, 2022. ISSN: 2081-7452.
DOI: <http://dx.doi.org/10.17512/pjms.2022.25.1.03>
2. **Al-Dalahmeh, M. L.**, Dajnoki, K.: Do Talent Management Practices Affect Organizational Culture?
International Journal of Engineering and Management Sciences. 5 (1), 521-535, 2020.
EISSN: 2498-700X.
DOI: <http://dx.doi.org/10.21791/IJEMS.2020.1.40>
3. **Al-Dalahmeh, M. L.**: Talent management: a systematic review.
Oradea Journal of Business and Economics. 5 (special), 115-123, 2020. ISSN: 2501-1596.
4. **Al-Dalahmeh, M. L.**, Héder, M., Dajnoki, K.: The effect of talent management practices on employee turnover intention in the Information and Communication Technologies (ICTs) sector: case of Jordan.
Problems and Perspectives in Management. 18 (4), 59-71, 2020. ISSN: 1727-7051.

The Candidate's publication data submitted to the iDEa Tudóstér have been validated by DEENK on the basis of the Journal Citation Report (Impact Factor) database.

02 March, 2023

